

WORK SESSION AGENDA

Monday, March 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



City of Las Cruces
MOUNTAINS OF OPPORTUNITY

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Council Work Session Summary

Meeting: Work Session - Mar 08 2021

TITLE: ELECTION PROCESS REVIEW.

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

BACKGROUND / KEY ISSUES / CONTRIBUTING FACTORS:

In 2019, there were many changes to the election process involving our adoption of the State of New Mexico Local Election Act. At the end of the 2019 municipal election, some administrative issues became apparent involving campaign finance, community education, and accessibility of information to the public. This review will provide potential campaign finance ordinance changes, possible changes in the petition process, as well as changes that the City Clerk's Office is looking to implement for the 2021 municipal election.

SUPPORT INFORMATION:

[ARTICLE II. CAMPAIGN CODE](#)

PLAN(S):

None

COMMITTEE/BOARD REVIEW:

None

ARTICLE II. - CAMPAIGN CODE^[3]

Footnotes:

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Editor's note— Ord. No. 2682, §§ I, II(Exh. A), adopted May 20, 2014, repealed the former art. II, §§ 8-31—8-67, and enacted a new art. II as set out herein. The former art. II was entitled "Campaign Practices", and derived from: Code 1988, §§ 12-16—12-18, 12-26—12-33; and Ord. No. 1783, §§ I—IV adopted Mar. 20, 2000.

Sec. 8-31. - Title.

This section may be cited as the "Campaign Code."

(Ord. No. 2682, § II(Exh. A), 5-20-13)

Sec. 8-32. - Definitions.

The following words, terms and phrases, when used in this article, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Candidate means an individual seeking election to the position of mayor, ~~councillor~~ councilor or municipal judge at a regular or special election of the city.

Contribution means a gift, proceeds from any fundraiser(s), subscription, loan, loan guarantee, advance, deposit, contract agreement of money or anything of value or other obligation, including but not limited to, in-kind services or contributions, whether or not legally enforceable, made directly or indirectly, for the primary purpose of supporting or opposing a candidate for elective office or purpose of supporting a municipal question to a candidate or political committee. This does not include the value of services provided without compensation or unreimbursed personal expenses of individuals who volunteer a portion or all of their time on behalf of a candidate, political committee and/or municipal question.

Election means any general or special municipal election in the city.

Expenditure means a payment, transfer, or distribution, or obligation or promise to pay, transfer or distribute any money or other thing of value for the purpose of influencing the outcome of an election of a candidate or a municipal question, but does not include the candidate's or his/her immediate family's personal expenses.

General purpose political committee means a political committee other than a special purpose political committee.

In-kind Contribution means goods or services or anything of value contributed to a candidate or committee other than money.

Loan means an extension of credit to a candidate or committee by any person, including the candidate themselves

Municipal question means any question that is placed upon a ballot for a general or special election by the registered voters of the city or the governing body.

Person means any individual, estate trust, receiver, conservative association, club, corporation, company firm, partnership, joint venture, syndicate or entity.

Political committee means every one or more persons who is/are selected, appointed, chosen or associated for the purpose of, wholly or in part, supporting or opposing one or more candidates at any

Agenda Item #4.1.

election or a municipal question, and includes political committees or similar organizations composed of employees or members of any corporation, labor organization, trade or professional association or any other similar group which raises, collects, expends or contributes money or any other thing of value for the purpose of supporting or opposing a candidate or a municipal question in a municipal election.

Reporting individual means every candidate, every treasurer of every political committee, every person or corporate officer whose purpose is to aid the candidate in the campaign for municipal office or a municipal question.

Special purpose political committee means a political committee making contributions to support or oppose one candidate or a municipal question, such contributions being limited to one special or one general election.

Treasurer means an individual explicitly designated by a candidate or committee to authorize disbursements, receive contributions, maintain a proper record of the campaign finances, and who, along with the candidate, is liable for discrepancies in the finances and reports.

(Ord. No. 2682, § II(Exh. A), 5-20-13)

Cross reference— Definitions generally, § 1-2.

Sec. 8-33. - Purpose and intent.

It is the public policy of the City of Las Cruces that:

- (1) Public confidence in municipal government is essential and must be promoted by all possible means;
- (2) Political campaign contributions and expenditures be fully disclosed to the public and that secrecy in the sources and application of such contributions be eliminated;
- (3) The public's right to know how political campaigns are financed far outweighs any right that political campaigns remain secret and private;
- (4) The public interest is served by encouraging the widest participation of the public in the electoral process by reducing the dependence of candidates on large contributions; and
- (5) This article also applies to any contributions, expenditures by persons, or committees whose purpose is to encourage adoption or defeat of any candidate or municipal question submitted to the voters of the city.

(Ord. No. 2682, § II(Exh. A), 5-20-13)

Sec. 8-34. - Printing or publishing campaign material without specifying sponsor.

It is unlawful for any person, organization or political committee to publish or print or circulate any campaign advertising or communication which does not specify the name of the sponsor or the name of a responsible officer who authorized the printing or publication or circulation of such material in any municipal election or special election. Written, printed or posted materials shall also show a telephone contact number. If the advertisement is transmitted by audio or audiovisual media, the statement shall be both written legibly and spoken clearly. Disclaimers do not need to be printed on bumper stickers, pins, buttons, pens and similar small items.

(Ord. No. 2682, § II(Exh. A), 5-20-13)

Sec. 8-35. - Campaign treasurer.

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- (a) Each candidate or any political committee subject to the financial restriction of subsection 8-36(e) shall have a designated campaign treasurer. A candidate or person may appoint himself/herself as campaign treasurer.
 - (1) Political committees established to support or defeat a municipal ballot question shall file with the city clerk within 30 business days after city council authorizes the municipal question to be placed on a ballot.
- (b) The name, address and telephone number of the campaign treasurer shall be filed with the city clerk with his/her declaration.
- (C) If a treasurer is no longer able to serve, the candidate must appoint a successor treasurer and update the treasurer's information.
- (c) The campaign treasurer shall keep a true and full record of all contributions and expenditures, to include:
 - (1) The name and address of every contributor whose total contribution exceeds \$25.00;
 - (2) The amount and form of every contribution;
 - (3) A full record of all disbursements;
 - (4) Receipts for all expenditures exceeding \$25.00, reflecting the purpose of each expenditure, the date and method of payment;
 - (5) A full record of all debt incurred.
- (d) Campaign records shall be preserved by the campaign treasurer or candidate for at least two years after the date of the election for which the accounts are required to be kept.

(Ord. No. 2682, § II(Exh. A), 5-20-13)

Sec. 8-36. - Reporting.

- (a) Each candidate or campaign treasurer on behalf of the candidate, person or committee must shall file a campaign report with the city clerk, on a form provided by the city clerk.
- (b) It is unlawful for any political committee as defined in NMSA 1978, § 1-19-26L (2010) to engage in a political purpose as defined in NMSA 1978, § 1-19-26M (2010), to receive contributions or expend in excess of \$500.00 in any calendar year or continue to receive or make any contributions or expend for any political purpose unless that political committee appoints and maintains a treasurer as required by this article. Each treasurer shall comply with sections 8-35 and 8-36 herein.
- (c) Each campaign report which identifies any contributions and expenditures exceeding \$10025.00, shall itemize each such item including:
 - (1) The amount of contribution or expenditure or value of goods and services contributed;
 - (2) The purpose of any contribution or expenditure and any in-kind contribution or in-kind expenditure;
 - (3) The date of the contribution or expenditure;
 - (4) The name and address of the person or entity from whom any cumulative contribution exceeding \$10025.00 was received;
 - (5) The name and address of the person or entity to whom any cumulative expenditure exceeding \$10025.00 was made; and
 - (6) Anonymous contributions may not exceed \$100.0025.00;
 - (7) When the reporting individual is a candidate, the report shall include the expenditures and contributions of those political committees authorized by the candidate to expend and receive

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funds on behalf of his candidacy, and when the candidate files a report for the political committee, the treasurer thereof need not file a report of expenditures and contributions for the period of time covered in the candidate's report.

- (d) Each campaign report shall contain the total of all contributions and expenditures. Total contributions to the candidate shall not exceed ~~\$2,300.00~~ \$5000.00 from any individual or political committee or any other entity. Except for a candidate's contribution or loan to their own campaign. Family members are subject to the contribution limits.
- (e) An itemized campaign report is required if the total contributions received and total expenditures exceed \$250.00. A campaign report shall contain a written declaration, under oath, if neither the campaign contributions nor the expenditures exceed \$250.00.
- (f) Candidates may not hold raffles as a fundraising method. The New Mexico Gaming Control Board does not include campaigns, campaign committees or political committees as organizations eligible to hold a raffle under the Bingo and Raffle Act. Violations of the Bingo and Raffle Act could result in criminal charges.
- (g) Special events or fundraisers may be held if tickets cost \$25 or less and no more than \$1000 in net contributions are received.
- (h) Excessive or prohibited contributions may be returned to the contributor if the candidate voluntarily returns the contribution.
- (f) Each campaign report shall contain a declaration that the campaign report has been prepared with all reasonable diligence and that it is true, complete and correct.
- (g) Each campaign report shall be subscribed and sworn to by the candidate or designated campaign treasurer.
- (h) It is the candidate's and political action committees' responsibility to be aware of the reporting requirements and penalties for violation thereof.
- (e) Win or lose, a candidate is required to continue filing campaign finance reports until the campaign account is closed.

(Ord. No. 2682, § II(Exh. A), 5-20-13)

Sec. 8-37. - Report filing periods.

- (a) Mandatory campaign reports to include, but not limited to, a full record of all debt incurred shall be filed during the following periods:
 - (1) The first report shall be filed on candidate declaration date, 42 days before the election. The first campaign report shall contain a total listing of all contributions and expenditures to a candidate who intends to seek election. This includes candidates who did not raise or expend funds.
 - (2) ~~If a candidate has not received any contributions or has not made any expenditures since the candidate's last report was filed with the city clerk, the candidate shall only be required to file a statement of no activity, which shall be notarized, in lieu of a full report when the report would otherwise be due and shall not be required to file a full report until the next required filing date.~~
 - (3) The second report shall be filed not later than 12:00 noon 15 calendar days preceding the date of the election. This includes candidates who did not raise or expend funds.
 - (4) The third report shall be filed not later than 30 days after an election for both certified and uncertified candidates. This is the final report for uncertified candidates. This includes candidates who did not raise or expend funds.
 - (5) A final report for certified candidates shall be filed any time after an election but no later than six months after date of election if no debt remains.

- (6) All candidates including those who withdraw their candidacy or lose the election must file a final report with a zero balance.
- (6) Elected Candidates having debt or contributions on hand in their campaign shall file a report a year after an election and every six months thereafter so long as debt remains or contributions have not been exhausted. Once the debts and/or contributions are resolved the candidate shall file a final report.
- (7) The city clerk shall notify all candidates, via email or campaign finance portal, when a report is due at least ten working days in advance.
- (b) By the date of the final report any remaining contributions not expended on the campaign shall be disposed of, at the option of the candidate, by one of the following methods:
 - (1) Returned to the person(s) who made the contribution(s);
 - (2) Placed in the City of Las Cruces' General Fund for future election costs; or
 - (3) Donated to a 26 U.S.C. 501(c)(3) organization as evidenced by certificate from the organization; or
 - (4) Donation to another candidate seeking election to municipal office.
- (c) The final campaign report shall reflect the final disposition of such contributions and bank accounts shall be closed.
- (d) Late filing:
 - (1) If any candidate or campaign treasurer of a political committee fails to submit any required report to the city clerk of expenditures and contributions by the deadlines outlined in this section, the candidate or campaign treasurer shall pay to the City of Las Cruces General Fund designated for future election costs, the sum of \$50.00 per day for each regular working day until the complete report is filed up to a maximum of \$1,000.00. An invoice will be issued for such costs.
 - (2) It is unlawful for a candidate or campaign treasurer of a political committee to knowingly and willfully file a false report of expenditures and contributions.
 - (3) Any elected candidate who fails or refuses to file a report of expenditures and contributions in the manner within the time required by this article shall not be issued a certificate of election until such candidate files the report of expenditures and contributions.
 - (4) Any non-elected candidate who fails or refuses to file a report of expenditures and contributions in the manner within the time required by this article shall not be allowed to run for office until such time that the report is filed.

(Ord. No. 2682, § II(Exh. A), 5-20-13)

Sec. 8-38. - Election financial records.

- (a) Upon being notified of the formation and existence of any political committee, the city clerk shall furnish by registered mail to the chairman or moderator, or head of this committee a copy of the city Charter and campaign code, and identify in these documents the requirements for reporting contributions and expenditures by the committee as provided for in this article. It is recognized that an affirmative duty rests on the officials of this committee to be aware of the provisions of the city Charter and campaign code, and accordingly, such officials shall prepare and file the required statements without a request from the office of the city clerk.
- (b) Within ten days of receipt of this registered notification from the city clerk, the political committee shall prepare and file with the office of the city clerk a statement signed by the head of the committee acknowledging receipt of the city Charter and campaign code, setting forth the following:

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- (1) The exact name of the committee;
- (2) The official address (no P.O. boxes allowed) and phone number;
- (3) The membership and officials thereof; and
- (4) An acknowledgement and receipt of a copy of the city Charter and campaign code and of the requirements regarding filing of reports. It is recognized that an affirmative duty rests on the officials of such political committee to be aware of the provisions of the city Charter and campaign code, and, accordingly, such officials shall prepare and file the required statements without a request from the office of the city clerk.

(Ord. No. 2682, § II(Exh. A), 5-20-13)

Sec. 8-39. - Severability.

The provisions of this article and each of its sections, paragraphs, subparagraphs, sentences and clauses are severable. In the event that any such provision is held to be invalid or unenforceable by any judicial or administrative tribunal, it is the intent of the governing body that all other provisions thereof shall remain in full force and effect.

(Ord. No. 2682, § II(Exh. A), 5-20-13)

Secs. 8-40—8-65. - Reserved.



Council Work Session Summary

Meeting: Work Session - Mar 08 2021

TITLE: ANIMAL SERVICE CENTER OF MESILLA VALLEY (ASCMV) ORDINANCE REVIEW

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

BACKGROUND / KEY ISSUES / CONTRIBUTING FACTORS:

Since 2017, the Animal Care Task Force, consisting of informed members of the community, city staff, and staff from the Animal Services Center of Mesilla Valley, reviewed Chapter 7, Animals of the Las Cruces Municipal Code. Based on their review, the Animal Care Task Force proposes the following changes to better serve the community.

The Animal Care Task Force proposes to change the Las Cruces Municipal Code (LCMC) Section 7-11, which would repeal the old form of pet licensing with the modern and more-effective procedure of microchipping.

The second set of proposed changes includes revisions to LCMC Sections 7-18 and 7-42 regarding barking dogs. The new revisions clarify the proof needed to prosecute a violation, ensures witness cooperation in prosecution, and enumerates an Animal Control Officer's authority to mediate between neighbors.

The third set of proposed changes amends LCMC Section 7-31 to allow aviary enthusiasts to maintain special breeds of pigeons and drakes with the proper permits.

Finally, the Animal Care Task Force proposes changes to LCMC Section 7-31 to provide a humane alternative to euthanasia for feral cats. The revisions include a Trap-Neuter-Return program, which is consistent with a community cat policy, provides financial and educational resources for the care, spay and neutering of feral cats, includes a four-strike policy for problematic cats, provides the community with affordable options to humanely repel cats, and prohibits the release cats to locations that are harmful to the community or local wildlife.

PLAN(S):

Department Strategic Business Plan

COMMITTEE/BOARD REVIEW:

Animal Care Task Force



Council Work Session Summary

Meeting: Work Session - Mar 08 2021

TITLE: INDUSTRIAL PARK MASTER PLAN UPDATE

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

BACKGROUND / KEY ISSUES / CONTRIBUTING FACTORS:

The Industrial Park acts as an economic development engine and was prioritized in the Strategic Plan by City Council. This effort ties to the Economic Development Strategic Plan and Elevate Las Cruces' priorities and objectives to stimulate business development in the area.

Economic Development pursued an Economic Development Administration (EDA) grant to complete a feasibility and economic planning study for the City of Las Cruces to leverage the park and airport to support job creation, public-private partnerships, and private investment. The need to update the master plan and amend the overlay regulations was evident to be able to implement recommendations from this study and to modernize and improve the competitiveness of the industrial park.

Elevate Las Cruces prioritized this in "Policy CE-2.5: Support Additional Industry and Business Growth in the West Mesa Industrial Park" wherein the first action item is to update the West Mesa Industrial Park master plan, development strategy, and overlay to develop strategies to stimulate business development in the area. The City is working with the consulting firm Dekker/Perich/Sabatini to prepare this master plan and associated regulations.

SUPPORT INFORMATION:

[2021 2 17 CLC WMIP PART I -WORKING DRAFT](#)
[2021 2 17 CLC WMIP PART II -WORKING DRAFT](#)
[2021 2 17 CLC WMIP PART III WORKING DRAFT](#)

PLAN(S):

Comprehensive Plan, Department Strategic Business Plan

COMMITTEE/BOARD REVIEW:

P&Z



Part 1: *West Mesa*
INDUSTRIAL PARK
MASTER PLAN
February 2021 Working Draft





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ACKNOWLEDGMENT

To be added

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1. EXECUTIVE SUMMARY

This document updates the 1996 West Mesa Industrial Park (WMIP) Master Plan for the 1,820-acre site on the western edge of Las Cruces, NM. The WMIP Master Plan (Plan) is a regulatory plan that articulates a physical development framework, land use plan, and associated implementation strategies. Elevate Las Cruces identified the update of both the Master Plan and Overlay Zone as one of the community's priorities (POLICY CE-2.5). The Plan update will help position the WMIP to take advantage of new economic opportunities, expand existing businesses, and generate new jobs for local residents. The Plan includes an analysis of the existing conditions, an assessment of the overall real estate market for industrial and related activities, and strategies to guide future decisions within the Park.

There are 19 businesses currently occupying 811,000 square feet of building space south of the Interstate 10 entrance at Crawford Blvd. These existing tenants are located on 27 parcels totaling approximately 340 acres. The current business mix ranges from warehousing, manufacturing, agriculture, research and development to drone development.

Over the course of eight months in 2020, the project team solicited input from stakeholders through a variety of means, including online public meetings, surveys, and interviews. Stakeholders identified a slow and cumbersome property sales and development process and the lack/unreliability of broadband services as the two most significant plan issues. They cited the region's assets, particularly NMSU and White Sands Missile Range, as contributing to the Park's potential to attract aerospace-related businesses. This information helped shape the recommendations and implementation strategies.

Strategic Goals include:

- Improve WMIP image and visibility
- Integrate WMIP with the Airport
- Leverage Economic Development Partnerships with MVEDA and the BorderPlex Alliance.

The top three high priority industries for to be targeted for future development at WMIP include:

- Aviation, Aerospace and Defense (primarily Unmanned Aerial Systems)
- Value added agriculture
- Advanced manufacturing

Guided by the priority industries, the proposed Land Use Framework outlines four "districts" (the three sectors above plus a node for commercial uses near the I-10 interchange) that are intended to foster a concentration of similar activities within a designated area. With a projected demand of approximately 100,000 square feet industrial space per year, there is ample land at WMIP to accommodate future demand for all sectors. The Land Use Framework is supported by specific recommendations on circulation, landscape, and sustainability concepts.

The Regulatory Framework and associated WMIP Overlay Zone will be adopted by ordinance as a document separate from the Master Plan. The City approval process will be streamlined, with a clear process that identifies each step for approval. The development standards associated with the WMIP Design Overlay have been simplified, with less emphasis on architectural styles and more emphasis on sustainability and Park identity. This will be the controlling regulatory document that will be used to evaluate future development at the Park.

The Implementation Strategy includes recommendations for future public investments in the Park, streamlining Park operations, sales and marketing plan, and branding strategy. Top short-term priorities include extension of Rocket Drive to create more "shovel ready" parcels, strengthening the Park's branding and identity, and establishing a fast-track approval process. Longer term priorities include more extension of utilities, pre-approved building plans and construction of a "spec building" to provide incubator space to accommodate start-up firms.

FIGURE 1. Illustrative Plan





NORTH

LEGEND

- West Mesa Industrial Park Boundary
- Existing Buildings
- Potential future buildings

The Illustrative Plan conveys what the Park could look like with all lots developed and full extension of roadways



2. INTRODUCTION

2.1 PURPOSE AND INTENT

This document updates the 1996 West Mesa Industrial Park (WMIP) Master Plan for the 1,820-acre site on the western edge of Las Cruces, NM. The WMIP Master Plan is a regulatory plan that articulates a physical development framework, land use plan and associated implementation strategies. Elevate Las Cruces identified the update of both the Master Plan and Overlay Zone as one of the community's priorities (POLICY CE-2.5). This update comes at a time when companies are looking to relocate production back to the United States and the Park is uniquely positioned to take advantage of these trends. The WMIP Master Plan update can help position the WMIP to take advantage of new economic opportunities, expand existing businesses and generate new jobs for local residents.

The Plan includes an analysis of the existing conditions, an assessment of the overall real estate market for industrial and related activities, and strategies to guide future decisions within the Park.

PROCESS

Over the duration of eight months, the project team met on a regular basis to discuss the various elements of the master plan update. Early on in the project, the project team hosted a stakeholder meeting with stakeholders associated with the airport and industrial park. Following this meeting, the team conducted ten stakeholder interviews with business leaders, economic development specialists and academic researchers to understand park specific challenges and local trends. Following the interviews, the team distributed a follow-up survey to WMIP businesses and property owners to learn more about certain topics raised during the interviews. The information gathered from the stakeholders helped shape the proposed development framework and implementation strategies.

Agenda Item #4.3.





3. EXISTING CONDITIONS

THE FOLLOWING SECTION OUTLINES THE EXISTING CONDITIONS INCLUDING REGULATORY DOCUMENTS, TRENDS, EXISTING SITE CONDITIONS AND A SUMMARY OF STAKEHOLDER INTERVIEWS.

3.1 EXISTING DOCUMENTS

INDUSTRIAL PARK MASTER PLAN (1995)

The first West Mesa Industrial Park Master Plan was created in 1995 as an area-specific plan to promote the goals and objectives of the City of Las Cruces Comprehensive Plan, as shown in ["Figure 2. 1995 Master Plan" on page 13](#). It followed the City's purchase of approximately 1,820 acres and created a framework for the orderly development of this area. The West Mesa Industrial Park Master Plan's main focus was on providing strategies and standards for development as well as marketing of the Park. It identified a number of challenges with infrastructure, the development processes, design and appearance, proximity to the airport, as well as the lack of a targeted marketing strategy. To respond to these issues, the plan articulated high level goals, objectives and policies to address each challenge.

The original WMIP Master Plan established architectural, site, and development standards including the provision of common spaces, location, and landscape requirements. The recommendations of the master plan were integrated into the WMIP Overlay Zone which regulates all development within the Park.

ELEVATE LAS CRUCES, COMPREHENSIVE PLAN

The Elevate Las Cruces Comprehensive Plan (Elevate) was adopted in 2020. It establishes a shared community vision supported by policies and actions to implement the vision over the next 25 years. The Comprehensive Plan identifies where and how the community should grow and establishes a framework for future development areas and land uses, as shown in ["Figure 3. Comprehensive Plan Consensus Scenario Map" on page 13](#). Elevate Las Cruces identified the update of both the Master Plan and Overlay Zone as one of the community's priorities (POLICY CE-2.5).

It outlines a number of policies pertaining to industrial development and WMIP. The Plan encourages additional industrial development and targets WMIP as the main area for additional industrial uses. Workforce access to the Park, however, is seen as one of the major obstacles to the Park's success; one of Elevate's recommendations is to increase transportation alternatives for accessing WMIP, likely via more transit connections.

The following are ~~policies and~~ actions specifically related to the Park:

- *Update the West Mesa Industrial Park Master Plan and overlay zone to stimulate business*

FIGURE 2. 1995 Master Plan, Transportation Network

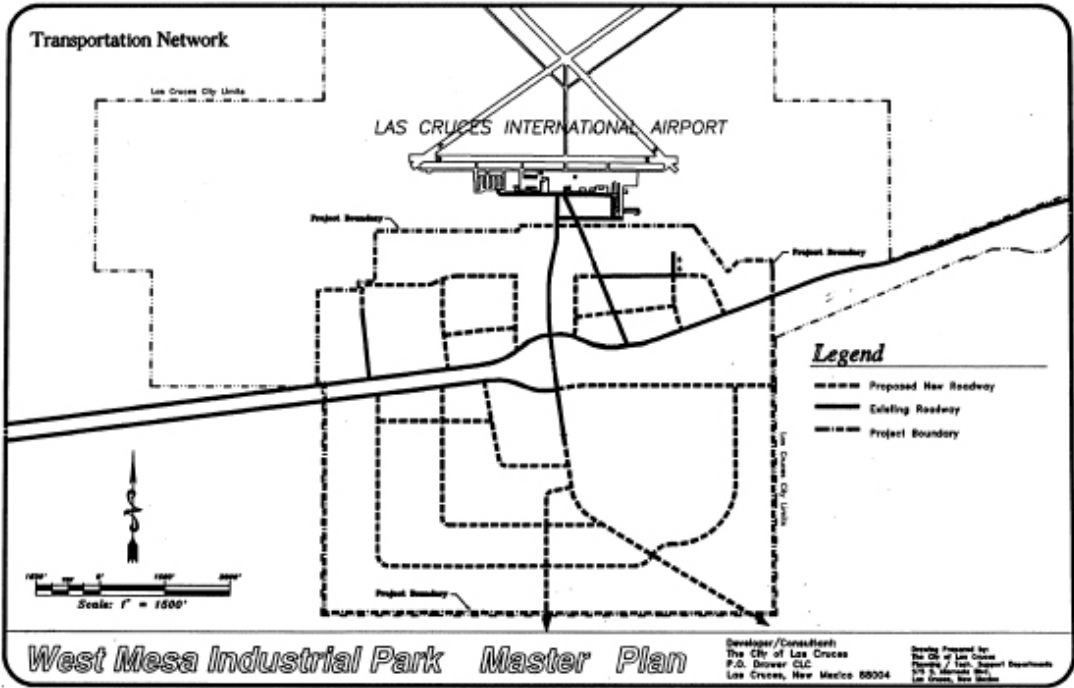
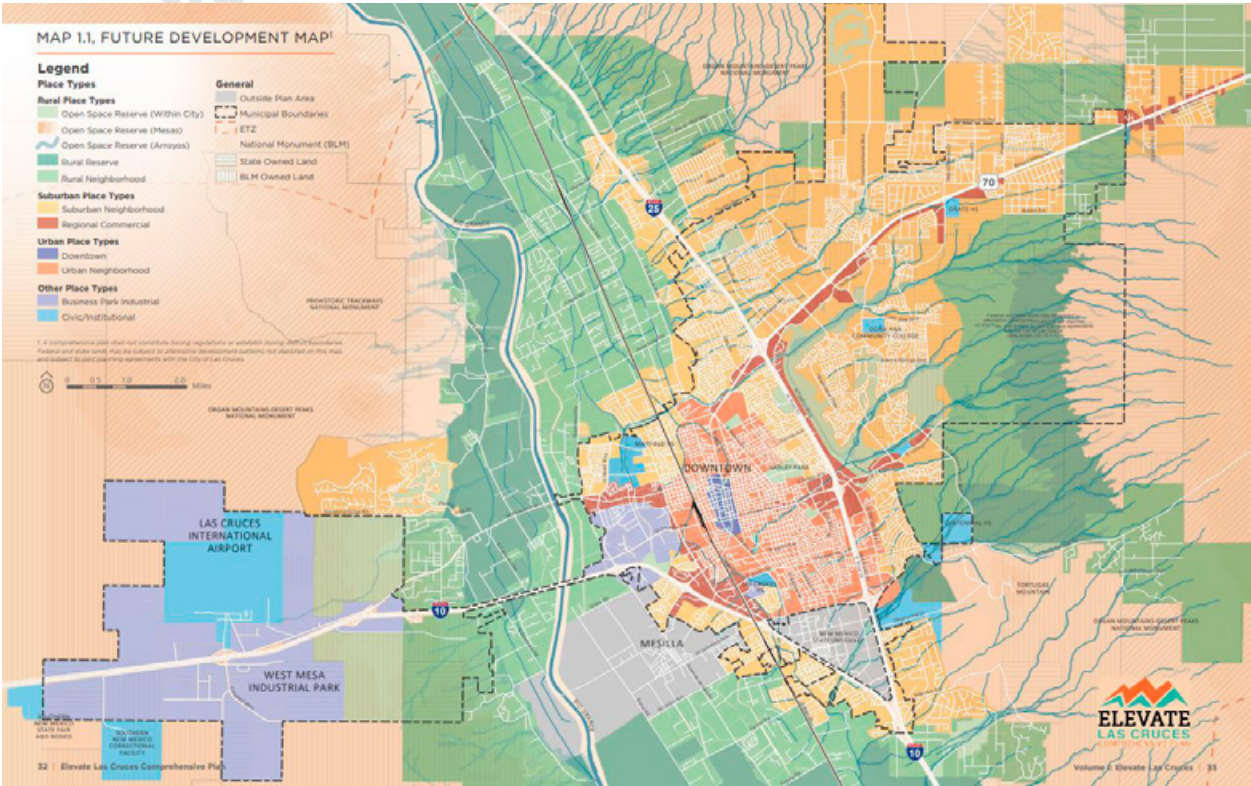


FIGURE 3. Comprehensive Plan Consensus Scenario Map





development in the area (Action CE-2.5.1, Action CP-4.1.5 & Action CL-8.3.1)

- Assess the feasibility of a rail connection from the West Mesa Industrial Park to the Santa Teresa Port of Entry (Action CL-10.1.3)
- Support alternative modes of transportation to the West Mesa Industrial Park such as the NMDOT and Enterprise coordinated van program. Evaluate the feasibility of a rail spur to the West Mesa Industrial Park to improve freight operations of existing businesses (Action CE-2.5.2 & Action CP-4.2.1)

Other goals and policies pertain to the creation of opportunities for underserved populations, sustainability goals and the creation of employment. Goals and policies are referenced later in the document if they are applicable to the Master Plan.

MARKET STREET REPORT

The City initiated a Strategic Industries Project in 2019 intended to evaluate economic conditions and strengths in the Las Cruces economy and opportunities for future development at WMIP and the airport. Market Street Services was retained by the City to conduct this assessment. The conclusions of the Phase I Economic Assessment and Target Industries Opportunities Report indicate that WMIP has a comparative advantage in three identified target industries: aerospace, aviation, and military/defense; value added agriculture; and advanced manufacturing. The Phase 2 Implementation Strategy recommended the completion of a new land use master plan and real estate analysis for the remaining vacant properties of the Park, collectively referred to as the WMIP Development Plan.

The findings contained in the Market Street report are summarized below:

Economic Assessment

The Economic Assessment covers a broad range of indicators for the City of Las Cruces and the Las Cruces MSA region, which comprises all of Doña Ana County. The assessment tracks the historical performance and competitiveness of a number of metrics related to economic development including population growth, workforce quality, income growth, employment composition and occupational competencies. The major findings are summarized below.

- Population – The Las Cruces MSA grew rapidly over the 1970 to 2010 time period exceeding the growth rate of the state in every decade. However, since the Great Recession, population growth has slowed considerably within the city and MSA adding only 7,500 residents since 2010.
- Age Distribution – The Las Cruces region has a relatively young population with 28.3 percent of the total under the age of 20 and another 10.6 percent between 20 and 25, which should thus provide an ample supply of young workers. The presence of almost 22,000 students at NMSU and Doña Ana Community College contribute to this concentration.
- Labor Force – Similar to population trends, the labor force has been growing slowly, and has been losing NMSU grads who are moving to larger metro markets for job opportunities. Since 2010, the region has experienced a net outflow of more than 6,000 employed persons, many of them college graduates with marketable technical skills. The labor force participation rate is below average at 59.3 percent compared to 63.4 percent nationally.
- Workforce Skills – The number of workers with a Bachelors' degree or higher is 24.9 percent, lower than both the state and national average. It has also dropped 1.4 percent in the last five years. This was identified as an area of concern, as the availability of a skilled workforce has emerged as the most important site selection factor, above labor costs, tax rates, economic incentives and lease rates. On the positive side, the high

school graduation rate is 86.2 percent, which is 12 percent higher than the statewide average. This is in part due to the success of innovative alternative high school programs including Arrowhead Park Early College High School and Arrowhead Park Medical Academy.

- Poverty Rate – In 2017, the Las Cruces area poverty rate was 26.3 percent, while the youth poverty rate was 37.5 percent – roughly double the national average.
- Employment Concentration – Government sector jobs, including NMSU as well as other federal and state jobs, account for 23 percent of total employment. A measure of employment strength is the location quotient (LQ), which is the percent of employment by NAIC’s sector compared to the nation. The highest LQs in the Las Cruces region are Agriculture and Forestry (3.95), Government (1.56), Utilities (1.46), and Health Care (1.44). The industries with the lowest LQs are Manufacturing (0.40), Management (0.04), and Finance and

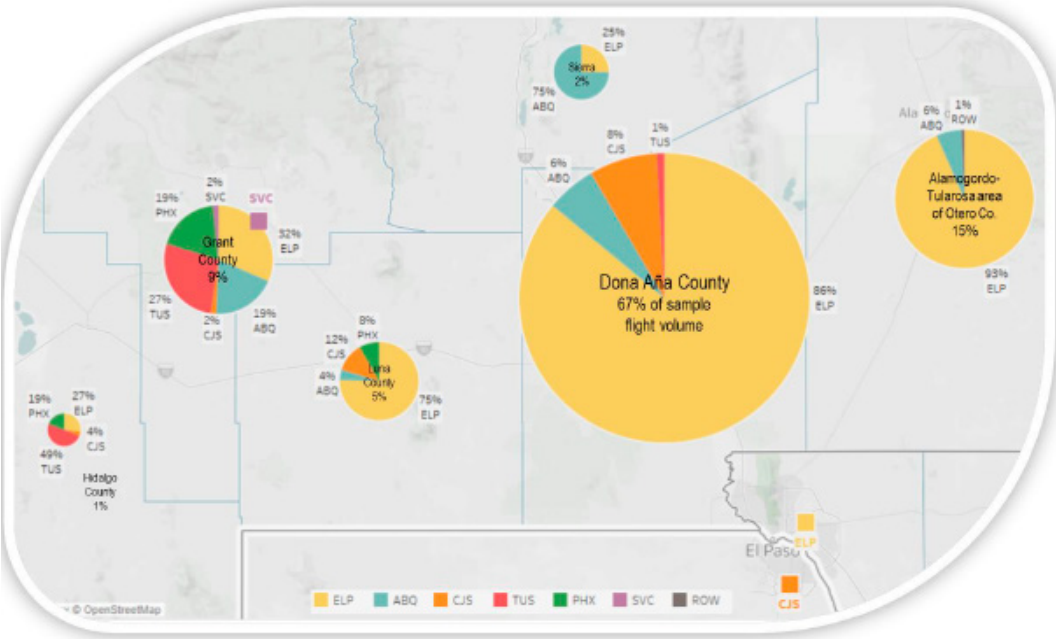
Insurance (0.58).

- Occupational Composition – The LQ can also be applied to the workforce by skill set. The highest local concentrations are Farming, Fishing, and Forestry with a 4.0 LQ, Protective Sciences with a 1.67 LQ, Life, Physical, and Social Sciences with a 1.5 LQ, and Education with a 1.4 LQ. The occupations underrepresented include Production at 0.45 LQ, Computer and Math at 0.70 LQ, and Transportation and Materials at 0.64 LQ.

AIRPORT FEASIBILITY STUDY

In 2019, the City of Las Cruces and Las Cruces International Airport (LRU) conducted an air service assessment, including a demand analysis for the Las Cruces region market, along with an air service development plan and cost evaluation. As part of this study, some initial research was completed which included a business survey, resident survey,

FIGURE 4. Airport Feasibility Study - Local Airport Use by Passenger County of Residence



Source: Airlines Reporting Corporation; RRC Associates.



hotel guest check-in survey, along with a variety of other data sources.

The study recommends development of a public/private alliance to financially support and promote new commercial air service. The study also identifies numerous federal and state cooperative funding programs that are available. It found that two to four daily flights on a 50-seat regional jet at a load factor of 70 percent or higher could be supported by the catchment area with a destination to Dallas (DFW) and potentially Phoenix (PHX) and/or Denver (DEN).

AIRPORT LANDSCAPE MASTER PLAN

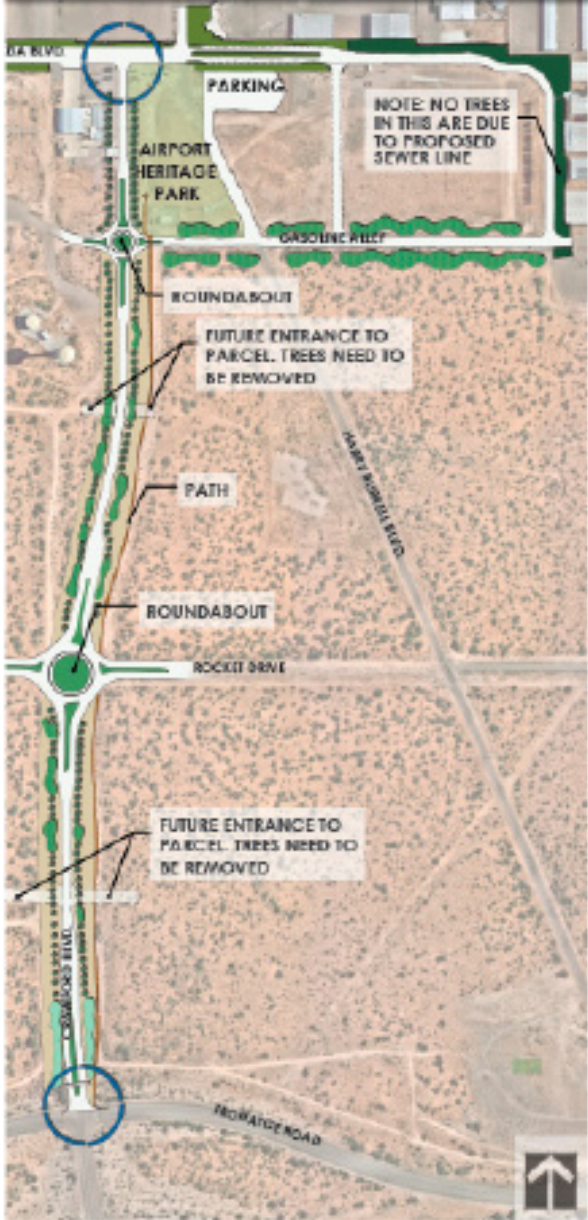
In 2020, the City commissioned a high-level Airport Landscape Master Plan (2020) to improve the overall visual qualities and create a sense of place. It includes entry signage concepts and specific design proposals for Heritage Park and the streetscape leading into the Park.

These signage concepts and landscape designs are used in this master plan update to help visually connect the airport and the WMIP. As the Park develops, a consistent signage and landscape design can help strengthen the identity of the area and 'brand' of the overall development.

3.2 PRECEDENT EXAMPLES

The basic statistics on the regional industrial parks surveyed are summarized in Appendix X. The seven parks present a broad diversity of locations, sizes and characteristics. Five of the seven industrial parks are located within or adjacent to an airport which was the primary criteria for selecting the projects that were profiled. Two were added to diversify the sample including a community

FIGURE 5. Airport Landscape Master Plan



- LEGEND
- ENTRY GATEWAY
 - ENTRY DESERT FRAGMENTS
 - PISTACHE ALLEE
 - DESERT FRAGMENTS
 - CRAWFORD MEDIANS
 - AIRPORT PROPER LANDSCAPE
 - AIRPORT HERITAGE PARK
 - OUTPARCEL LANDSCAPE

developed park in a smaller and more remote town (Priest River) and a privately developed park in Boise, Idaho (Boise Gateway). A number of general observations that provide direction on opportunities and constraints at WMIP are summarized below.

1. **FORMER AIR FORCE BASES** – Salina AIC (formerly Schilling AFB) and Gateway Industrial Center (formerly Williams AFB) are examples of former USAF bases that were decommissioned and converted to civilian use. Since the end of World War II, there have been 126 former Air Force bases closed in the United States, many of which were converted to civilian airports with airport industrial parks. In addition to the airport itself, many of these locations (including Salina and Gateway) had existing buildings that were converted to non-aviation industrial and other uses.
2. **LAND SALES AND LEASE RATES** – Most of the parks surveyed, with the exception of Priest River, have some amount of existing building space available for lease. Lease rates range from \$1.00 per square foot at Priest River to \$9.22 per square foot at Gateway Industrial Center in Mesa, AZ. As expected, the higher lease rates are found in the larger metro markets with higher land and labor costs as well.
3. **LOGISTICS SPACE** – Most of the new development in the parks surveyed, as well as nationally, is logistics space and not manufacturing space. A large number of companies have indicated that they are considering reshoring some of their manufacturing in response to the pandemic, as well as increases in tariffs imposed by the current US administration. However, the greatest growth in the last five years is in logistics space, much of which is driven by the growth in internet sales distribution by Amazon, Federal Express, UPS and others.
4. **MIXED USE DEVELOPMENT** – Most of the industrial parks surveyed contain a mix of land uses. Peak Innovation Park has office buildings built for contractors including Northrup Grumman and Aerospace Corporation seeking a location close to the Peterson Air Force Base and other Colorado Springs military facilities. Gateway Industrial Center also has about 10 percent of its space in office and flex buildings.
5. **EDUCATION FACILITIES** – Salina AIC and Gateway Industrial Park both have land occupied by higher education institutions. This, however, may be a result of beneficial land transfer provisions of the base closure process. Specifically, Gateway was closed under the Base Closure and Realignment Commission (BRAC) process which allowed for public entities to acquire land at reduced or no cost through a public benefit conveyance (PBC).
6. **EL PASO COMPETITION** – WMIP's greatest competition is El Paso including the airport industrial park and other industrial parks in the metro area. The city's larger population and workforce, international airport and location within one hour of Las Cruces makes the city more competitive for larger manufacturing and distribution uses. El Paso's location closer to the port of entry is also a competitive advantage compared to the WMIP's position in the Las Cruces region market where the logistics uses supporting cross border economic activity are located in Santa Teresa and not in Las Cruces.
7. **SALES AND MARKETING** – Each of the industrial parks profiled have a dedicated website with contact information for sales and leasing. Information can be found on WMIP indirectly through other web sources including MVEDA and at the Economic Development Department tab on the City website, but a dedicated site would be a more effective marketing tool.



3.3 EXISTING LAND USE CONDITIONS

BACKGROUND

Located in southern New Mexico as identified in ["Figure 6. Vicinity Map" on page 19](#), West Mesa Industrial Park is situated along Interstate 10, eight miles west of downtown Las Cruces within the Las Cruces city limits. It is south of and directly adjacent to the Las Cruces International Airport. Interstate 10 bisects the Park with one on/off ramp at Exit 132 as identified in ["Figure 7. City of Las Cruces, Park Location" on page 19](#). This exit also accommodates traffic traveling north to the Las Cruces International Airport along Crawford Blvd.

The property was originally owned by the United States Department of the Interior, Bureau of Land Management (BLM). For most of the 20th century, the BLM leased the land for cattle grazing until 1982, when the City of Albuquerque acquired the land in a land swap with BLM. The City of Las Cruces then purchased the property in four separate transactions between 1982 and 1985 with the intention to develop an industrial park in order to expand and diversify the local economy, to provide new jobs and to generate aviation and airport business activities.

EXISTING DEVELOPMENT

The City has sold or leased 680 acres of the park's available land, 250 of which are developed for warehousing, distribution, general manufacturing, aerospace and technology related industries. There are 19 businesses currently occupying 811,000 square feet of building space south of the Interstate 10 entrance at Crawford Blvd as identified in ["Figure 9. Park Ownership" on page 21](#). These existing tenants are located on 27 parcels totaling approximately 340 acres. Business focus ranges from warehousing, manufacturing, agriculture, research and development to drone development.

["Figure 8. Park Ownership" on page 21](#) illustrates the existing businesses. All businesses operate within their respective facilities. There are no vacant buildings or buildings for lease and the City does not own any of the buildings currently in operation.

Existing development in WMIP contains primarily very low-density land-intensive uses. The overall land utilization within the developed portion of the Park is a 0.06 floor area ratio (FAR). FAR is a straightforward calculation of total square footage of built space divided by the total parcel size; for example, a 10,000 square foot building on a 100,000 square foot parcel equals an FAR of 0.1. Anything below a 0.2 FAR is considered very low density.

The existing tenant mix includes five manufacturing, five warehouse/distribution, two construction, one technology, one trucking business, along with the Love's Gas Station and Convenience store at the Park's south entry.

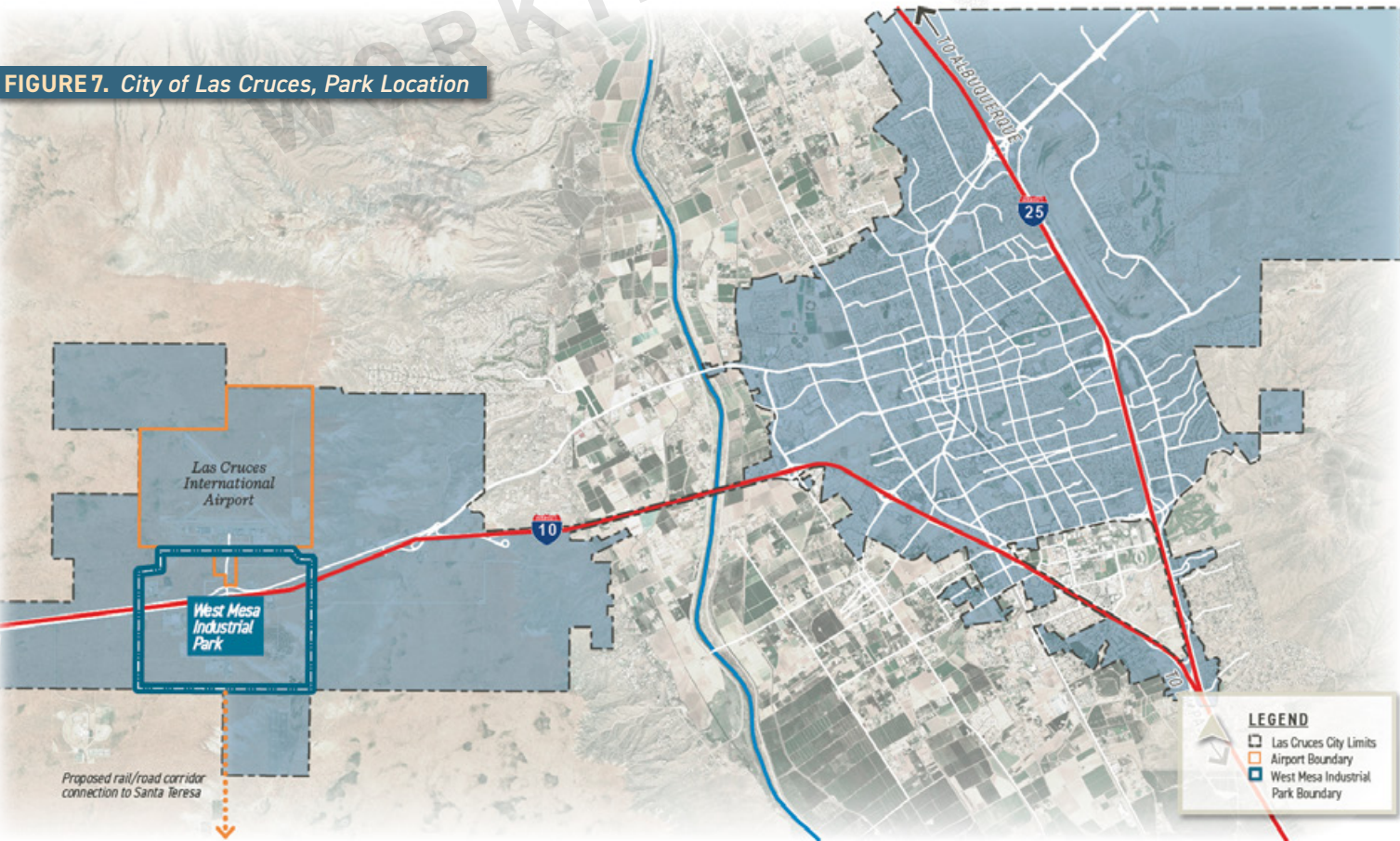
OBSERVATIONS

- **THE LACK OF AVAILABLE BUILDING SPACE TO BUY OR RENT DETERS NEW COMPANIES TO LOCATE WITHIN THE PARK.** During stakeholder interviews, available space was identified as one of the major issues and the need for an incubator space or space for start-ups was mentioned to be one of the greatest needs. Many stakeholders interviewed said they would take advantage of space if it was available. The construction of new space without a committed tenant/end user (e.g., a spec building) inherently has an element of risk that the building may sit vacant for a considerable time. It is difficult to anticipate the specific type of space and size that would be suitable for a range of prospective tenants. The Implementation section in this report

FIGURE 6. Vicinity Map



FIGURE 7. City of Las Cruces, Park Location





recommends an approach for creating space, either as a spec building or as a “permit-ready” set for construction.

- **TIMEFRAME/LACK OF CLARITY ON APPROVAL PROCESS.** Stakeholders identified the development process as a barrier to new development. They cited City requirements for site development standards and the overall timeframe for approvals as problematic.
- **LAND TRANSACTIONS.** All City-owned land sales have to be approved by City Council and by State statute and municipal code. If the transaction price of the land is less than \$25,000 it is approved by a resolution of City Council. If the transaction price is more than \$25,000 it is approved by an ordinance of City Council. If the land exceeds the transaction price of \$150,000 it would require two appraisals. This process generally takes six months or longer, putting the Park at a disadvantage compared to other sites mentioned in the “Precedent Examples” on page 16, where a sales transaction is generally three months or less. Many new projects have a nine-month to one year horizon from start to move-in.

UTILITIES

The West Mesa Industrial Park is divided by Interstate 10, with most of the existing development located to the south of Interstate 10 as illustrated in [“Figure 10. Existing Utilities” on page 23.](#) South side parcels are serviced by all required infrastructure and utilities, while the north side of the Park lacks basic utility installations.

Water System

The south side of the Park has excellent water infrastructure with good pressure, ample capacity and good water quality. Most of the area is serviced by 8” to 12” water lines with a static pressure of 60 to 115 psi (8,000 gpm). Current sustained capacity

is 2,100 gpm with available expansion. Existing production for the water system is in excess of one million gallons per day. Adequate quantities of City water are available to Park users. The park also utilizes a number of wells. Well analysis indicates that the water quality is good with has no impurities or contaminants. The north side of the park is serviced by a 12” water line but distribution lines are not extended to many parcels. The Park is supported by an elevated on-site water storage with two ground tanks holding a capacity of 4,500,000 gallons and 500,000 gallons.

Waste Water System

The Park is connected to the City sewer system operated through an on-site aerated lagoon located in the southeast corner of the Park. The lagoon has a capacity of 400,000 gallons per day (gpd). According to the airport manager, much of the sewer capacity is utilized by the current industrial park tenants. Wastewater mains ranging in size from 8” to 18” serve most sites with gravity flow to the lagoon. Parcels within the south side of the Park are serviced while much of the north side have yet to be serviced.

Natural Gas System

Natural gas service is provided through the City of Las Cruces Utilities Department. Parcels are served by minimum 2” - 4” low pressure gas lines with 30 to 60 psi operating pressure. The feeder main to the Park is an 8” steel high pressure line connected to a 31” interstate pipeline.

Electric Power Utility Service

Electric Power Utility Service for the Park is provided by El Paso Electric (EPA), with excess capacity of 1 MW available for new industries. The substation is owned by El Paso Electric. The system was installed in 1997 and can be expanded as necessary to meet the needs of the Park and surrounding areas. The system includes the West Mesa Electric Supply System and Substation. The 1

FIGURE 8. Park Ownership





MW of capacity would likely have to be expanded if the demand increases.

Solid Waste & Landfill Services

Utility service to the Park for solid waste is undertaken by the City Solid Waste Collections line of business for the Utilities Department. Regular commercial pick-up is scheduled based on frequency of need and volume requirements for each business. The Regional Landfill is located six miles west of the Park and has an anticipated capacity of approximately 60-85 years. For hazardous waste disposal, there are a number of available vendors serving the El Paso and Las Cruces areas.

Broadband

Century Link has fiber optic lines through much of West Mesa Industrial Park providing internet speeds of up to 100 mbs, depending on the level of service contracted for by the specific business. Currently, 15 Park tenants have a fiber internet connection within the Park, which includes 13 of the mostly larger tenants south of I-10 and 2 tenants north of I-10. Other existing or future Park tenants are able to purchase and obtain high speed fiber optic service. The fiber lines are connected to utility boxes (hand holes) located throughout the Park. The existing tenants not currently served by fiber lines are within 1,300 feet of a utility box to which they would need to connect to obtain service.

There is no DSL (digital subscriber line) service available within WMIP. DSL provides an internet connection through copper phone lines using separate frequencies for phone and internet, so both can be used simultaneously. The remaining 5 industrial park tenants without fiber service are dependent on dial-up service which allows a phone line to be disabled while being used for the internet. Internet speeds on DSL are typically 10 to 20 mbs, which is slower than fiber but much faster than dial-up service. The complaints received from

WMIP tenants regarding inadequate broadband are most likely those who currently use dial-up service.

OBSERVATIONS:

- The lack of existing infrastructure and utilities on the north side makes this area less attractive to new development. During stakeholder interviews this challenge was specifically highlighted. In addition, internet access was discussed as an issue, specifically businesses located at the airport complained about the lack of fast, reliable internet.

ACCESS & CONNECTIVITY

Highway Access

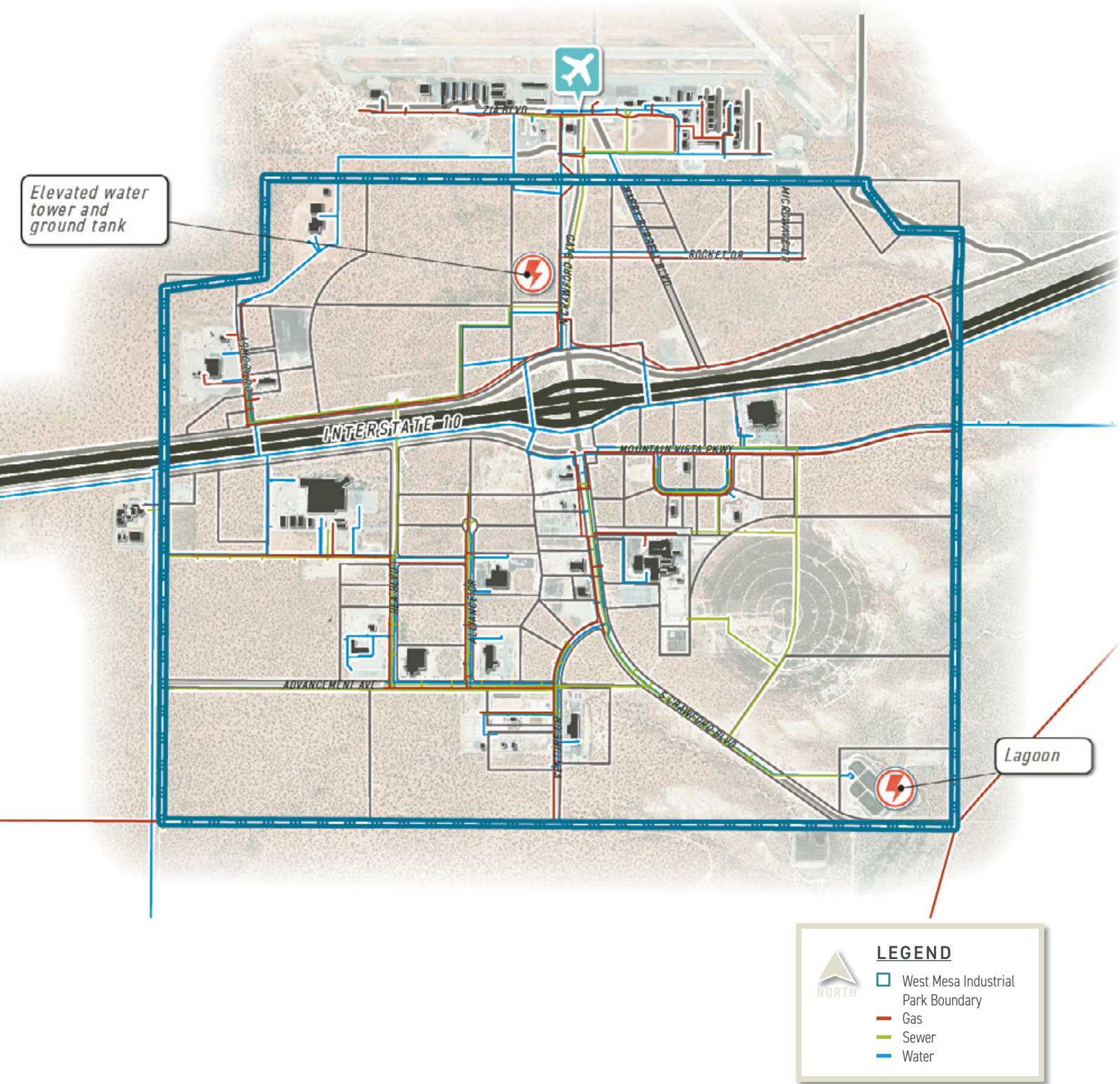
The West Mesa Industrial Park is located between a number of economic nodes, most notably White Sands Missile Range (73 miles), Spaceport America (60 miles) and the Mexican border region including El Paso and Juarez (55 miles) as identified in [*"Figure 11. Context & Connectivity" on page 25.*](#)

The City of Las Cruces, located within the Rio Grande Valley, is served by two major interstate highways. Interstate 10 travels northwest from south of the City before turning west and bisecting the Park. Interstate 10 connects Tucson, Arizona to the west and El Paso, Texas to the south as the nearest major cities. Interstate 25 travels north-south and connects Las Cruces with Albuquerque and Denver, Colorado to the north. The City is also served by US Highway 70, which connects southeastern New Mexico cities to Las Cruces by a four-lane improved highway.

Air Access

Las Cruces International Airport is located directly to the north of the Park and shares a 3.5-mile boundary. The airport has three runways, two full-service fixed based operators and ample tie-down space. In addition to general and corporate

FIGURE 9. Existing Utilities





aviation, Unmanned Aerial activity and testing and system development, charter flights regularly serve the airport mainly transporting university athletic teams. The airport operated commercial air service from the 1940s until 2005. The City is in the process of exploring new options for new commercial services to the airports serving Dallas, Phoenix, and Denver as potential destinations. Currently, scheduled passenger airline service is via a 45-minute drive to the south at the El Paso International Airport.

Over the past few years, the airport has seen some significant investment with upgrades to the lighting, security system and roadways. The redesign of the general aviation apron is underway to facilitate larger planes and a new logo was created in an effort to re-brand and market the airport. A new restaurant is located at the airport, serving as the first restaurant since the previous establishment closed in 2009. Several studies have been completed to further analyze the feasibility of passenger air service and the appropriateness of administrative space associated with the airport.

Rail Access

Las Cruces has direct rail freight service provided by both the Burlington Northern Santa Fe (BNSF) and Southern Pacific Railroads. Union Pacific Railroad runs south of the Park to Santa Teresa, NM, where the Union Pacific Intermodal Center is situated; however, it does not connect to WMIP. The Mesilla Valley Metropolitan Planning Organization supports the creation of a rail connection to the Park in its most recent Metropolitan Transportation Plan, Mobility 2045.

In 2017, the Center for Neighborhood Technology conducted a Passenger Rail Feasibility Study on behalf of the South Central Regional Transit (SCRTD). This study revealed that there is a more than adequate demographic and economic base to support a commuter rail service between Las Cruces and El Paso. The establishment of a passenger rail service will require successful

negotiations with BNSF and external support to fund the rail service. The State of New Mexico is currently not interested in making further investments in railroad ownership or operations.

Freight Access

Mobility 2045, the most current Metropolitan Transportation Plan (MTP) established by the Mesilla Valley Metropolitan Planning Organization, creates the long-range mobility vision for the area. This plan identifies a new freight corridor—High Mesa Road—to connect West Mesa Industrial Park to Santa Teresa. This proposed road is envisioned to create new economic opportunities building on the dynamic activity currently ongoing in the border region.

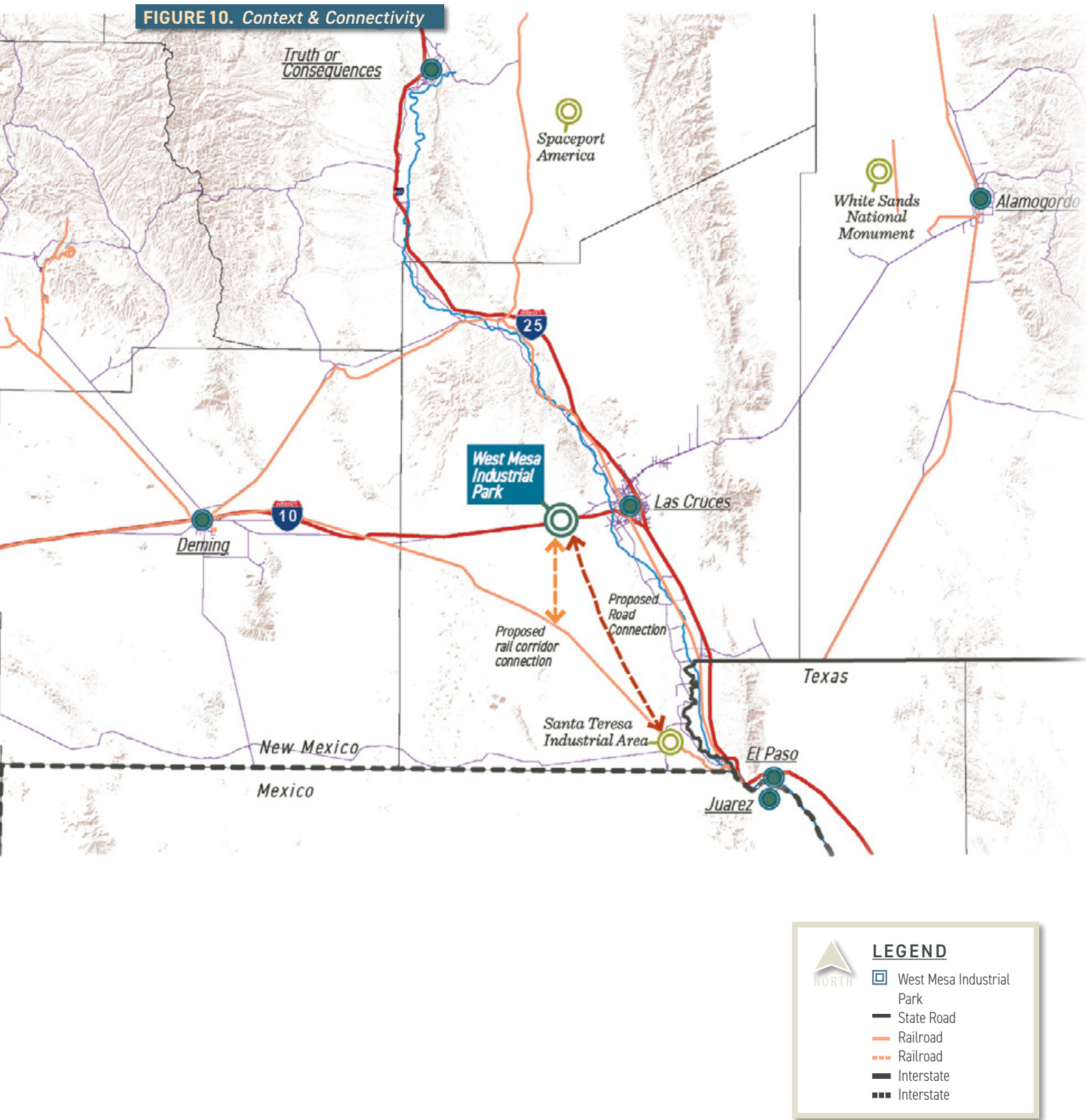
Vehicular Access

Vehicular access to the Park is off of Interstate 10 at Exit 132 with Crawford Blvd, centrally located within the Park. Frontage roads on both sides provide additional access to the Park, connecting the internal roads of Rea Blvd, Alliance Dr south of I-10 and Harry Burrell Blvd north of I-10. To the south of I-10, Crawford Blvd connects to the internal roads of Mountain Vista Pkwy, Advancement Ave and Venture Dr. All existing streets in the Park are constructed to accommodate truck traffic with appropriate right-of-way width. According to the Mesilla Valley Metropolitan Planning Organization's Future Thoroughfare Plan 2020, a proposed principal arterial would connect the existing Crawford Blvd in a loop to the east and turn north to meet I-10 at the interchange with US-70 at Exit 135. Other roads identified in the original master plan have not been constructed as identified in ["Figure 13. Circulation" on page 27.](#)

Transit Access

The Mesilla Valley Metropolitan Planning Organization's Mobility 2045 identified the Park as a location gap within the current extent of the







transportation system within the City of Las Cruces. There is currently no City bus service to the Park.

Pedestrian & Bike Access

The Park lacks pedestrian and bicycle facilities throughout. Limited sidewalks are provided on the south side but are missing entirely from the north side. Future bicycle infrastructure improvements are identified along the Frontage Roads and S Crawford Blvd, according to the Mesilla Valley Metropolitan Planning Organization's Mobility 2045.

access could enhance the attractiveness of the park to certain businesses.

- The Crawford Interchange provides excellent vehicular access to WMIP. The overall lack of sidewalks was not mentioned as an issue during the stakeholder interviews. However, if the Park develops and the workforce density increases, walking paths and pedestrian facilities connecting to amenities will become more important and should be included in the overall framework of the Park.

OBSERVATIONS

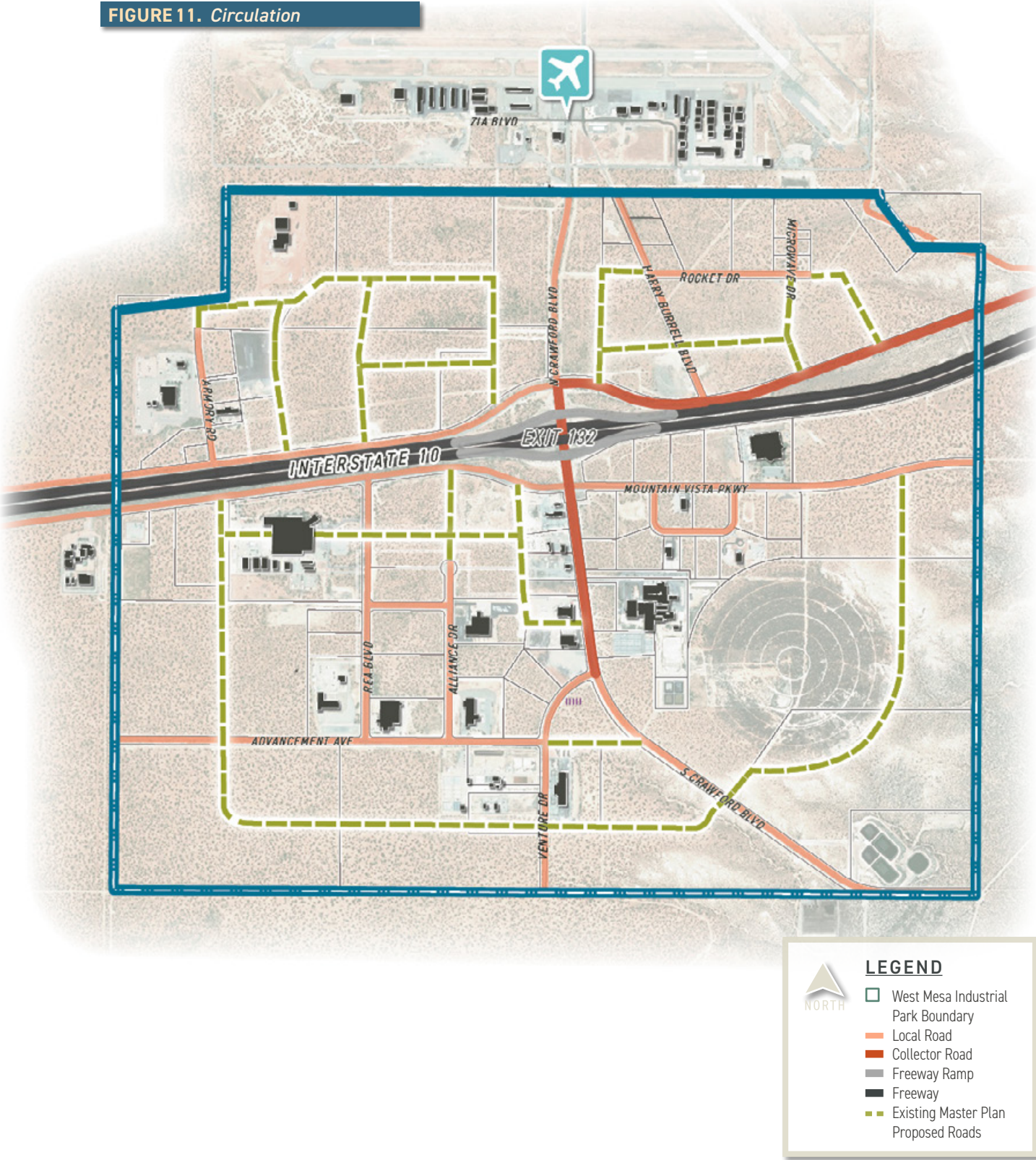
- The general location of the Park, on the western edge of Las Cruces and not in close proximity to the border or White Sands Missile Range, presents a challenge to leveraging the economic activities associated with those places. There is the potential to leverage its location as a natural stopping point for truck traffic originating from the West Coast. FTA restrictions on driver hours put the western edge of Las Cruces as a good site to accommodate logistics associated with truck operations. It is also in close enough proximity for manufacturing or research related activities that may be associated with NMSU, White Sands or even the Spaceport. And while it does not have the proximity to the border that places like Santa Teresa have, it is still less than an hour's drive from the Santa Teresa Port of Entry and along a major east-west interstate route.
- The proposed High Mesa Road connecting the park with Santa Teresa was also not seen as a silver bullet to generate activity within the Park; however, it would create a quicker connection and potentially generate more interest in the Park.
- The missing rail access was not seen as an issue; however, depending on the industry, it could create a barrier. Plans to expand the rail

LANDSCAPE

The Park's natural environment is characterized by coppices and dunes located around native vegetation. On-site vegetation consists mainly of native plants such as mesquite and creosote bushes.

The City has implemented some landscape improvements, specifically along Crawford Blvd. Most recently, the City added a median to the south side of Interstate 10. This median includes a more formalized landscape design and a roadrunner art feature. A fence was installed on the east side of Crawford Blvd where the median was installed. The recently added landscape consists of drought-tolerant native species and gravel, dirt and rocks as ground cover. Some of the developed sites have well maintained and designed landscape installed in their front setback areas while others are missing formalized landscape entirely. On the north side of Interstate 10, a line of Pistachio trees lines Crawford Blvd, connecting the Interstate and airport. This area is part of the airport and is covered by the City of Las Cruces International Airport Landscape Master Plan created in 2020. The north and south side of Interstate 10 currently don't employ the same landscape elements and are not consistently maintained or designed.

FIGURE 11. Circulation





OBSERVATION

- As part of the WMIP planning effort, one of the goals is to tie the Airport and Park together visually and physically. To achieve this goal, landscape can play a significant role and visually unify the two areas. The recently created Landscape Master Plan for the airport portion of Crawford Blvd can be used as a guiding document to implement the same landscape palette, design and language on the south and north side of Interstate 10. This will start creating a sense of place and unique identity for the Park and Airport.

LOT LAYOUT/PLAT, OWNERSHIP

The West Mesa Industrial Park is bisected by Interstate 10 creating two Park portions, one located on the south side of Interstate 10, the other located on the north side of Interstate 10 adjacent to the airport. Crawford Boulevard is the main access road to both the north and south sides, connecting the airport and the south side of the Park. On the north side, Harry Burrell Blvd, Rocket Drive and a small section of Microwave Dr have been built. On the south side, close to 80 percent of the initially planned roadways have been constructed; however, a number of connecting roads have not been completed.

WMIP has approximately 1,418 acres of undeveloped land that is platted in lots ranging from less than 1 acre to over 300 acres as shown in ["Figure 15. Acreage" on page 31.](#)

TABLE 1. Vacant Parcels

South	
# of Vacant Lots	14
Total Acreage Vacant	928 acres (74 acres privately owned, 854 City owned)
North	
# of Vacant Lots	27
Total Acreage Vacant	480 490 acres (22 acres privately owned, 468 City owned)

Lot sizes are restricted to a minimum lot size of one acre.

TABLE 2. WMIP Ownership

Parcel #	Owner
55, 257	New Mexico State Armory Board
61, 252	D&L Schroeder
62, 232	Michael Flynn
247	Clarence W & Theresa A Crawford
251	NM Department of Transportation
56, 59, 202	United States of America Government
44	Transworld Network Corporation
51	World Radio Network
226	El Paso Electric Company
229	NM Public Lands
74	State of New Mexico
71	Montigoose Inc
94	Farmers Investment Co
198, 83901	Balance Realty LLC
83902	Dominion Capital LLC
85	DMS Realty LLC
89, 92	Certoplast North America Inc
93	Contractors Leasing LLC
205, 208, 211, 214	Rio Grande Rentals LLC
219, 220	DOAK Rental LLC
218	DUCROSS Investments LLC
217	Lonesome Dove Land LLC
72	Musket Corp
73, 237	PQ HWY 70 LLC
235, 236	Ghodsian Company LLC

FIGURE 12. Ownership

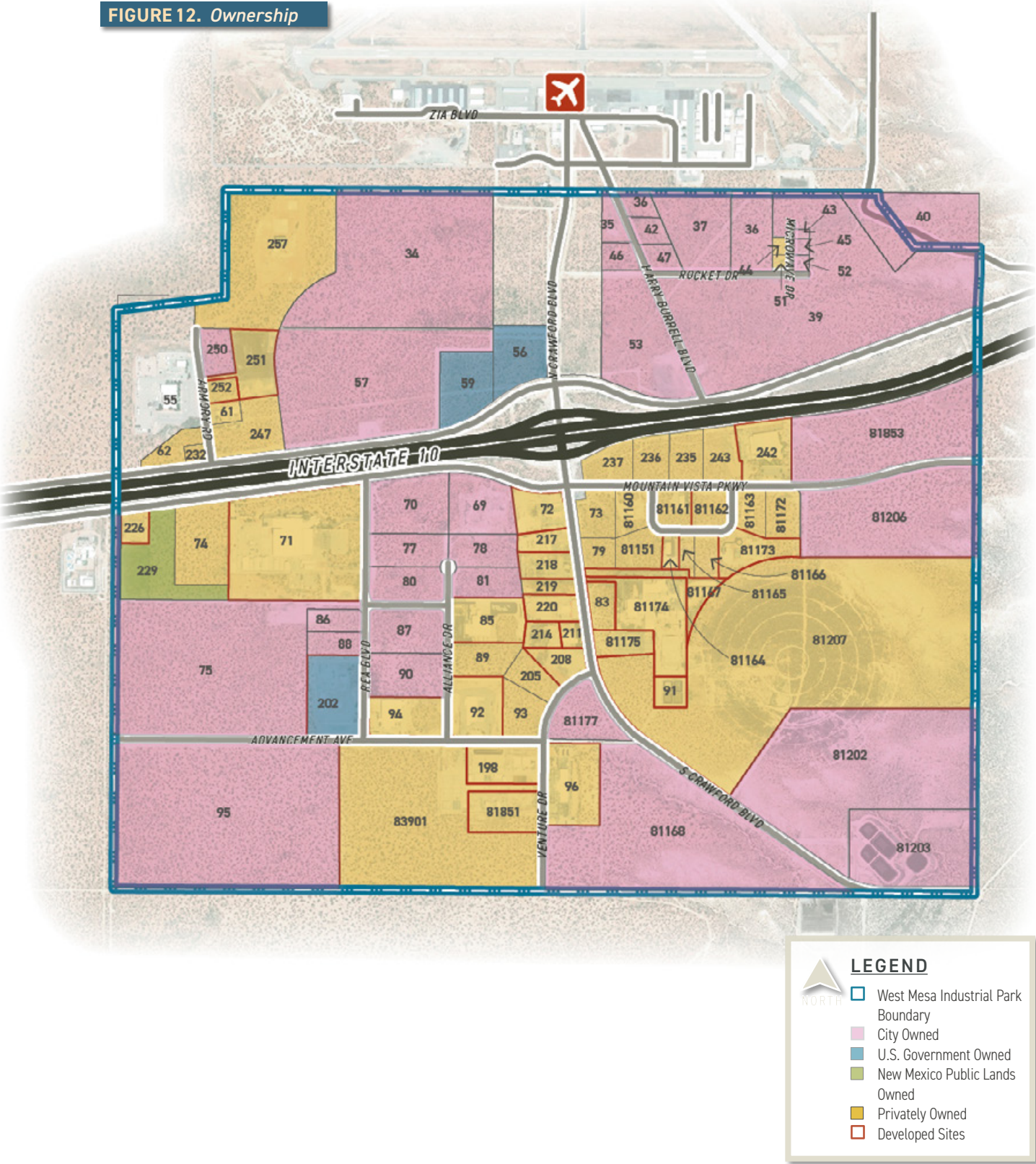




TABLE 2. WMIP Ownership

Parcel #	Owner
243	<i>Las Cruces Park LLC</i>
242	<i>Wolf LLC</i>
79, 81151	<i>Richard Besinger</i>
81160	<i>Carlos E Medina</i>
81161	<i>Luis Oscar Andrade AKA Andrade Oscar Trustee</i>
81162	<i>James P Ratje & Mary Helen</i>
81163, 81173	<i>Hillspride North LLC</i>
81164	<i>West Mesa Rentals LLC</i>
81165	<i>Frederick H Andresen</i>
81166	<i>The Public Lands Commissioner</i>
81172	<i>Lobos Development LLC</i>
83, 91, 81167, 81174, 81175, 81207	<i>Saputo Cheese USA Inc</i>
96	<i>Arizona Acquisition Company LLC</i>

OBSERVATIONS

On the north side, construction of some of the trunk infrastructure could encourage more development. On the south side, while most of the roads have been constructed, there are missing links inhibiting connectivity and convenient travel. An additional tract southeast of the Park has been added that needs to be integrated into the overall master plan framework. The area east of Crawford Blvd was planned as one large parcel and could be subdivided to allow smaller uses to locate here. The park offers various lot sizes that accommodate differing user needs.

EXISTING ZONING/LAND USE

The Park is currently designated as the 'West Mesa Industrial Park Overlay' zone district and is included in the Las Cruces International Airport Operations Overlay Zone District. The Overlay Zone was established following the creation of the West Mesa Industrial Park Master Plan and

Development Strategy in 1995. The purpose of the Overlay Zone is to implement land use and urban design policies established by the West Mesa Industrial Park Master Plan. The Overlay Zone is intended to promote and encourage growth of business within the Park, protect the natural and existing environment, provide clean industry and employment for the City of Las Cruces and its residents and develop, maintain and enhance existing commercial and industrial uses and enhance the aesthetic features of the Park.

Most of the Park is regulated by the Overlay Zone requirements except a few parcels, as indicated in ["Figure 16. Zoning" on page 33.](#)

The Overlay Zone district includes permitted and prohibited uses along with development standards for site, architecture, landscape and parking.

Dimensional Standards

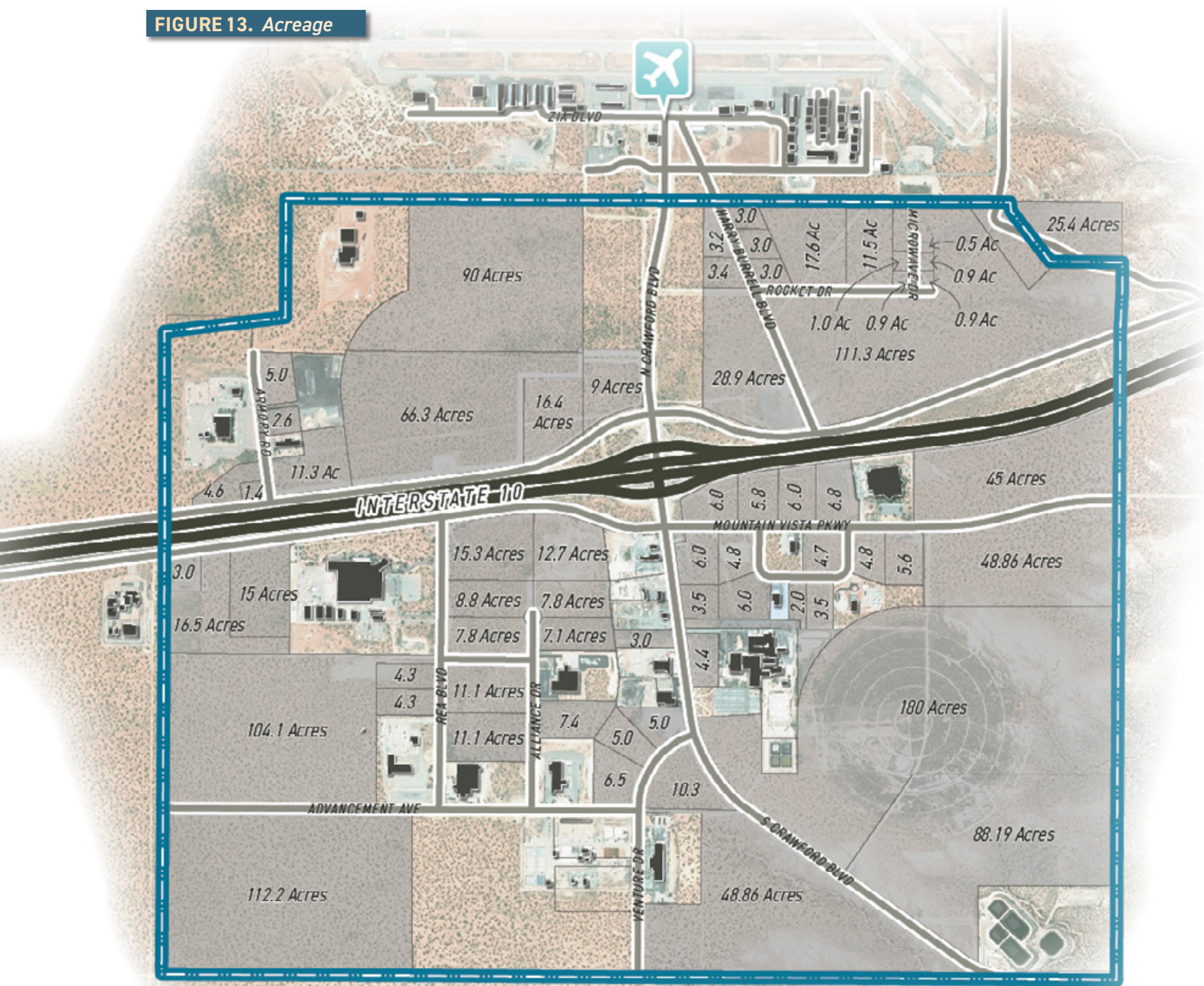
Dimensional standards are provided for lot sizes, setbacks and building heights as outlined in the table below.

TABLE 3. Existing Dimensional Standards

Minimum Lot Area/Size	<i>1 acre</i>
Minimum Lot Width/Frontage	<i>60 feet*</i>
Minimum Lot Depth	<i>70 feet*</i>
Minimum Front Setback	<i>25 feet</i>
Minimum Side Setback	<i>20 feet</i>
Minimum Secondary Street Side Setback	<i>20 feet</i>
Minimum Rear Setback	<i>20 feet</i>
Maximum Building Height	<i>60 feet</i>
<i>* The lot depth must not exceed 3 times the lot width/frontage.</i>	

Uses

FIGURE 13. Acreage





NORTH

LEGEND

-  West Mesa Industrial Park Boundary
-  Parcels
-  Vacant Parcels



Permitted uses include uses permitted in the light industrial and manufacturing district of M1 and M2. In addition, uses permitted in the 14 CFR (Code of Federal Regulations), commonly called the Federal Aviation Regulations, are permitted within the Overlay Zone as listed in the table below.

Uses permitted within the Foreign Trade Zones are limited to operations related to the importation of foreign goods for processing or assembly, where a certain portion of the goods are not subject to customs duty, per Federal Foreign Trade Zone Regulations. All activities in the Foreign Trade Zones are required to have written approval by the appropriate authority.

Prohibited Uses

Commercial uses in M1/M2 are prohibited. Accessory commercial uses (up to 20% of the gross floor areas) are permissive. Stand-alone commercial uses, not associated with an industrial use are restricted to a maximum of fifty percent (50%) or less of the floor to area ratio.

Design Guidelines

The zoning also outlines architectural design guidelines with the goal to achieve a cohesive look and feel and unified development patterns throughout the Park. These guidelines establish facade styles, landscaping requirements, screening and buffering, signage, and parking requirements.

Development Process

The West Mesa Strategic Planning Committee was originally established to review proposed developments and ensure a consistent quality of development. That committee has been replaced by the Economic Development Policy Review Committee (ED PRC). The ED PRC focuses on business health, economic infrastructure, and workforce issues and makes recommendations regarding economic development that align with the City's adopted Comprehensive Plan

and Economic Development strategic business plan. Plan reviews for the Park, however, are executed by the planning section of the Community Development Department. After review by the Community Development Department, development projects go through the City of Las Cruces Development Process. ~~At this time, there are no expedited development processes.~~

OBSERVATIONS

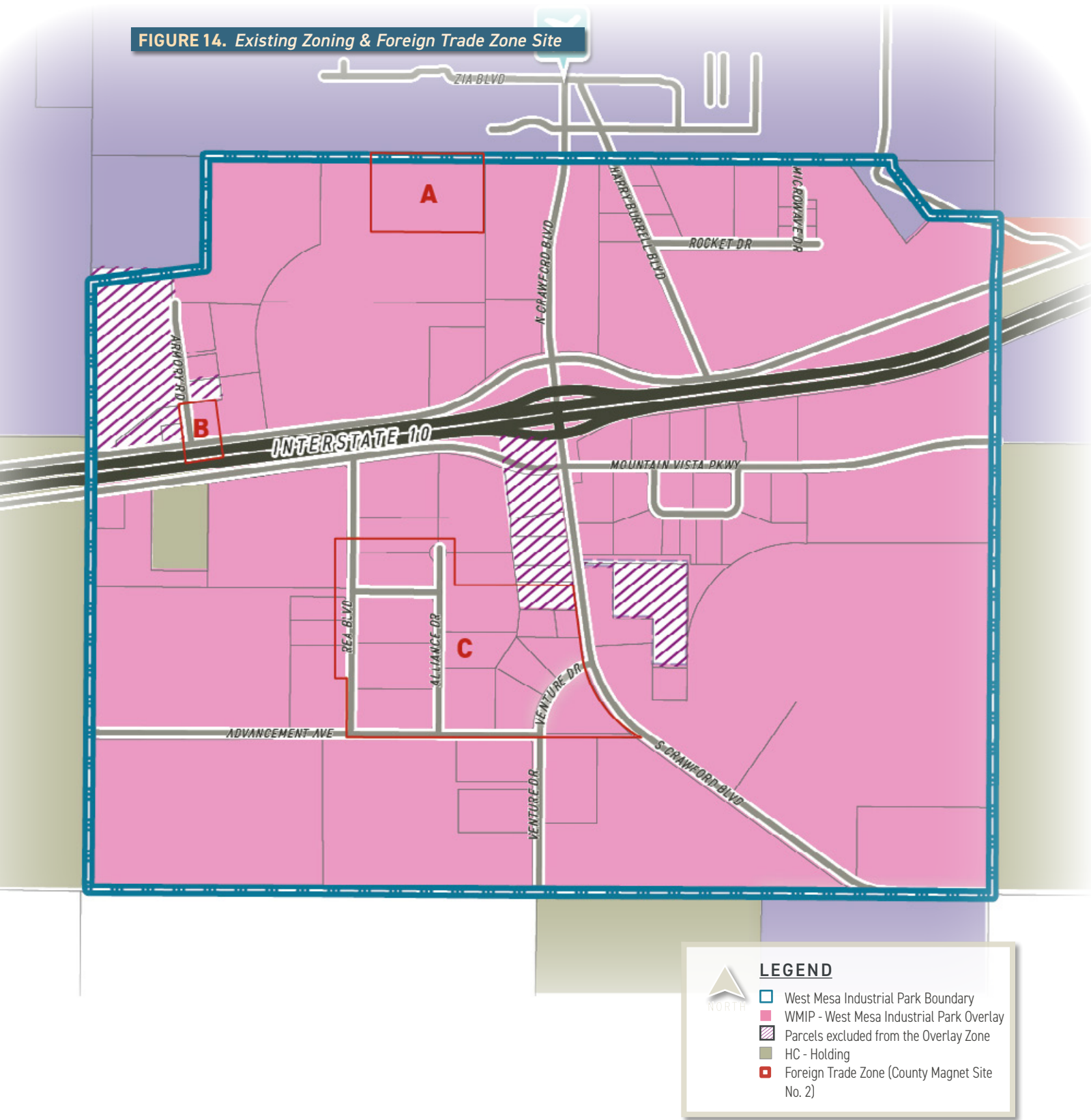
- Uses are too specific and do not include primary commercial uses that would allow for the provision of much needed amenities.
- The design guidelines are too restrictive and need to be simplified to allow for more flexibility and encourage development. For example, Pueblo, Spanish Colonial, and Territorial Mission architectural styles, as required by the design guidelines, are not appropriate for industrial development and the types of buildings required for these uses.
- Signage regulations are too restrictive, particularly for larger parcels.
- ~~No expedited development options are available at the City.~~

FOREIGN TRADE ZONE

Doña Ana County has established a county-wide Foreign Trade Zone (FTZ) designation. The designation allows all new and existing companies that are located within Doña Ana County to secure Foreign Trade Zone status for warehousing and distribution operations.

Goods entering an FTZ are not subject to duties until they leave the zone which allows companies to postpone or even eliminate duties. Businesses operating within the Foreign Trade Zone are exempt from duties or quota charges on re-exports. FTZ also empowers companies to keep

FIGURE 14. Existing Zoning & Foreign Trade Zone Site





more of their manufacturing on U.S. soil without the effective penalty of inverted tariffs. In addition, the Ad Valorem Tax (inventory tax), a fee charged on existing inventory, does not apply until the inventory enters U.S. soil. Damaged items, or items that are non-conforming can be destroyed within the FTZ and are not subject to import duties and taxes. When finished goods or parts are imported into the US for eventual exportation, a foreign trade zone allows for the duties on those imports to be eliminated. Using a foreign trade zone as an export distribution center can provide benefits to support selling goods into international markets.

"Inverted Tariffs" refers to penalties US manufacturers are subject to when importing parts for manufacturing of products in the US, specifically when these products will be exported and sold overseas. Oftentimes, the parts individually are fined at a higher rate than the completed product, making it more cost-effective to manufacture overseas.

Doña Ana County is the grantee for the FTZ and is prepared to execute agreements designating individual users as operators of the FTZ within their facility.

There are four sites within Doña Ana County that have an FTZ designation with one of the four located within the Park. The FTZ site within the West Mesa Industrial Park, identified as Magnet Site No. 2 as identified in ["Figure 14. Existing Zoning" on page 33](#), has passed the 'sunset date' and has expired due to no active operators locating there. In order to reactivate the FTZ site, an application for a Minor Boundary Modification (MBM) must be submitted by the potential prospect/company to the County. The County will then approve and send the application to the FTZ Board at the Department of Commerce along with a letter of concurrence from U.S. Customs and Border Protection. Since Doña Ana County has the Alternate Site Framework (ASF) status, once the MBM application is submitted, it should be approved by the FTZ Board within 30 to 45 days. For more information about FTZ Number

197, contact the Doña Ana County Community Development Department.

OPPORTUNITY ZONE

The West Mesa Industrial Park is also located within an Opportunity Zone (OZ) that provides benefits for companies that locate here. The Opportunity Zone program was created by the Tax Cuts and Jobs Act of 2017 to incentivize investment in underserved communities. The program provides three tax benefits for investing unrealized capital gains in Opportunity Zones:

1. Temporary deferral of taxes on previously earned capital gains. Investors can place existing assets with accumulated capital gains into Opportunity Funds. Those existing capital gains are not taxed until the end of 2026 or when the asset is disposed of.
2. Basis step-up of previously earned capital gains invested. For capital gains placed in Opportunity Funds for at least five years, investors' basis on the original investment increases by ten percent. If invested for at least seven years, investors' basis on the original investment increases by fifteen percent.
3. Permanent exclusion of taxable income on new gains. For investments held for at least ten years, investors pay no taxes on any capital gains produced through their investment in Opportunity Funds (the investment vehicle that invests in Opportunity Zones).

BRANDING/MARKETING

The property is marketed and advertised through the Mesilla Valley Economic Development Alliance (MVEDA) which is the primary economic development organization for Doña Ana County and the Mesilla Valley. Inquiries from companies seeking an industrial site in the Las Cruces region most often contact MVEDA regarding available land and buildings and are provided information on the sites and facilities that fit their criteria and needs.



MVEDA has information on available business and industrial properties including WMIP, Arrowhead Business and Research Park, Hatch Industrial Park and Borderland Industrial Parks in Santa Teresa.

The WMIP is under the direction of the City of Las Cruces Economic Development Policy Review Committee (PRC) and is administered by the Department's Land and Real Estate Section who receive and process inquiries for property. WMIP does not, as yet, have its own website with a property brochure, details on property for sale or contact information. The process of buying or leasing land at WMIP is, compared to competitive locations, slow and not fully transparent to prospective buyers. There are maps of both North and South of I-10 showing the lots that are available for sale including acreage. There is no

listed pricing for the lots. Offers are accepted and past sales and/or appraisals for similar lots are used as a starting point pending appraisals of the specific sites. As outlined in "Existing Development" on page 18, if a transaction exceeds \$150,000 it requires two appraisals and is approved by City Council.

The City of Las Cruces has invested a considerable amount of money to provide infrastructure to beautify the Park since it was first developed. Most recently, the City added a landscaped median along Crawford Blvd. Since its inception, the Park has been partially developed and has attracted a number of businesses. From a visual survey, the Park still lacks a cohesive feel, which may be due in part to the number of vacant parcels and undeveloped sites. Most developed sites have



landscaping, including on-site and along streets but the landscaping is often not well-maintained and lacks a cohesive plant palette and design aesthetic. Signage is sparse and overall park identity is lacking. The entry signage, while well maintained, does not stand out and does not establish a unique park gateway experience.

One of the objectives of this Plan Update is to integrate the Park with the adjacent airport through more consistent design standards, landscaping and signage. The Las Cruces Airport has developed a Landscape Master Plan to enhance the visual qualities of the airport property. The West Mesa Industrial Park does not have a corresponding landscape plan to cohesively develop its landscaping. Adoption of the airport master plan design theme and landscape palette could

provide an opportunity to visually tie the two areas together.

Many of the precedent parks researched for this study have a website to communicate with potential businesses and stakeholders. The West Mesa Industrial Park does not have a website that provides information about land for sale and other opportunities. There is no central place to obtain park-specific information or a contact for inquiries. The development process identified in the Master Plan is outdated and some of the specified steps do not apply anymore.

OBSERVATIONS

- No cohesive design / identity / catchy branding
- No website and clear 'path to development'

4. OPPORTUNITIES & CONSTRAINTS

THE FOLLOWING SECTION IDENTIFIES OPPORTUNITIES AND CONSTRAINTS FOR THE PARK. IT IS INFORMED BY AN ANALYSIS OF RECENT ECONOMIC DEVELOPMENT STUDIES, A REAL ESTATE MARKET ANALYSIS AND BY A SERIES OF STAKEHOLDER INTERVIEWS CONDUCTED AS PART OF THE MASTER PLAN UPDATE. STRATEGIC GOALS OUTLINED AT THE END OF THIS SECTION IDENTIFY KEY OBJECTIVES TO POSITION THE PARK FOR GROWTH AND SUCCESS.

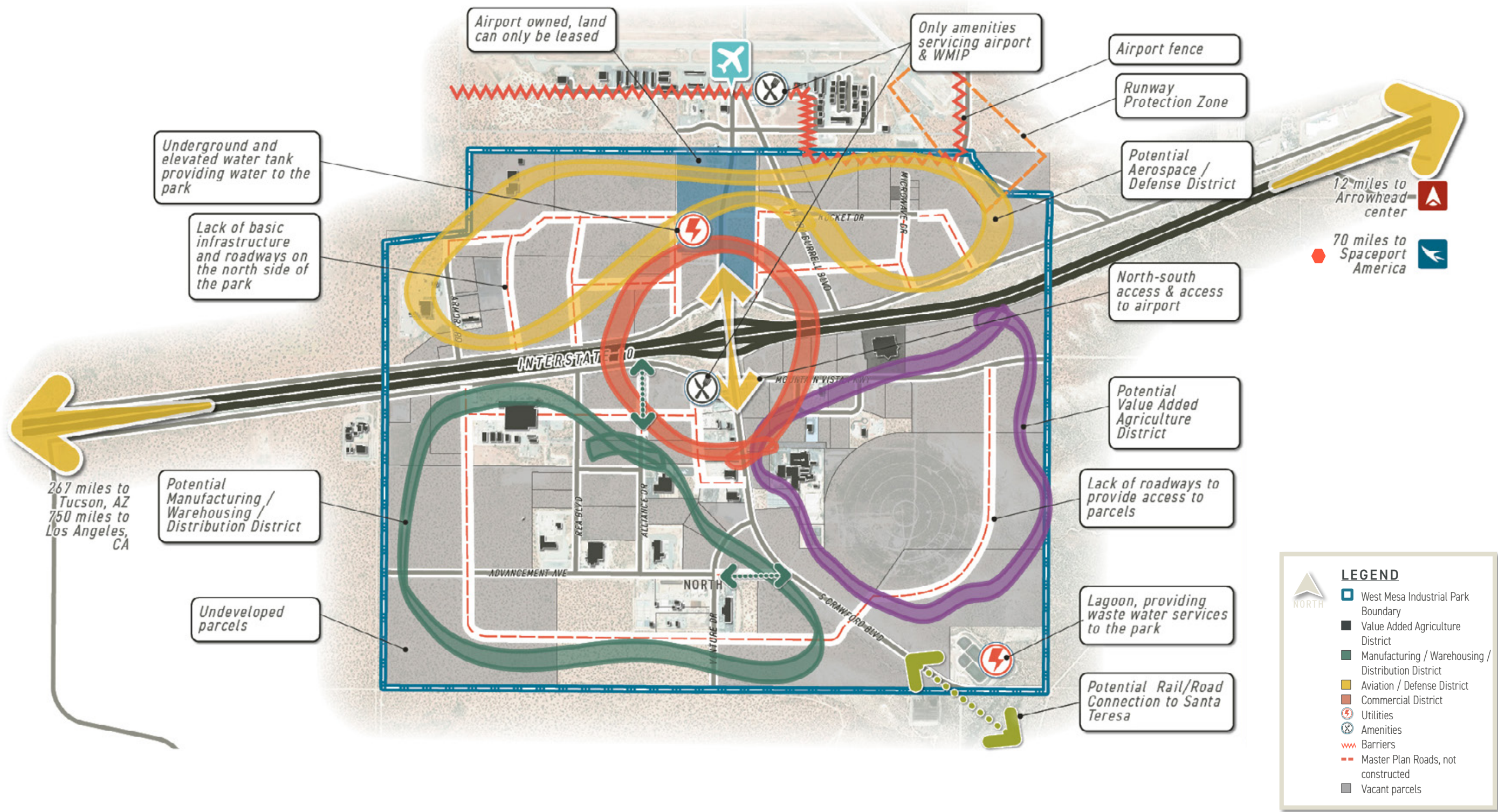
4.1 OVERVIEW

The West Mesa Industrial Park's location is both an asset and a challenge. The proximity to the Las Cruces International Airport and direct access from Interstate 10 present opportunities for aviation- and non-aviation related activities and any businesses that rely upon goods and services provided by truck freight. The Park's location on the very western

edge of the Las Cruces metropolitan area allows it to accommodate businesses that may not be compatible closer to residential areas.

At the same time, the Park does not have optimal proximity to some drivers of employment in the metropolitan area; White Sands Missile Range and

FIGURE 15. Opportunities & Constraints





Spaceport America are both east of Las Cruces, putting them more than an hour drive from WMIP. New Mexico State University and Arrowhead Research Park offer access to intellectual capital that is only 20 minutes from WMIP. The Park lacks the direct access to the border crossing and the major rail hub that Santa Teresa has and is unlikely to be able to compete for the same class of international logistics that has fueled growth there. But given that it is less than one hour from the border and within one day's drive from the West Coast, the Park has a competitive location for a number of businesses. The Park can leverage what it has; large parcels of land zoned for manufacturing that can be sold or leased for prices lower than many of its direct competitors. The access directly from Interstate 10 and a general aviation airport also make the Park convenient and attractive to a wide range of users.

The Park's current physical environment lacks a cohesive development framework, exhibits poor aesthetics, and lacks overall pedestrian amenities and wayfinding signage. These features are necessary for the establishment of a unified, modern identity that is capable of attracting industries. The physical attributes of West Mesa Industrial Park could be supported by an overall branding strategy both on the ground and online.

The Park needs a designated website with marketing materials that highlight the advantages of the Park and have current information about available parcels. At a minimum, the website should have information about available land and a designated contact person.

The City should take a more prominent role in marketing the Park and identify land that is 'shovel-ready.' Shovel-ready sites should be prioritized and marketed both on-site and online. All potential incentives, both local and state, should also be part of the marketing pitch. This can be supplemented with a summary of applicable state taxes, possibly comparing New Mexico and Texas to clarify misperceptions about the New Mexico tax environment. The marketing pitch should be coordinated with other State agencies and the Spaceport. This joint effort could target industries in other states and entice them to relocate to New Mexico and the Park.

To differentiate the Park from its competitors, WMIP could articulate a sustainability strategy that promotes a carbon-neutral strategy. A forward looking perspective that recognizes the need to reduce carbon emissions has become a central tenet of many companies. The Park could, through its design standards, require/incentivize

measures to utilize renewable energy, reduce water consumption and encourage electric vehicular use with charging stations. These measures would need to strike the right balance between requiring additional measures that increase development costs and creating a longer term sustainable development. But these measures could in part be achieved through specific LEDA funding and strategic investments by the City of Las Cruces.

The Park also can anticipate technological advances in transportation; autonomous vehicles will likely be the rule rather than the exception in the next decade, particularly in commercial trucking. Autonomous vehicles will require less in terms of parking space and proximity to building entrances. This points long term to a reduced demand for parking on individual sites and more consideration for drop-off areas where autonomous vehicles can board/deboard their passengers. Similarly, as the transportation industry de-carbonizes, all-electric vehicles will gradually supplant combustible engines. With its strategic location on the western edge of the Las Cruces city limits, the Park will likely be a good site for vehicles to recharge. Recharging stations will be required for multiple vehicles and gas pumps will be used less and less. The overall Master Plan proposes minimum standards for electric charging stations with the understanding that individual sites can exceed those minimums as the need for recharging electric vehicles increases.

One final consideration would be to change the name of the Park. The concept of "Industrial Parks" dates back more than 50 years and, similar to "Office Parks," was meant to invoke a lush parklike setting accessed by landscaped parkways, offering businesses ample land to build stand-alone facilities, typically screened from the roads by bermed landscapes and expansive parking lots. The "Park" concept helped to separate industrial uses from residential areas but also required inexpensive fossil fuels and abundant water to create these insular developments. Looking forward, this model of development is not likely to

be sustainable in the twenty-first century. A more carbon-neutral underlying strategy that also helps create a place more resilient to climate change can help to attract businesses looking to reduce risks.

As prior studies have noted, the name West Mesa Industrial Park is sometimes associated with Mesa, Arizona. Few people outside of the Las Cruces area understand the connotation of 'West Mesa.' Potential names include:

- Las Cruces Industrial Park
- Las Cruces Innovation Park
- Las Cruces Business & Industry Center
- Las Cruces Innovation & Industry Center

If a new name is adopted, this document and associated material would be updated to reflect the new name and associated branding strategies.

There are a number of parcels that are shovel-ready due to the infrastructure investments the City has provided.

The south side of the Park is largely served by existing infrastructure and utilities. Many of the roads identified by the original Master Plan have been constructed and a portion of the sites are developed. On the north side of I-10, the majority of the master planned roads have not been constructed and utilities are planned but not installed. Most of the land here is undeveloped and the sites available are not considered ready for development. Increasing the number of shovel-ready sites would create more opportunities for development. However, as there are a number of sites on the south site that are shovel-ready, a strategic plan is needed to identify the parcels that are most likely to develop in the foreseeable future.



4.2 STAKEHOLDER INTERVIEWS

SUMMARY

As part of Phase 1, the project team hosted a stakeholder meeting with business owners located at the Park and adjacent airport as well as city staff and officials. In addition, the team interviewed 10 individuals from the City, MVEDA, New Mexico State University, the BorderPlex Alliance, Spaceport America and White Sands Missile Range. The meetings focused on how it could be repositioned to attract new businesses and how the Park could contribute to the local and regional economy.

PARK AMENITIES

- Park and airport business owners noted that there was a lack of amenities at both the airport and WMIP. Restaurants and other food options are missing, while walking trails and areas to rest were identified as needs. Partially due to the lack of shared amenities, there is no sense of community at the Park and no synergy between the Park and airport. Creating a higher density of similar uses could generate more interaction as well as provide support for more shared amenities.
- Stakeholders identified an area used to fly model airplanes and do archery as a potential attraction to bring people to the area.

PARK MARKETING

- Stakeholders noted that they could not readily find information about land for sale due to the lack of a website or centralized location from which to obtain this information.
- Stakeholders saw the potential for a coordinated marketing outreach to space-related companies in conjunction with the Spaceport. This pitch could be a collaboration with NM Partnership/

MVEDA/Borderplex Alliance to attract aerospace firms from Los Angeles to Las Cruces. The State could do a direct marketing effort to potential firms in Southern California.

- Stakeholders mentioned that the Park should be marketed in terms of multi-modal access (airport, access to air/highway) and should be branded around the multi-modal aspect.
- Others said to focus on green businesses and technologies to make the Park a cutting-edge destination that becomes a pioneer in terms of sustainability.
- Stakeholders also suggested that the City should be aligned in marketing and prioritizing the Park. Stakeholders mentioned the need to create a 'buzz' with the existing businesses and activities related to the Park.
- Stakeholders would like the Park to be seen more as part of Las Cruces and the idea was floated to rename the Park Las Cruces Industrial Park (or similar) to create tie the Park back to the community.

INFRASTRUCTURE

- Stakeholders noted that basic infrastructure on the north side was missing and that this is a factor in deterring businesses from locating within the Park.
- Broadband access and speed were mentioned as a major issue, specifically at the airport. As an example, NMSU Physical Science Lab (PSL) produces a lot of data during their work at the airport and requires suitable internet which currently does not exist.
- To some stakeholders, good utilities and infrastructure presented the most important aspect to make the Park successful. The majority of businesses are looking for transmission lines/power & water first rather than landscape and signage.

USES

- Stakeholders noted that some businesses like the fact that the airport is gated and floated the idea to have an area within WMIP gated to create additional security for businesses that require it.
- Agriculture-related businesses, cold storage and farming-related activities are seen as suitable for the Park. Hemp-based businesses were considered more controversial, however, others saw this industry as growing and as an opportunity for WMIP.
- UAS is seen as a suitable use because of the proximity to the airport. Stakeholders see the potential for manufacturing of technologies developed at the Spaceport or other places that have matured to the point where manufacturing production facilities are needed (e.g hybrid rocket motors that Virgin deploys) as an option.
- Suborbital activities could be a good fit for the Park, as noted by stakeholders, as well as testing operations that require a buffer from other activities.
- A training center and similar institutional uses were mentioned as a potential use for the Park.
- Green jobs, solar and other related industries were mentioned as desired uses for WMIP.

AIRPORT & PARK RELATIONSHIP

- The desire was expressed to integrate the Park and airport more.

PARK LOCATION / ACCESS

- The Park's location is seen both as an advantage and disadvantage. The Park's proximity to the airport and easy access to Interstate 10 is seen as an advantage; however, its location on the West Mesa, furthest away from White Sands and the Spaceport, are seen as a disadvantage that inhibits the potential synergy between those activity centers. On the other hand, this isolated location is also regarded as a benefit. Industrial uses are well-suited here, far removed from any incompatible uses.
- Stakeholders mentioned that the Park initially was positioned to compete with Santa Teresa. However, the City of Las Cruces is too far from the border to attract businesses that focus on the US/Mexico border trade.
- Interstate access to Phoenix and Los Angeles provides logistic opportunities and markets and is seen as a benefit.
- Park access for the labor force is also seen





as reasonable with a 15-minute drive from downtown Las Cruces, however the lack of public transit is a constraint.

- As a drawback, stakeholders identified the lack of rail access; however, some did not think this was an essential requirement for most businesses.

SPEC SPACE

- The lack of available buildings for rent or for sale was seen as a major disadvantage. Stakeholders mentioned that if there was suitable space, they had interested parties to rent space. Las Cruces has a shortage of space that is suitable for fledgling firms.
- Start-up firms do not have the ability or financial resources to commit to a long-term lease. Thus reasonably priced existing spaces could attract start-ups and young entrepreneurs. Stakeholders mentioned that a multi-tenant building would be appropriate at 50,000 SF.
- Maker and incubator spaces were mentioned to be a suitable fit.

LABOR FORCE

- The proximity to and collaboration with NMSU is seen as an advantage. NMSU has trained individuals to fit specific skills required for businesses located in WMIP. This is seen as a great asset.
- Alternatively, the high minimum wage offered in New Mexico is seen as a drawback and a barrier

when competing with locations in Texas.

LAND & FINANCING

- Prices of land within the Park are considered favorable for attract new development. The option to offer LEDA funds to help finance infrastructure is also seen as a plus.
- Stakeholder mentioned a TIDD / TIF to potentially finance some of the required infrastructure.
- The cost to market is seen as problematic. The Park is still competing with other locations that have available facilities built when construction costs were lower. New construction is more expensive now. The question was raised how this could be overcome. It was suggested to bring in LEDA. The Park should outline and clarify all benefits and incentives that the City and State can give for new businesses to be located in the Park.
- It was suggested that the City would pay a commission on land to a broker. This, according to the City, was in existence before but has not been employed.
- LEDA offers to trade land for jobs, however land values are unknown. Stakeholder suggested to clarify the value of land and create a transparent and speedy development process.
- Stakeholders mentioned the need to forge stronger connections with the State Economic Development to go after large companies. For City owned land a broker should be hired to market the land and serve as point-person.
- Stakeholders highlighted that there was a lack of incentives for businesses to come to NM,





specifically veteran businesses.

- *Potential Businesses could include TRAX, a sub-contractor that PSL works with, might potentially want to have a presence in the City.*
- *Santa Teresa is seen as a strong competitor. While more expensive, it is in closer proximity to the border and has rail access.*

APPROVAL PROCESS

- *The development and approval process is seen as slow and confusing. Where to buy land from and how to get it entitled is unclear.*
- *Stakeholders mentioned that going through MVEDA may provide a route for interested parties to get information. However, if MVEDA is not involved it is important to identify a point person in the City.*
- *Time to market is seen as crucial and the desire was expressed to have a fast track route for new projects. It was mentioned that once a project approval goes past nine months, people lose interest. It was suggested to work with a design/build firm to create plans for a 200,000 SF flex.*



4.3 SWOT ANALYSIS

The Market Street Report Economic Assessment included a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Constraints) of the regional economy, and of WMIP specifically, as summarized below.

STRENGTHS AND OPPORTUNITIES

- Proximity to White Sands Missile Range, Spaceport America, 2 military bases, and the Mexican Border.
- NMSU as a location of one of 16 Centers of Excellence nationally for Unmanned Aircraft Systems (UAS).
- NMSU Physical Science Lab (PSL), one of 7 FAA-approved UAS test sites.
- Superior interstate highway access at the junction of I-10 and I-25.

- Availability of land at WMIP served by water and electricity.

WEAKNESSES AND CONSTRAINTS

- Lack of available industrial buildings at WMIP for sale or lease.
- Slow Internet speeds and lack of high-speed fiber availability.
- Poor aesthetics and signage.
- Lack of food and lodging options.
- Loss of commercial air service.
- Process and timeframe for parcel sales and permits.



4.4 STRATEGIC GOALS

The input received from the stakeholders, as well as the analysis of the existing conditions and market analysis, tells a story of opportunity. However, there are a number of hurdles to be overcome in order for the West Mesa Industrial Park to realize its full potential. Addressing concerns in a strategic manner will create a basis upon which the Park can grow successfully.

The Park's strategic goals have been informed by the stakeholder outreach efforts, the work of prior studies, discussions with the City, national best practices and professional expertise. Elevate Las Cruces Goals, Policies and Actions have also guided the strategic goals identified here.

Success can be best achieved through a comprehensive approach. Visible, physical improvements must be paired with complementary policies and marketing efforts. Five strategic goals will guide the overall master plan and development strategy.

1. Upgrade WMIP to better compete for new development

- a. Modify site master plan to attract target industries*
- b. Address infrastructure deficiencies*
- c. Improve site aesthetics*
- d. Create wayfinding and signage plan*
- e. Incorporate amenities desired by tenants and employees*
- a. Identify an area for a flex/innovation space and develop a spec building and /or create pre-approved plans to expedite development*

2. Improve WMIP image and visibility

- a. Create a proactive sales and marketing program*
- b. Streamline the development review and*

- approval process*
- c. Streamline the property sales process*
- d. Revise overlay zone standards*

3. Integrate WMIP with the Airport

- a. Position WMIP lots north of I-10 for aviation related development*
- b. Improve key road sections and connections*
- c. Implement landscape requirements from the Airport Landscape Master Plan*

4. Promote environmental and energy efficiencies

- a. Identify incentives for renewable energies*
- b. Upgrade wastewater treatment to promote water recycling*

5. Leverage economic development partnerships

- a. Coordinate with NMEDA and BorderPlex on WMIP objectives*
- b. Leverage LEDA and other state incentives*
- c. Improve communication with other regional employment centers*

5. MASTER DEVELOPMENT PLAN

THE FOLLOWING SECTION OUTLINES THE MASTER PLAN DEVELOPMENT FRAMEWORK THAT IDENTIFIES THE GOALS FOR MASTER PLAN ELEMENTS LIKE CIRCULATION, LANDSCAPE, BRANDING & IDENTITY, INFRASTRUCTURE & UTILITIES AND SUSTAINABILITY AMONGST OTHERS.

5.1 LAND USE FRAMEWORK

As established in Elevate Las Cruces, 'Business Park and Industrial areas are reserved for concentrations of warehousing, trade, transportation, research and development, manufacturing, and industrial uses.' (Elevate Las Cruces, Volume I, pg. 35)

The goal of the Land Use Framework is to accommodate a range of uses, with the intent of creating synergy between businesses with similar or complementary activities. The Land Use Framework also establishes a commercial district adjacent to Interstate 10. Uses such as restaurants and retail are permissive here to provide and encourage services to the local workforce.

The Land Use Framework, as illustrated in ["Figure 18. Land Use Map" on page 47](#), breaks the Park down into four districts:

1. Value Added Agriculture,
2. Manufacturing / Warehousing / Distribution,
3. Aerospace / Aviation / Defense and
4. Commercial.

The **Value Added Agriculture** district is located south of Interstate 10 in the southeastern portion of the Park. It is intended to accommodate agriculture-related manufacturing and other processes that enhance the value of basic agricultural commodities. Most of the parcels are larger in size to provide sufficient land for these types of activities.

The **Manufacturing / Warehousing / Distribution** district is located south of Interstate 10 in the southwestern portion of the Park. It is intended to accommodate manufacturing, warehousing and distribution types of uses. It offers a range of parcel sizes and has good access to the interstate.

The **Aerospace / Aviation / Defense** district is located north of Interstate 10 and is adjacent to the Las Cruces International Airport. It is intended to accommodate aviation- and defense-related uses and offers a range of parcel sizes with direct access to the airport.

The **Commercial** district is located adjacent to Crawford Boulevard, on both sides of the Interstate 10 interchange. It is intended to accommodate commercial uses that offer services to the local workforce and interstate-associated business opportunities. This district has smaller parcel sizes more suited for uses like restaurants, with good visibility and access from the interchange.

Expansion Area

Surrounding the existing park boundaries are a number of large parcels that are City-, State- or Federally-owned. If the West Mesa Industrial Park would need to expand, ["Figure 19. Expansion Area" on page 47](#) illustrates one potential expansion option.

FIGURE 18. Expansion Area

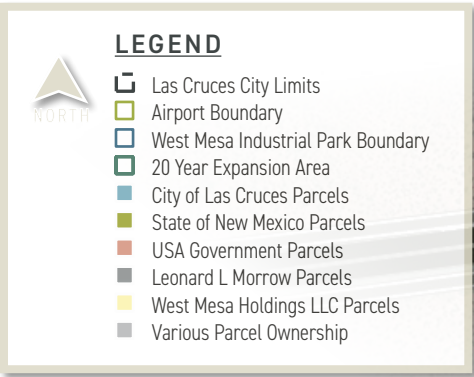
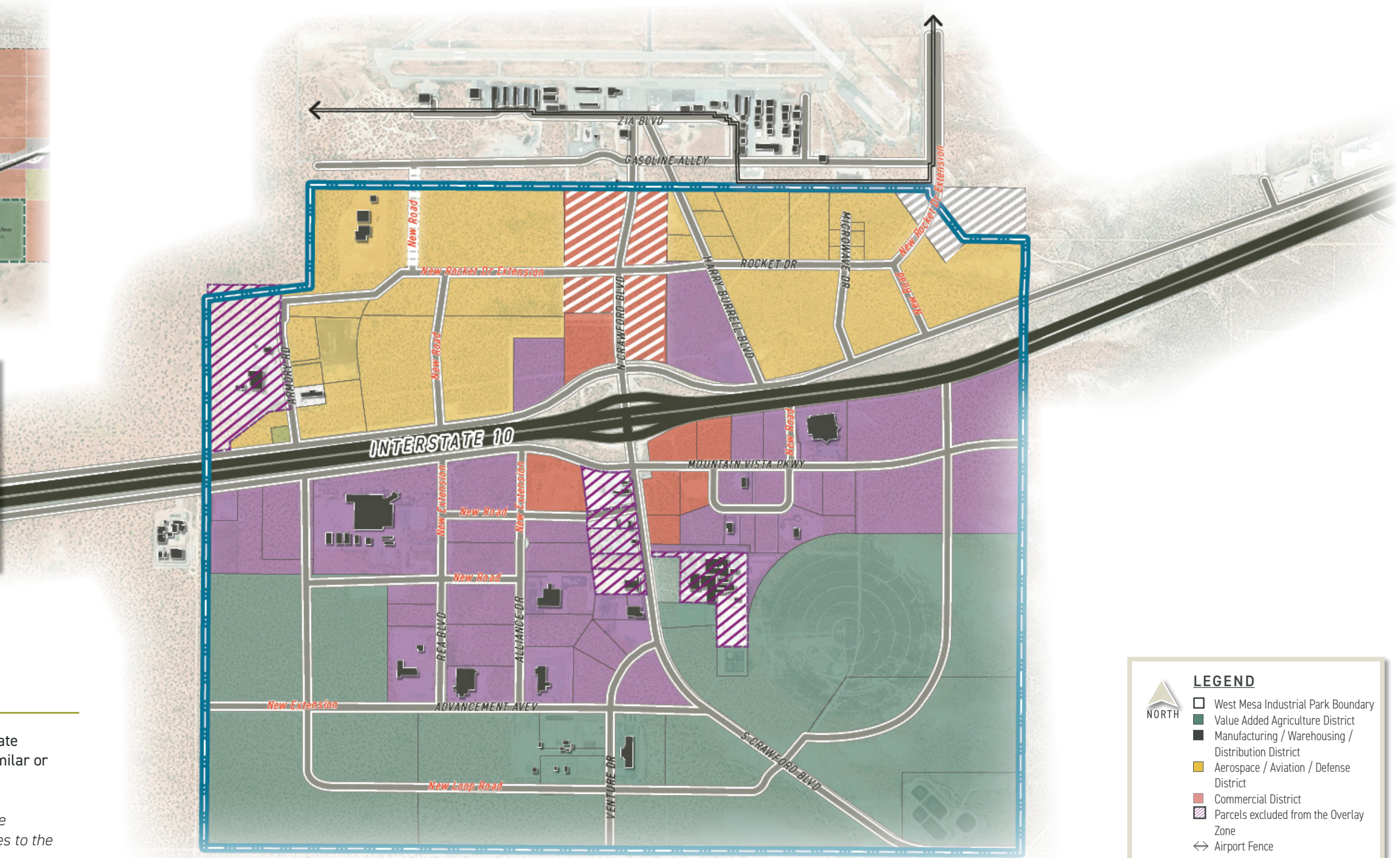


FIGURE 17. Land Use Map



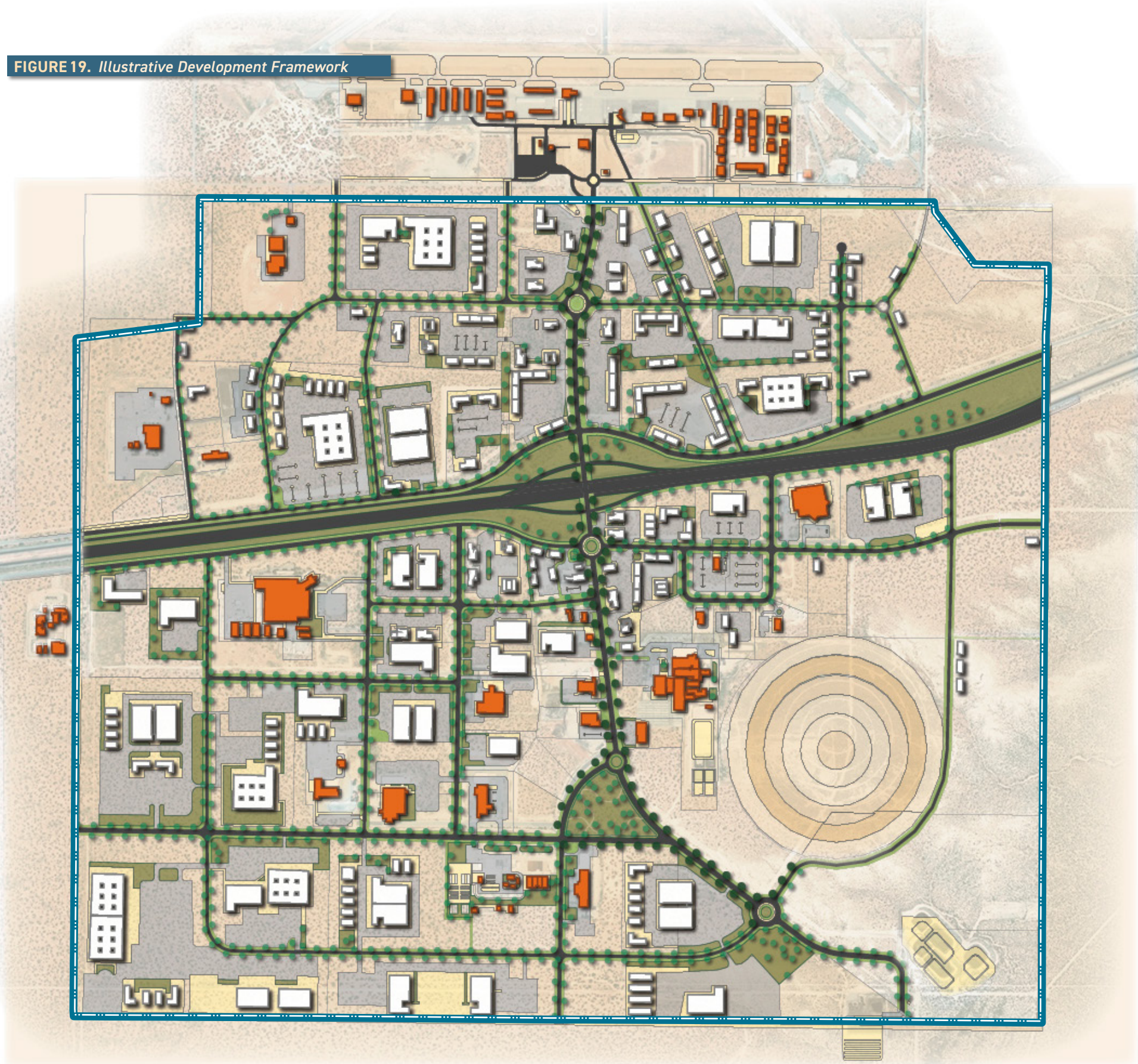
GOALS/STRATEGIES

1. Establish four distinct districts to create synergy between businesses with similar or complementary activities
2. Encourage commercial services in the commercial district to provide services to the local workforce

5.2 ILLUSTRATIVE DEVELOPMENT PLAN



FIGURE 19. Illustrative Development Framework





5.3 CIRCULATION FRAMEWORK

The goal of the Circulation Framework is to create a functional and accessible network of roadways with connections to all parts of the Park. It is intended to accommodate automobile and truck traffic as well as pedestrians and bicycles. To enhance community access, alternative access modes should be considered, including transit and potentially rail as established by Elevate Action CP-4.2.1.

To offer opportunities for traditionally underserved populations, the Park should be designed to function as an inclusive employment center as established by Elevate Policy CP-2.2.1. All circulation facilities should be designed to accommodate convenient access and encourage a variety of modes of transportation to, from

and within the Park. Pedestrian facilities should be provided to improve ADA accessibility as established by Elevate Policy CP-CL-8.5.

The Circulation Framework illustrated in [“Figure 22. Circulation” on page 51](#), creates a connected network of roadways that would provide convenient access to all parcels within the Park. The backbone of this network is Crawford Boulevard, which serves as the **Primary Roadway** connecting the southern and northern portions of the Park. Crawford Boulevard will be treated as a signature roadway with gateway signage, enhanced landscaping and pedestrian facilities as identified in [“Figure 22. Crawford Blvd Section” on page 50](#).

FIGURE 21. Crawford Blvd Section

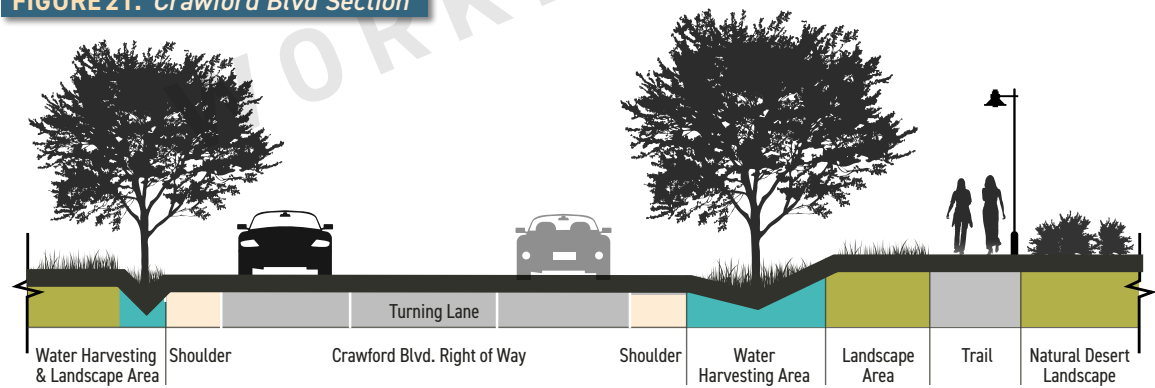


FIGURE 20. Secondary Roadway Section

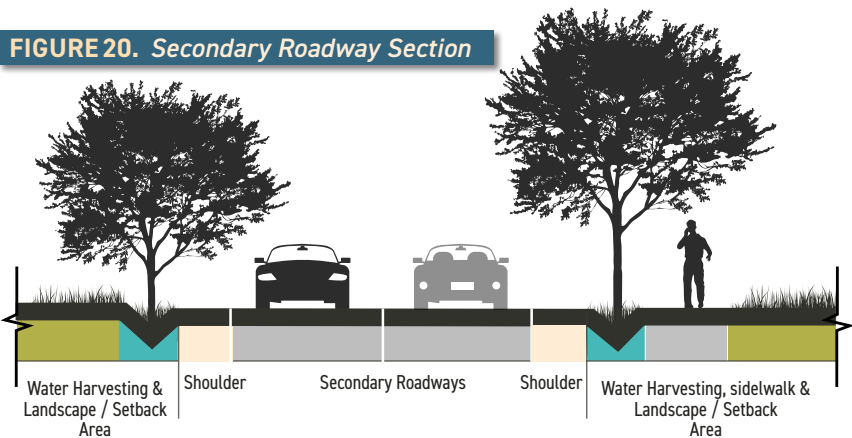
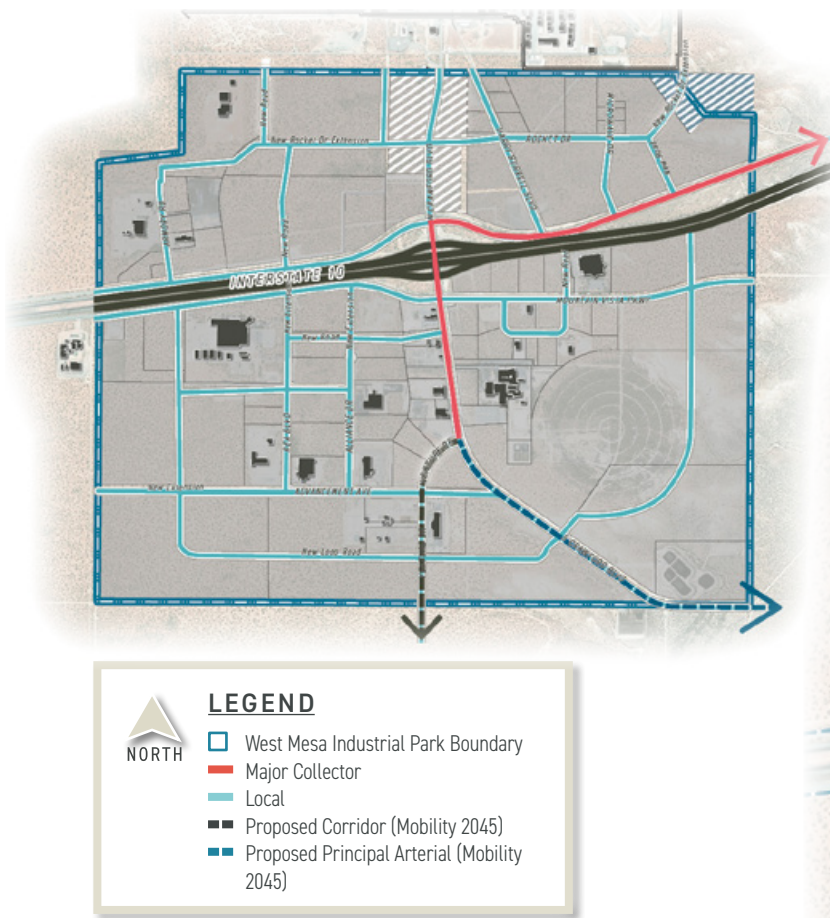


FIGURE 23. Current & Future Road Classification



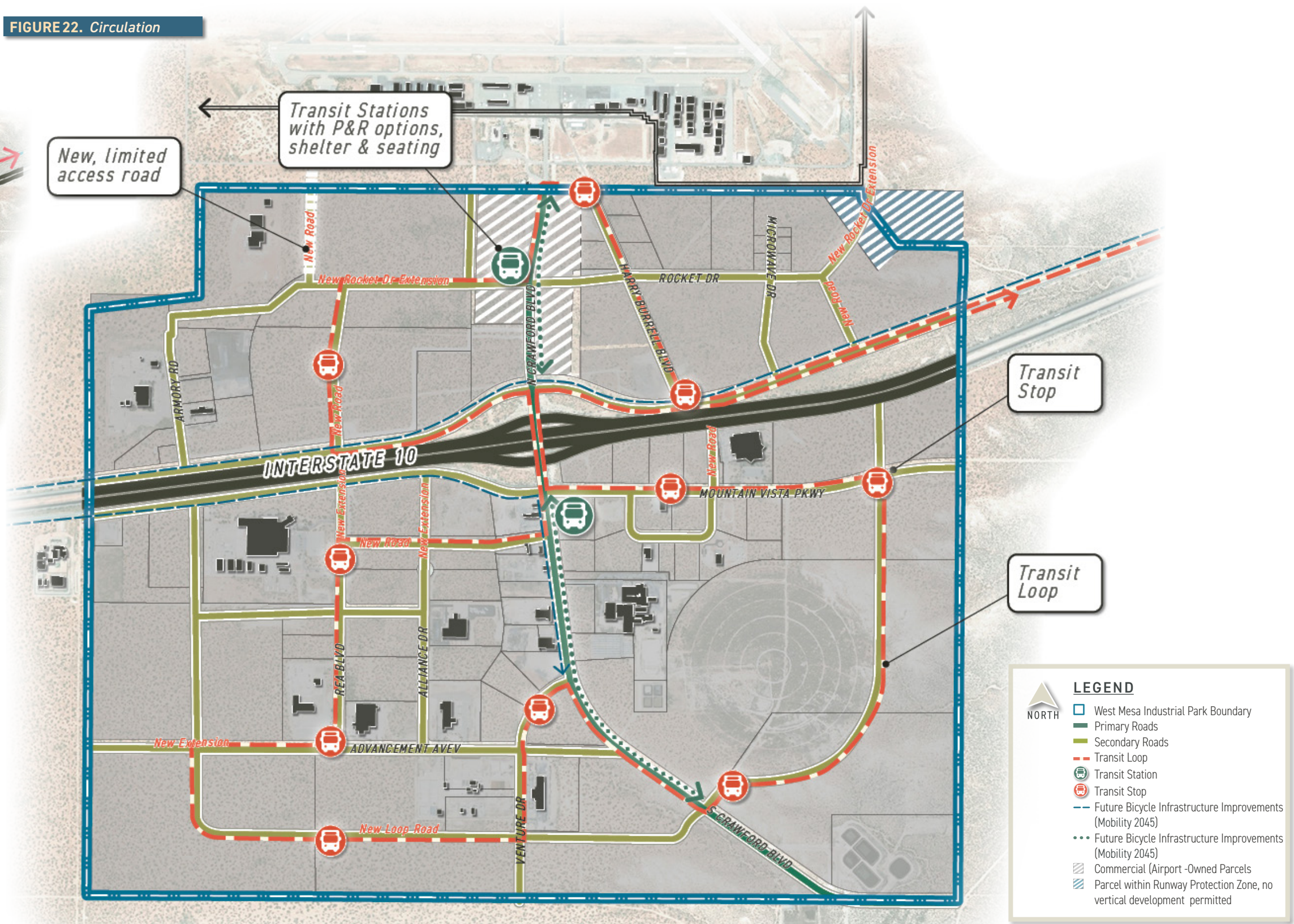
All other roadways are considered as **Secondary Roadways** that primarily function to carry traffic to and from local businesses as identified in ["Figure 21. Secondary Roadway Section" on page 50.](#)

All roadways should be designed to City standards for [City of Las Cruces Design Standards](#) local roadways.

WMIP should encourage the use of transit options to and from the Park. This will increase access to jobs within the Park for the local workforce. Transit routes and facilities should be added to increase accessibility (Elevate Las Cruces, Policy CP-2.2).

Transit shelters and designated parking spaces for the Enterprise Coordinated Van program should be

FIGURE 22. Circulation





added as illustrated in ["Figure 23. Circulation" on page 51](#)

West Mesa Industrial Park has two entryways located on both sides of the I-10 interchange. Both entrances should be designed and maintained to express the Park's branding and identity.

GOALS/STRATEGIES

1. Accommodate convenient access for traditionally underserved populations and encourage a variety of modes of transportation to, from and within the Park. Study and the feasibility of both transit and rail access to the park and provide an appropriate public travel mode to access the Park.

2. Design all sections of Crawford as Primary Roadway with enhanced landscape and a designated pedestrian facility as identified in ["Figure 22. Crawford Blvd Section" on page 50.](#)
3. Design all sections of all Secondary Roads as identified in ["Figure 21. Secondary Roadway Section" on page 50.](#)
4. Adopt Capital Improvement Projects & Funding to build streets and sidewalks
5. Support transit route expansion to WMIP. Identify areas for transit facilities and develop transit facilities

5.4 LANDSCAPE / SITE AMENITIES FRAMEWORK

The goal of the Park's Landscape / Site Amenities Framework is to create a cohesive overall image and identity, as well as to visually connect the West Mesa Industrial Park and the Las Cruces International Airport. The landscape design should follow the design concepts established in the Las Cruces International Airport Landscape Master Plan (2020). This Master Plan designates Crawford Boulevard as a signature roadway with enhanced landscape and pedestrian elements as illustrated in ["Figure 26. Landscape" on page 53.](#) It incorporates a multi-use trail on the east side of Crawford Boulevard with a landscape buffer to separate pedestrians from vehicular traffic. All other roadways are designed as Secondary Roadways and follow the guidelines established in [Part 2, Section "Landscaping" on page xii.](#)

A park is proposed at the intersection of Advancement Ave and Crawford Blvd. This space is intended to serve as an amenity to the local workforce. It should include walking trails and basic

amenities (seating and shade) to enable people to have lunch, socialize or just enjoy the scenery. A hardscape plaza is identified at the intersection of Mountain Vista Parkway and Crawford Blvd. This plaza could be utilized as a staging area for food trucks to serve the local workforce. It should include shaded areas to sit, eat and socialize.

Incorporate four roundabouts into Crawford Blvd to serve as placemaking features and slow traffic. The roundabouts shall follow the design and plant palette established in the Airport Landscape Master Plan.

All landscape areas should also incorporate Low Impact Development (LID) features that capture runoff from adjacent impervious surfaces to enhance stormwater quality and water the established landscape. Specific standards are outlined in the Development Standards section of this Plan.

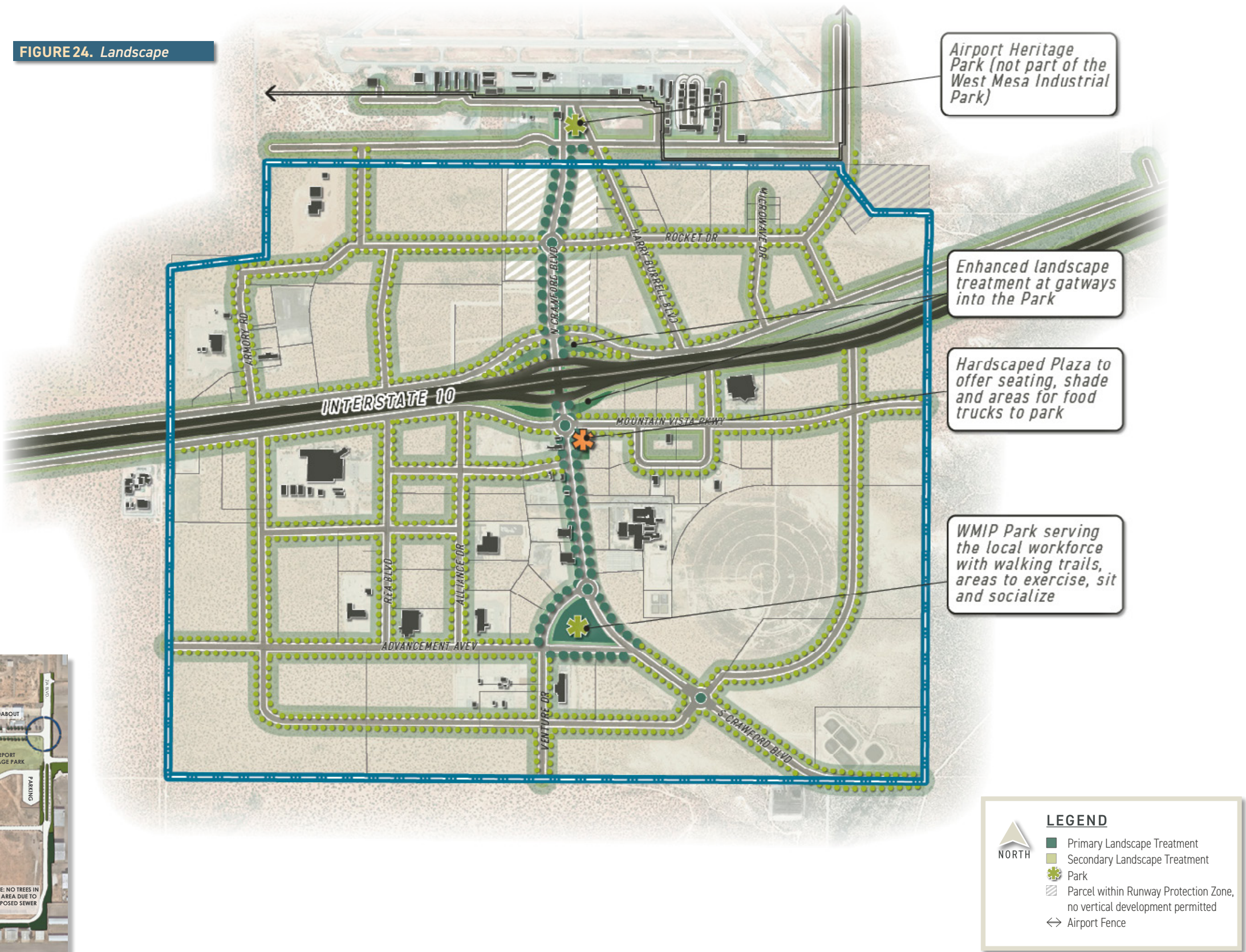
GOALS/STRATEGIES

- 1. Establish Crawford Blvd as a signature street with enhanced streetscape treatments that follow the design and plant selections of the Airport Landscape Master Plan.
- 2. Design secondary roadways according to the established landscape requirements.
- 3. Create one (1) park to serve as an amenity to the local workforce.
- 4. Create one (1) hardscape plaza to serve as a staging area for food trucks. This plaza provides shaded seating areas.
- 5. Create two (2) roundabouts that incorporate the design and plant palette identified for roundabouts in the Airport Landscape Master Plan.
- 6. Incorporate LID features to capture runoff from adjacent impervious surfaces and enhance stormwater quality with all new landscape projects within the Park.
- 7. Adopt Capital Improvement Projects & Funding to implement landscape goals

FIGURE 25. Excerpt from Airport Landscape Master Plan (2020)



FIGURE 24. Landscape



5.5 SUSTAINABILITY FRAMEWORK

The goal of the Sustainability Framework is to articulate a series of carbon-neutral and water-saving strategies that will make the Park more resilient to climate-related forces, create a more attractive built environment and help to distinguish the Park from its competitors. This goal is in line with goals and policies established by Elevate Las Cruces (GOAL CE-8: Energy Efficiency, CE-9: Sustainable Infrastructure Systems). Taken together, these strategies could help the Park generate renewable energy on-site, increase the reliability of the utility grid while also reducing the carbon footprint of the area. The Park can strengthen its brand by demonstrating that an employment center can lead in terms of renewable energy and innovative water management technologies.

Implementation of these sustainability measures requires a careful balance of creating incentives for businesses to adopt new measures while not prohibitively increasing the cost of development. Some measures, such as creating a micro-grid that could tap into multiple sources of localized energy production, require an investment and initiative from the City and El Paso Electric. Other incentives, such as photovoltaics in parking lots, provide the added benefit of shaded parking. If the City determines that an emphasis on sustainability makes sense, then the City should conduct additional analysis to determine the right mix of incentives and standards. Standards that require a higher level of sustainability measures can be incorporated into Part 2 [“1. Regulatory Framework” on page ii](#). Cost burdens created by additional requirements could be offset by reduced application fees, and potentially other incentives provided by the City, State or utilities.

In addition to carbon-neutral strategies, the Park can implement measures that reduce water consumption and employ low-cost water quality measures. In an arid environment like Las Cruces,

these measures make sense and take advantage of the fact that rain often arrives in intense downpours associated with the monsoon season. Water-saving strategies include:

- Incorporate Low Impact Development features throughout the Park. These could be bio swales, stormwater retention areas or other landscape areas that capture runoff from impervious surfaces.
- Require street trees to be planted along any newly constructed or renovated street to provide for a more hospitable pedestrian environment and active carbon capture.
- Encourage new development to integrate cisterns, either above ground or below ground, to reduce stormwater runoff and offset irrigation for landscape.

GOALS/STRATEGIES

8. *Create incentives program for businesses to incorporate renewable energy on-site.*
1. *Incorporate sustainability standards into Part 2 [“1. Regulatory Framework” on page ii](#).*
2. *Consider localized renewable energy production with the creation of a ‘micro-grid’.*
3. *Make Low Impact Development techniques standard for roadways and other public investments.*
4. *Encourage on-site detention of stormwater, with swales, coordination with landscaping and stormwater capture.*
5. *Identify funding sources, such as GS- LEDA/ MRA/ TIDD to assist with the implementation of sustainable infrastructure.*



Cisterns to capture runoff from building roofs



Low Impact development feature, bioswale



Low Impact development feature, bioswale



Reducing impervious surfaces



Energy production through Solar covered parking lots



Energy production through roof mounted wind turbines



5.6 UTILITIES / INFRASTRUCTURE FRAMEWORK

The goal of the Park's Utility / Infrastructure Framework is to provide reliable services to parcels in a timely manner. This includes water, sewer, gas and electricity as well as broadband. ["Figure 27. Utilities" on page 57](#) illustrates existing and proposed infrastructure extensions.

Extending utilities to a number of lots so that they are shovel ready for potential tenants to make vacant parcels more competitive and responsive to development opportunities. These utility extensions should include fiber optic broadband as an essential utility for virtually all large and small businesses. Century Link would be willing to partner with the City on these extensions. Typically, they extend lines only upon a demand for service. However, the company would extend lines on existing streets to lots being prepared for lease or sale at the City's expense, but retaining ownership of the lines.

["Table 4. Utility Service" on page 56](#) outlines parcels that are currently underserved and have good potential to accommodate future development.

GOALS/STRATEGIES

1. Provide reliable utility services to parcels that have short-mid term development potential.
2. Identify utility needs on a parcel by parcel basis and extend infrastructure and utilities as needed. Prioritize parcels that are easier, more attractive to be developed.
3. Facilitate the provision and installation of sufficient broadband to service all parcels within the Park.
4. Expand multi modal infrastructure (e.g. roads, sidewalks, trails and parks) throughout the Park.

5. Partner with Century Link to extend broadband and educated existing Park tenants about the broadband options and availability of broadband
6. Adopt Capital Improvement Projects & Funding to implement and build utilities and infrastructure.

TABLE 4. Utility Service

Owner	Acres	Map #	Utility Availability			
			Sewer	Water	Gas	Other
Andrade Luis Oscar	4.73	81161	X	X	X	
Andresen Frederick H	2	81165	X	X	X	
Arizona Acquisition Company LLC	15	96	X	X	X	
Balance Realty LLC	10	198	X	X	X	
	79.64	83901	X	X	X	
Besinger Richard	5.96	81851	X	X	X	
	3.46	79	X	X	X	
Certoplast North America Inc	7.4	89	X	X	X	
	10.61	92	X	X	X	
	90	34	-	-	-	Road
	3.16	35	-	X	-	Road
	3	36	-	X	-	
	17.65	37	-	X	X	
	11.5	38				
	111.26	39	-	X	X	Road
	25.43	40	not to be developed			
	3	42	-	X	-	
	0.5	43	-	-	-	
	0.89	45	-	-	-	
	3.36	46	-	X	-	
	3	47	-	X	-	
		51				
	0.89	52	-	-	-	
	28.86	53	-	X	X	
City Of Las Cruces	66.29	57	X	X	X	Road
	5.05	250	X	X	X	
	48.86	81206	-	X	X	Road
	12.73	69	-	X	X	Road
	15.3	70	X	X	X	Road
	8.81	77	X	X	X	Road
	7.8	78	X	X	X	Road
	7.8	80	X	X	X	
	7.13	81	X	X	X	
	4.26	86	X	X	X	
	11.19	87	X	X	X	
	4.28	88	X	X	X	
	11.19	90	X	X	X	
	10.26	81177	X	X	X	
	88.19	81202	X	X	-	Road
	112.19	95	X	X	-	Road
	33.86	81203	X	X	-	Road
Commissioner Public Lands The	3.52	81166	X	X	X	
Contractors Leasing LLC	6.65	93	X	X	X	

TABLE 4. Utility Service						
Owner	Acres	Map #	Utility Availability			
			Sewer	Water	Gas	Other
Crawford Clarence W & Theresa A	11.27	247	X	X	X	
D&L Schroeder Properties LLC	2.55	252	X	X	X	
Dms Realty, LLC	11.22	85	X	X	X	
Doak Rental LLC	3	219	X	X	X	
	5	220	X	X	X	
Ducross Investments LLC	5	218	X	X	X	
El Paso Electric Company	3	226	X	X	X	
Farmers Investment Co	10	94	X	X	X	
Flynn Michael	4.59	62	X	X	X	
	1.37	232	X	X	X	
Ghodsian Company LLC	6	235	X	X	X	
	5.78	236	X	X	X	
Hillspride North LLC	4.48	81163	X	X	X	
	8.1	81173	X	X	X	
Las Cruces Park LLC	6.84	243	X	X	X	
Lobos Development LLC	5.65	81172	X	X	X	
Lonesome Dove Land LLC	3.8	217	X	X	X	
Medina Carlos E	4.78	81160	X	X	X	
Montigoose LLC	50	71	X	X	X	
Musket Corp	7.01	72	X	X	X	
New Mexico Dept Of Transportation	10.07	251	X	X	X	
New Mexico Public Lands	16.46	229	X	X	X	
New Mexico State Armory Board	50	257	?	X	?	
Pg Hwy 70 LLC	43	55	X	X	X	
Pg Hwy LLC	6	237	X	X	X	
	6	73	X	X	X	
Ratje James P & Mary Helen	4.75	81162	X	X	X	
	3.29	214	-	-	-	
	2	211	X	X	X	
Rio Grande Rentals LLC	5	205	X	X	X	
	5	208	X	X	X	
	180	81207	X	-	-	Road
	6.36	81167	X	X	X	
Saputo Cheese USA Inc	18.61	81174	X	X	X	
	4.36	83	X	X	X	
	5.03	81175	X	X	X	
	3.49	91	X	-	-	
Schroeder David & Linda	2.39	61	X	X	X	
State Of New Mexico	15	74	-	X	-	
Transworld Network Corporation	1	44	X	-	-	
	9	56	X	X	X	
United States Of America	16.36	59	X	X	X	
	15	202	X	X	X	
Vitality Cbd Natural Health Products Inc	10	83902	X	X	X	
West Mesa Rentals LLC	2	81164	X	X	X	
Wolf LLC	11.15	242	X	X	X	
World Radio Network	0.89	51	X	-	-	

Developed
Undeveloped

FIGURE 26. Utilities





5.7 DEVELOPMENT / PROCESSES FRAMEWORK

The goal of the Development Framework is to create a business-friendly environment that attracts new tenants to the Park and facilitates expansion of existing businesses. This includes strategies to streamline the development process, specifically creating an expedited land sale transaction process and shortening the timeframe for site/building approvals. It may also include creating “spec” building space that can accommodate a range of end users or pre-approved building plans that shorten the City review process.

The land sale process should be clarified and simplified. This may require amending City ordinance to not require City Council approval for land transactions under a specified amount.

A website and new informational materials should be developed to make it easier for interested parties to access information about the Park. A single point of contact at the City would help to facilitate the process, from an initial inquiry about potential space to guiding a prospective party through the land transaction and development review process.

The development process should be clarified to enhance the overall experience and expedite the development timeframe. This includes updating the Park Covenants to reflect the updated review and approval steps by the City. An expedited development process should be developed that applies to all qualifying businesses located in the Park. If projects comply with the applicable regulations, projects could be automatically approved. Criteria could be developed to identify which projects qualify. [“Table 6. WMIP special approval process” on page 59](#) outlines a list of potential criteria.

The WMIP Overlay should be adjusted to incorporate the revised development standards identified in section [“5.5 Development Framework”](#)

[on page 58](#), and by establishing an expedite development process for qualifying businesses to be located in the Park.

The Park could explore the potential to build a “speculative” building that could accommodate a range of desired business types, from research/development to light manufacturing. This would provide incubator space and space for smaller businesses to establish themselves and grow their ideas and ventures.

A less capital intensive measure with the same intent of lowering thresholds for businesses to locate in the Park would be to create pre-approved ‘Spec Building’ designs. The City would create (likely through an architectural firm) a design for a flexible incubator and/or production space that was designed to respond to a range of potential businesses. This would be designed to the point where the City would have the confidence to assure approval in a compressed timeframe of a set of construction plans that were based upon the pre-approved design. The Spec Building would have all the required elements in place to deliver a building suited for specific needs with a more predictable timeframe to complete design, approvals and construction. The building design would be flexible to meet the specific needs of prospective new businesses. [“Figure 27. Spec Building” on page 59](#) illustrates an example of a template for a spec building.

GOALS/STRATEGIES

1. *Expedite the sale of land owned by the City.*
2. *Clarify the development process and create checklists for potential development processes that identify each step and all requirement application materials.*
3. *Adjust the WMIP Overlay Zone standards to be more flexible, implementable and transparent.*

- 4. Establish a WMIP special approval process for qualifying businesses.
- 5. Create flexible incubator/production building space
- 6. Create pre-approved building designs that can reduce design and review timeframe.
- 7. Adopt Capital Improvement Projects & Funding to implement and build spec building, add pre-approved plans and add method to pay for expedited process.
- 8. Create staff position to assist in the development process and help market the Park.

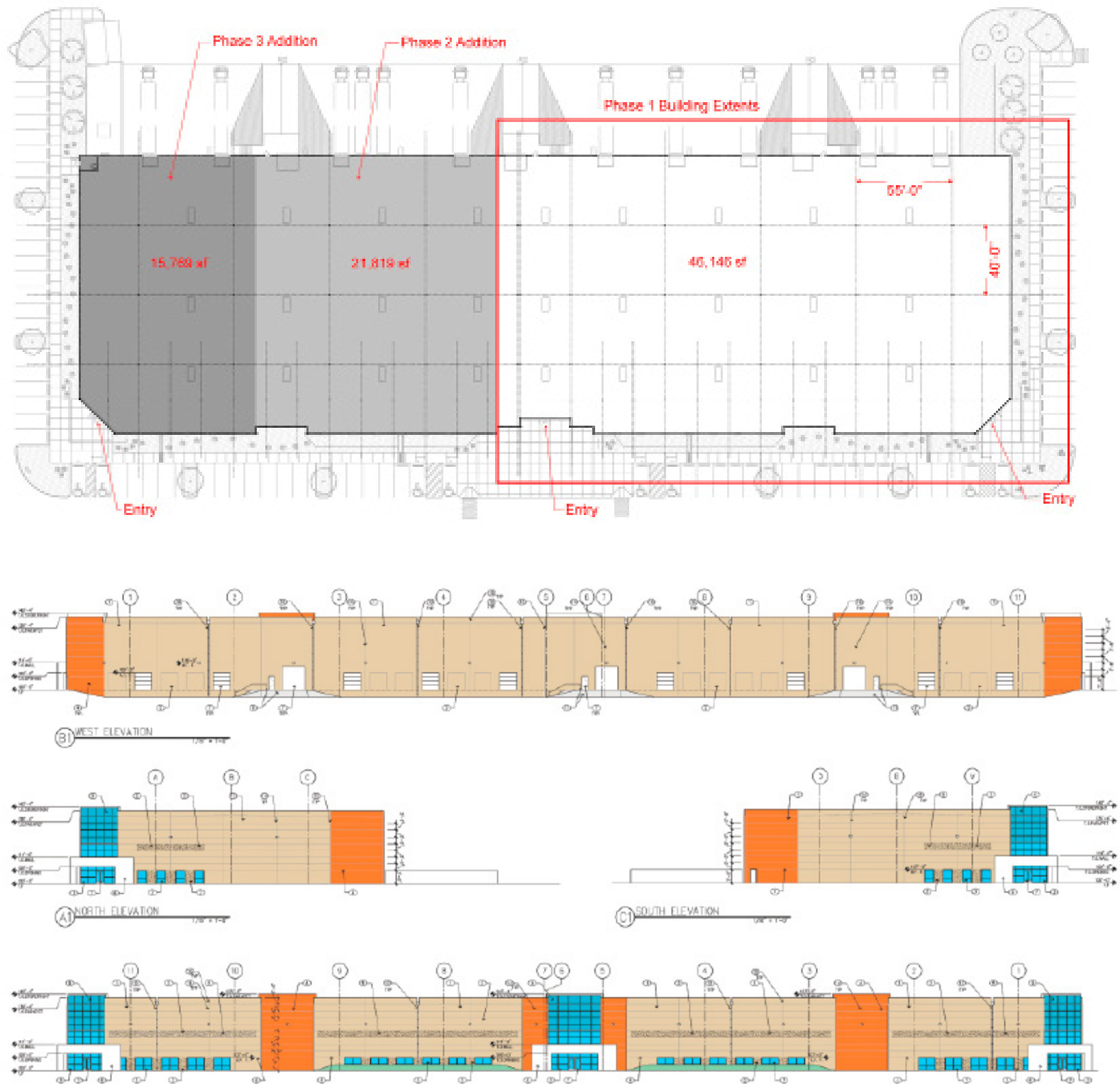
TABLE 7. Potential WMIP Special Approval Process

Projects that will include a minimum of 100 or more permanent jobs after construction or that include a minimum of 50,000 square feet of building floor area in a building or buildings within a single phase of development are eligible.

Industries that qualify could include the following:

- Corporate campuses or offices
- Electronic data management businesses
- Laboratory and testing services
- Light and heavy manufacturing businesses
- Research and development uses
- Warehouses
- Industries that provide employment to underserved populations
- Other uses may qualify

FIGURE 27. Spec Building





5.8 DEVELOPMENT OPPORTUNITIES

The goal of the Development Opportunities Framework is to identify sites with immediate development opportunities. The City of Las Cruces owns 850 acres within the Park. Some of the parcels owned are not served by appropriate infrastructure and utilities and are therefore not readily developable. [Figure 29. Shovel-Ready Sites](#) on page 61 identifies parcels owned by the City. It also highlights parcels that are considered to be readily developable as they have the necessary infrastructure in place.

[“Table 5. Development Opportunities”](#) outlines the parcels deemed ready for development.

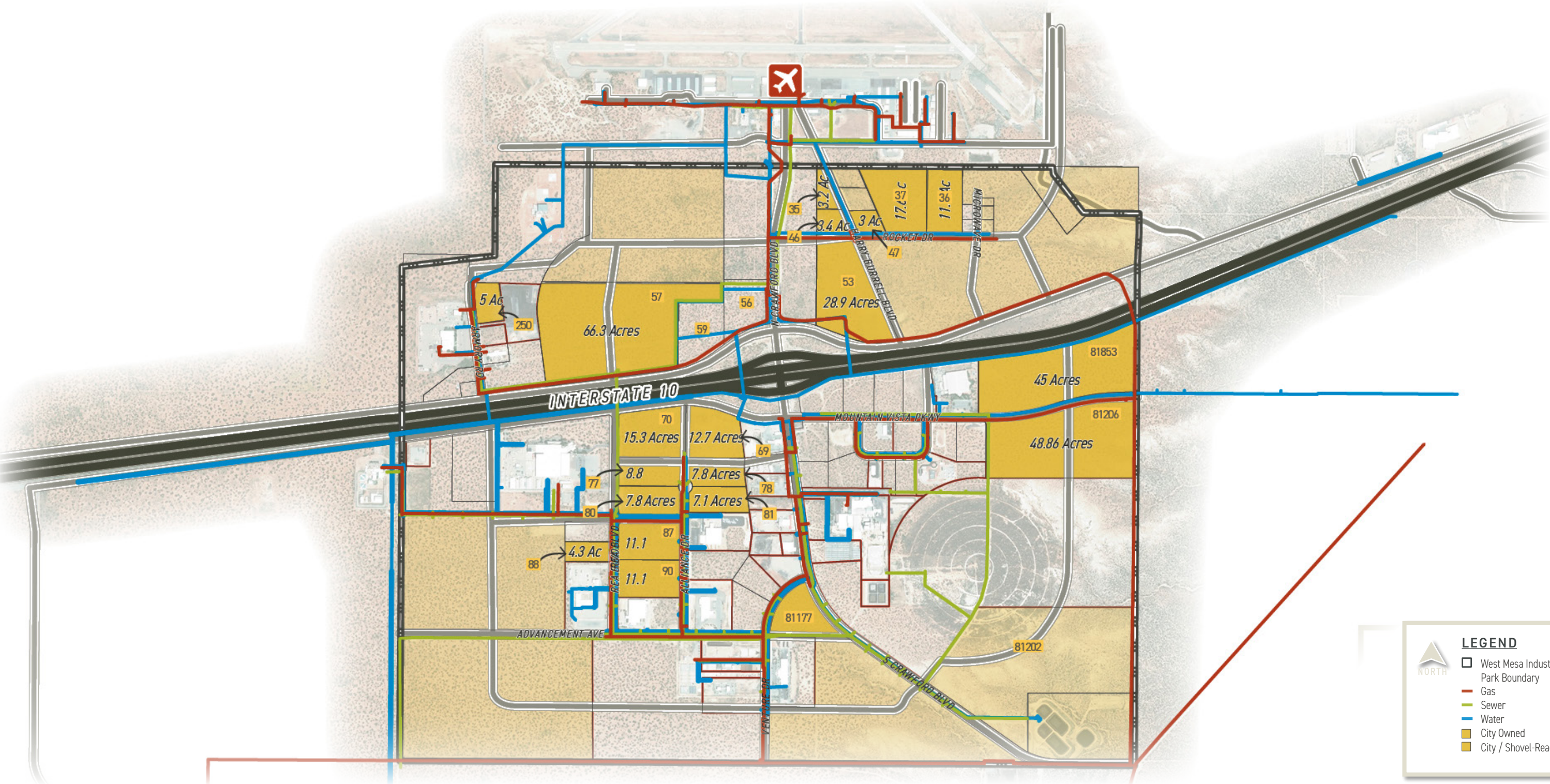
TABLE 5. Development Opportunities

Owner	Acres	Map #	Utility Availability			
			Sewer	Water	Gas	Other
City Of Las Cruces	5.1	250	X	X	X	
	48.9	81206	-	X	X	Road
	12.7	69	-	X	X	Road
	15.3	70	X	X	X	Road
	8.8	77	X	X	X	Road
	7.8	78	X	X	X	Road
	7.8	80	X	X	X	
	7.19	81	X	X	X	
	4.3	86	X	X	X	
	11.2	87	X	X	X	
	4.3	88	X	X	X	
	11.1	90	X	X	X	
	10.3	81177	X	X	X	
	88.2	81202	X	X	-	Road
	112.2	95	X	X	-	Road
	33.9	81203	X	X	-	Road

GOALS/STRATEGIES

1. Identify and market parcels with immediate development potential.

FIGURE 28. Shovel-Ready Sites





7.2 BRANDING / SIGNAGE FRAMEWORK

The goal of the Branding / Signage Framework is to establish a strong identity for the Park and enhance access and wayfinding throughout for Park users.

The Park’s identity is envisioned to embody the different focus areas of Value Added Agriculture, Manufacturing, Aerospace, Aviation and Defense. It’s envisioned to be a center of innovation, manufacturing and testing with close ties to the Las Cruces Airport, Spaceport, White Sands National Monument and New Mexico State University.

The Park aims to attract start-ups and small to medium sized businesses with the prospect of enabling them to expand in place as their businesses mature.

As part of the branding initiative, a logo should be developed to reflect the unique identity of the Park. The logo should reflect the overall identity of the Park and incorporate the master plan vision. The logo and associated color palette should be carried throughout the Park to establish a distinct visual identity.

A cohesive wayfinding and signage program can help reinforce the identity of the Park. The program should include signage for gateways and vehicular

level wayfinding signage as illustrated in [“Figure 31. Signage Program” on page 62](#). The locations for signage at key arrival points and vehicular routes decision points is indicated in [“Figure 33. Signage Placement” on page 63](#).

A website and informational material that incorporates the Park’s logo and markets the Park’s unique features and benefits would also help to attract potential tenants.

GOALS/STRATEGIES

1. Create a logo and choose a name that incorporates the vision of the Park.
2. Create a cohesive wayfinding and signage program.
3. Create a website and informational material.
4. Form public-private partnerships to develop, build, and market the Park such as a MRA authority or non-profit similar to Aggie Development
5. Adopt Capital Improvement Projects & Funding to develop and implement signage

FIGURE 29. Signage Program

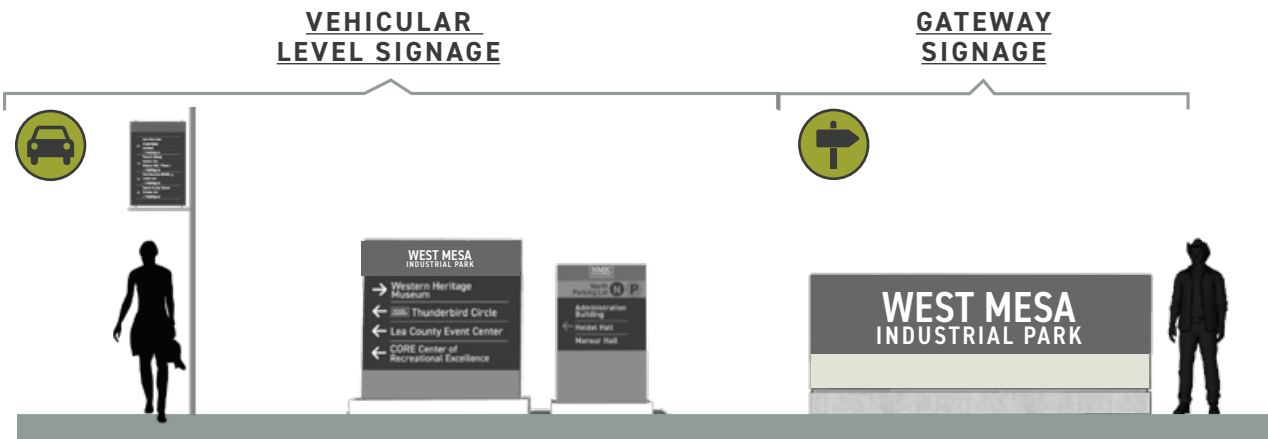


FIGURE 30. Signage Program

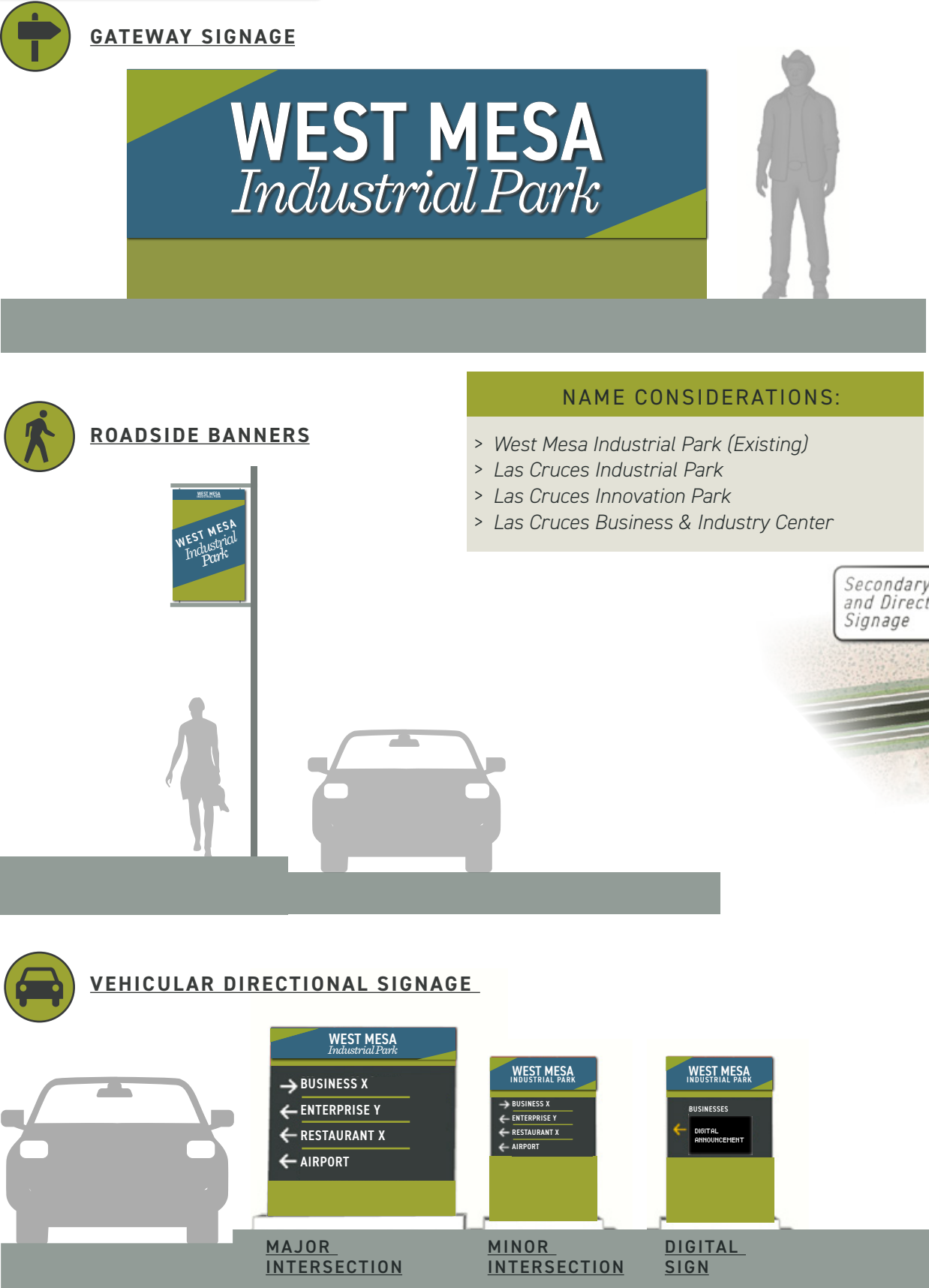
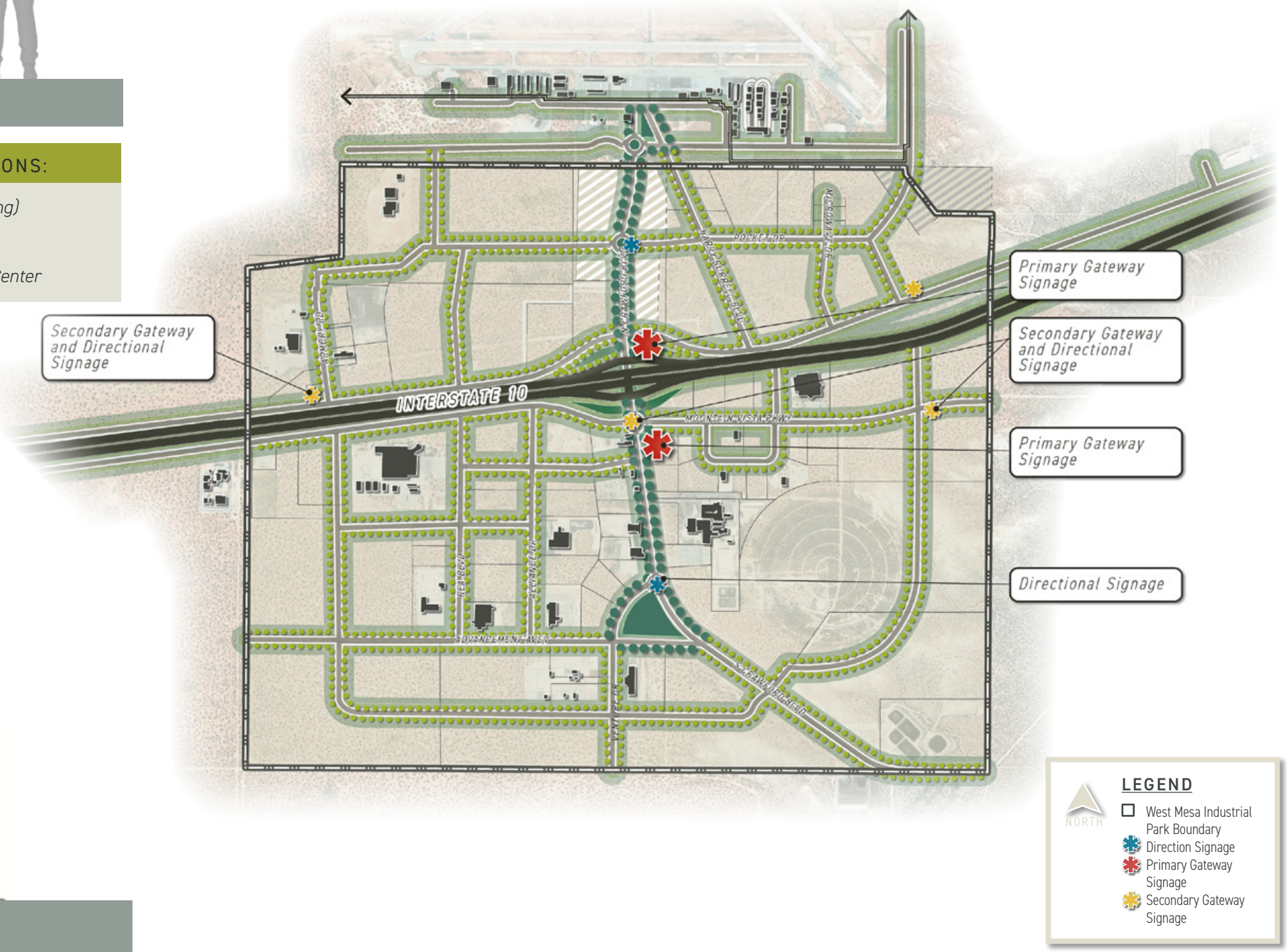


FIGURE 31. Signage Placement



6. IMPLEMENTATION

THIS SECTION PROVIDES DETAIL ON RECOMMENDED CAPITAL IMPROVEMENTS AND OTHER INVESTMENTS FOR IMPLEMENTING THE WMIP MASTER PLAN, AS WELL AS REVIEW OF FUNDING SOURCES AND FINANCING STRATEGIES THAT MAY BE UTILIZED TO COMPLETE THE RECOMMENDED PROJECTS. THE IMPLEMENTATION STRATEGY ALSO INCLUDES RECOMMENDATIONS FOR STREAMLINING PARK OPERATIONS INCLUDING A MANAGEMENT PLAN, SALES AND MARKETING PLAN, AND BRANDING STRATEGY.

6.1 STRATEGIC INVESTMENTS

The strategic investments component of the plan contains a list of the projects and investments needed to implement the recommended land use plan including information on the proposed project, estimated cost, and potential funding source. The proposed strategic investments are shown in ["Table 10. Strategic Investment Matrix" on page 65](#) and described in further detail below.

PROJECT DESCRIPTIONS

Short Term Projects

1. **ROADS/UTILITIES** – Extend Rocket Drive east of Crawford Boulevard to Harry Burrell Boulevard and connect Microwave Drive south to the Frontage Road. The improvements would increase circulation in the northeast quadrant of the park and open up Parcels 39, 51, and 53 for development. The project would involve approximately x feet of new three-lane roads with an estimated cost of \$0.5 to \$1.0 million. As a follow-up to the contract to prepare the master plan, the City should consider applying to EDA for a Public Works grant for infrastructure investments in support of the plan.
2. **UTILITIES** - Increase speed and reliability of broadband throughout the park. This project would be developed in partnership with existing private providers with the estimated cost to be determined.
3. **MANAGEMENT** - Hire or appoint a full-time WMIP Manager to manage property and sales. This position is estimated to cost \$50,000 to \$75,000 per year depending on qualifications. As a new department, WMIP will also need an annual operating budget, both of which are assumed to be a general fund cost.
4. **BRANDING** - Rename West Mesa Industrial Park and revise website and marketing materials as needed. A name more connected with the City of Las Cruces is recommended. This will require rebranding the park with the new name and logo with an estimated cost of \$5,000 to \$20,000. This project is recommended to be paid for by a new WMIP annual budget funded by general fund revenues
5. **BRANDING** - Design and Implement new park-wide signage plan. The plan should include a hierarchy of signs that incorporate the Park's branding and color palette. The conceptual design should be implemented throughout the Park. The estimated cost is \$5,000 to \$15,000 for the signage master plan and \$75,000 to \$250,000 for the construction of the different signs. The cost may differ depending on the number of signs constructed. This project could be funded by a new WMIP annual budget funded by general fund revenues.

TABLE 8. STRATEGIC INVESTMENT MATRIX						
	Category	Project	Elevate Las Cruces Goals	Purpose	Cost Range	Funding Sources
Short Term 1 to 5 Years						
1	Roads/Utilities	Extend Rocket Drive east of Crawford Boulevard to Harry Burrell Bvd. and connect Microwave Drive south to the Frontage Road	GOAL CP-4	Increase access and enhance circulation City-owned parcels for aviation-related development.	\$XX/lineal foot of frontage	EDA Public Works, PID
2	Utilities	Broadband	GOAL CP-4	Increase speed and reliability of broadband throughout the Park.	Need cost estimate from broadband provider	EDA Public Works, partnerships with private broadband companies
3	Management	Hire or appoint a WMIP Property Manager	GOAL CP-4	Provide a designated staff person responsible for sales and marketing of WMIP property	\$50,000 to \$75,000 per year	General Fund - WMIP budget
4	Branding	Rename West Mesa Industrial Park and revise website and marketing materials as needed	GOAL CP-4	Existing name is not tied to Las Cruces area and Industrial Park is a term more evocative of the 1980's. Re-brand the park with the development of a new name and logo	\$5,000 to \$15,000	General Fund - WMIP budget
5	Branding	Park-wide signage plan and implementation	POLICY CP-2.2, CP-CL-8.5	Create a signage plan to identify park subdistricts. Update Park signage to strengthen overall identity/directional signage	\$75,000 to \$250,000	General Fund - WMIP budget
6	Marketing	WMIP website	GOAL CP-4	Create a designated Park website to promote and advertise property for sale with pricing, contact addresses, and marketing information.	\$25,000 to \$30,000	General Fund - WMIP budget
7	Marketing	Target industry brochures	GOAL CP-4	Provide marketing materials for WMIP website and for economic development partners' websites	\$25,000 to \$50,000	General Fund - WMIP budget
8	Development Process	Pre-Approved Spec Building templates	GOAL CP-4	Create a flexible building layout for research/development/light manufacturing that is pre-designed and permitted to reduce timeframe for design and construction.	\$150 - \$250/SF	General Fund - WMIP budget
9	Development Process	Fast-track approval process	GOAL CP-4	Create a fast-track approval process for projects developed within the Park.	Internal City Resources	None
10	Development Process	Revisions to the WMIP overlay zone	GOAL CP-4, CE-8, CE-2.5	Adopt the revised WMIP overlay zone.	Internal City Resources	None
Longer Term Projects 5 to 10 Years						
11	Roads/Utilities	Extend Rocket Drive West of Crawford Boulevard	GOAL CP-4	Increase access and enhance circulation City-owned parcels for aviation-related development.	\$0.5 to \$1.0 M	EDA Public Works, PID
12	Landscape / Site Amenities	Hardscape Plaza	POLICY CP-2.2, CP-CL-8.5	Create a hardscape plaza that serves food truck as staging area. Include shaded rest area.	\$10/SF	General Fund - WMIP budget
13	Landscape / Site Amenities	WMIP Park	POLICY CP-2.2, CP-CL-8.5	Construct a community park to serve local workforce recreation needs	\$200,000 - \$250,000/acre	None identified to date
14	Landscape / Site Amenities	Trail along Crawford Blvd	POLICY CP-2.2, CP-CL-8.5	Build a trail connecting north and south side of the park.	\$1.2 - \$2.0M/mile	General Fund - WMIP budget
15	Roads/Utilities	Roundabouts	GOAL CP-4	Create two (2) roundabouts that incorporate the design and plant palette in the Airport Landscape Master Plan	\$5 -\$10/SF	General Fund - WMIP budget
16	Sustainability	Campus Sustainability Measures	GOAL CE-8	Explore micro grid to increase reliability. Detain stormwater to augment landscape irrigation. Promote solar photovoltaics to shade parking areas.	Costs vary depending upon scale and specific measure.	Utility provider partnership
17	Development	Multi-tenant speculative building (50,000 sf)	GOAL CP-4	Provide readily available space to help attract companies with immediate need for research/light manufacturing space	\$150 - \$250/SF, requires design for more specific costing	EDA or LEDA Grant
11	Transit/Pedestrian Improvements	Improve/implement transit/pedestrian facilities	POLICY CP-2.2, CP-CL-8.5	Increase access for underserved populations	\$0.5 to \$1.0 M	EDA Public Works, PID



6. **MARKETING** – Create a dedicated Park website to promote and advertise property for sale with pricing, contact addresses, and marketing information. The estimated cost is \$25,000 to \$30,000, which is recommended to be paid out of a new WMIP annual budget funded by general fund revenues.
7. **MARKETING** – Prepare target industry brochures for the three target industries for the WMIP website and for economic development partners websites. These 2 to 4 page brochures have an estimated total cost of \$25,000 to \$50,000 which is assumed to be from the WMIP annual budget funded by general fund revenues.
8. **DEVELOPMENT PROCESS** - Create preliminary construction plans for a flexible incubator and/or production space designed to respond to a range of potential business needs. The building is designed in a way in which the City can issue approval in a compressed timeframe. The estimate cost to create the Spec Building Templates is based on a square footage with an estimated cost of \$150 to \$250/SF. This project is recommended to be paid out by EDA or LEDA Grant.
9. **DEVELOPMENT PROCESS** - Create a fast-track approval process for all qualifying projects. If projects comply with the applicable regulations, projects could automatically be approved. The development of the fast-track approval process relies on internal City resources and does not require additional funding.
10. **DEVELOPMENT PROCESS** - Adopt the Part 2, Regulatory Framework as an ordinance to replace the existing WMIP overlay zone standards. The adoption relies on internal City resources and does not require additional funding.
11. **ROADS/UTILITIES** - Extend Rocket Drive West of Crawford Boulevard with utilities. This investment would make Parcels # 22, 23, 24, and 57 shovel-ready for development. The estimated cost is \$0.5 to \$1.0 million. The project may be eligible for an EDA Public Works grant. The local funding could potentially be provided by forming a public improvement district for this quadrant of the park.
12. **LANDSCAPE/AMENITIES** - Create a hardscaped plaza to serve as food truck staging area. It would include the construction of a hardscaped plaza with site furnishings and shade structures. The plaza is estimated to encompass 15,000 SF with a square footage cost of \$10 and \$XX/SF. In addition, the cost for site furnishings and shade structures of \$25,000 to \$50,000 depending on number and size included. This project could be funded by a new WMIP annual budget funded by general fund revenues.
13. **LANDSCAPE/AMENITIES** - Create a park for the local workforce. The overall cost for the park would depend on the complexity and programming of the project. The park is estimated to encompass approximately 5 acres. The cost of this project would range between \$200,000 – \$250,000/acre. This project could be funded by a new WMIP annual budget funded by general fund revenues.
14. **LANDSCAPE/AMENITIES** - Construct a trail on the south side of the Park along the east side of Crawford Blvd. The trail would include the landscape and design features as established by the Las Cruces Airport Landscape Plan. The project is estimated to cost \$1.2M to \$2.0M/mile. This project could be funded by a new WMIP annual budget funded by general fund revenues.
15. **ROADS/UTILITIES** - Construct two roundabouts on the south side of the Park. The landscape and design features of this project would follow design established by the Las Cruces Airport Landscape Plan. The project is estimated to cost \$5 to \$10/SF. This project could be funded by a new WMIP annual budget funded by general fund revenues.
16. **SUSTAINABILITY** - Explore different incentives to encourage the development of sustainability measures within the Park. Some of the sustainability measures can be achieved through the regulatory framework; however, incentives have to be explored. The development of the

Long Term Projects

sustainability measures rely on internal City resources and do not require additional funding

17. **DEVELOPMENT** - Construct a multi-tenant speculative building to serve companies

with immediate need for research/light manufacturing space. The project is estimated to cost \$150 to \$250/SF. This project could be funded by EDA or LEDA Grant.

6.2 FUNDING AND FINANCING

This section presents a high-level overview of funding sources and financing strategies available to support strategic investments at WMIP. The funding sources provide revenues to fund infrastructure and other WMIP improvements and can be a combination of state or federal grants, local sales and property taxes, land and/or property specific taxes or assessments from special districts, and user fees. Financing strategies are the means by which these funds can be leveraged through various mechanisms including debt financing, special district formations, tax increment financing and other value capture techniques, and public private partnerships.

STATE FUNDING SOURCES

The New Mexico statutes provide a number of programs used by cities to assist in economic and development activities such as WMIP as summarized below. This includes local incentive programs that are enabled by state legislation.

Local Economic Development Act

The Local Economic Development Act (LEDA) allows cities to invest public money in private business ventures that benefit the community in specific ways, such as job creation. Before LEDA, governments could not devote public funds to privately sponsored economic development initiatives. LEDA changed that by allowing cities to pass a local ordinance that enables them to earmark proceeds from the 1/8 percent local-option gross receipts tax for publicly beneficial

infrastructure projects, which Las Cruces has implemented.

LEDA also has a competitive grant program funded by an annual appropriation from the legislature that is managed by the New Mexico Economic Development Department (EDD); it provides grants to local governments (city, county, or tribal) for economic development projects and initiatives. LEDA requires communities to first complete a LEDA resolution and create an economic development organization and strategic plan. A total of 83 New Mexico communities, including Las Cruces, have completed a LEDA resolution, which allows it to apply for State funding for qualified projects based on funds appropriated by the State legislature. The State allocated approximately \$40 million in grants for projects in FY 2020. Projects using State funds must be in economic base industries (primary jobs), create permanent full-time jobs, and have a 10 to 1 ratio of private investment to LEDA funds. LEDA qualified uses include public infrastructure, grants or loans for land or buildings, and economic development incentives.

New legislation in 2020 (SB-118), referred to as the Local and Regional Economic Development Support Fund, amends the LEDA program to allow the EDD to participate in economic development projects including grants or loans for acquiring or improving land, buildings, or infrastructure; ROW infrastructure including broadband; and infrastructure improvements for cultural facilities. The program requires a Project Participation Agreement with the local government for a “substantive contribution.” In separate legislation,



the LEDA fund received an additional \$15 million for this new initiative.

Tax Increment Development District

The Tax Increment for Development Act was approved by the State in 2006 to support job creation, workforce housing, public school creation, and redevelopment efforts. A Tax Increment Development District (TIDD) can be initiated by a city or county for a significant private development that generates new economic activity and that has the ability to generate tax increment to pay for eligible public improvements. A TIDD has the ability to use tax increment financing of GRT and/or property taxes at the city, county, and/or state level up to a maximum of 75 percent of the tax increment generated. These TIDD revenues are used to back revenue bonds issued to build infrastructure and other public improvements to support the private investment generating the new GRT and/or property taxes. This financing tool has been used for major development projects such as Mesa del Sol and Winrock Town Center, both in Albuquerque; Downtown Las Cruces; and Village at Rio Rancho.

The attraction of new business in the WMIP target industries would potentially meet the TIDD criteria of attracting net new economic development activity to the city, and for major projects to the state. The City could therefore establish a TIDD district encompassing the entire WMIP property to dedicate up to 75 percent of the future City GRT and property taxes to the district to fund eligible public improvements. The ability to also leverage State and County increment is a higher bar; the City would need to complete an economic impact study and fiscal impact analysis that shows the forecasted development would require additional analysis to determine if the projected development would generate net new economic activity to the state.

Public Improvement District

A public improvement district (PID) is a special district created by a city or county and approved by the majority of the property owners within a defined area to fund infrastructure including utilities, streets, parks, public buildings, and schools that benefit the properties included in the district. A PID can levy property taxes, or alternatively use a property assessment to pay for improvements. This type of land-secured financing is often used for a major infrastructure project such as a highway interchange where the surrounding property owners are going to benefit from the improvement and are therefore willing to pay an additional tax to finance its construction. The City could potentially create a PID for portions of WMIP to levy an assessment on future users to help pay for infrastructure to serve the development.

Special Assessment District

A special assessment district (SAD) can be formed within a city or county for purposes of financing infrastructure improvements. A SAD is most often initiated by property owners for the installation of street, storm drainage, water, or wastewater improvements. An ordinance of the city or county assesses the cost of the improvements to the properties with the district and sets the terms for payment. The district can be approved by resolution of the governing body and does not require a special election.

Infrastructure Development Zone

Infrastructure Development Zones (IDZs) are quasi-municipal entities created to fund infrastructure construction or upgrades. Created by the legislature in 2009, IDZs are similar to PIDs. The scope of permissible services is almost identical and includes water and sewer systems, drainage systems, public safety and fire protection facilities, and roads and parks. An IDZ must develop a service plan that defines the scope of its activities. Unlike

PIDs, IDZs may include noncontiguous properties and may extend across multiple jurisdictions. To date, there have been no IDZs proposed in New Mexico, which is presumed to be due primarily to its similarity to PIDs.

Property owners within an IDZ agree to an additional property tax to fund infrastructure needs (requires 30 percent approval), creating a system where infrastructure is funded directly by property owners rather than local government. Projects are financed through several channels: general obligation bonds (they must be approved in an election); funds contributed by a municipality or county; annual property taxes or special assessments; state or federal grants or contributions; private contributions; user, landowner and other fees; tolls and charges; proceeds of loans or advances; and any other legally permissible sources.

Industrial Revenue Bonds

Industrial Revenue Bonds (IRBs) are tax exempt bonds issued for economic development projects. An IRB is a loan by a lender/bond purchaser to a company, where the loan proceeds and the loan repayments flow through a government issuer. The tax benefits of IRBs result from the form of the loan and the involvement of a government issuer, with the government issuer taking title to the facility and/or equipment. A typical IRB structure involves a company that wants to purchase and/or construct and/or equip a facility. Instead of purchasing, constructing, or equipping directly, the company enters into an agreement to lease the facility from the government issuer, construct and equip the facility and, at the end of the lease term, purchase the facility from the issuer at a nominal price. In order to obtain the funds to purchase, construct, and equip the facility, the issuer issues bonds, which are sold to the company's lender or an affiliate of the company. In addition, because the issuer is a city or county, the bonds are exempt from property taxes for up to 30 years.

Gross Receipts Tax Incentive

The Gross Receipts Tax Incentive Program (GRIP) is an incentive offered by the City of Las Cruces to private businesses that build public infrastructure needed to serve their project. Businesses generated over \$5.0 million in annual sales volume (in year 3) can receive up to 75 percent of local GRT generated by the project over the period of development. The program would be potentially applicable to larger industrial users interested in building a plant or facility at WMIP.

New Markets Tax Credits

The New Markets Tax Credit (NMTC) program was established to provide greater access to financing for new, expanding or relocating businesses in underserved areas. The New Mexico Finance Authority operates the NMTC program on behalf of the State. Finance New Mexico and the Finance Authority are targeting the use of the State's annual allocation of tax credit incentives to add to existing statewide economic development initiatives. Projects eligible for NMTC funding must be located in qualified census tracts. These tracts are generally located in "highly distressed" census tracts (75 percent of New Mexico's total allocation must be invested in qualified census tracts). The State allocation for competitive grants was \$38.1 million in FY 2019.

OTHER STATE INCENTIVES AND GRANTS

The State of New Mexico has an extensive list of personal and business tax credits available for business startups and expansions in targeted industries, as summarized below. More specific data on qualification and specific rates are available through the NM Taxation and Revenue Department.

- **CONSERVATION AND PRESERVATION TAX CREDITS** – New Mexico has a number of credits for projects that preserve or conserve cultural, natural, or agricultural resources. These tax credits include a wide range of



renewable energy projects, land and water conservation projects, and cultural restoration or preservation projects.

- **GENERAL INDUSTRY TAX CREDITS** – The State has a number of general industry tax credits for specific economic development activities including business facility rehabilitation, creating high wage jobs, investment in manufacturing equipment, investment in small research and development businesses, and for businesses engaged in activity with Indian nations.
- **INDUSTRY SPECIFIC TAX CREDITS** – There are also tax credits for business activity in New Mexico. Targeted industries include Advanced Energy, Film Production, and Small Business Partnerships with national laboratories.
- **EMPLOYMENT GROWTH** – Adding new employees qualifies for tax credits in a number of industries and settings including technology jobs at qualified R&D facilities, high wage jobs, jobs in rural areas, welfare to work jobs, and job training jobs.
- **JOB TRAINING INCENTIVES** – New Mexico has reportedly the most aggressive job training incentives package in the country. The Job Training Incentive Program (JTIP) funds classroom and on-the-job training for newly created jobs in expanding or relocating businesses for up to six months. JTIP funds are available for manufacturing businesses and for other non-retail businesses that export 60 percent of their services outside of the state. This program is administered by the New Mexico Economic Development Department.

FEDERAL FUNDING SOURCES

The federal government provides a number of competitive grant programs that can provide funding for economic development and

infrastructure investments associated with WMIP as summarized below.

Economic Development Administration

The Economic Development Administration (EDA) works in partnership with distressed regions to address problems associated with long-term economic distress as well as to assist regions experiencing sudden and severe economic dislocations (e.g., natural disasters, conversions of military installations, changing trade patterns, and depletion of natural resources). Las Cruces and Doña Ana County are part of the South Central Council of Governments and meet the economic distress criteria to be a qualified Economic Development District (EDD) and eligible for EDA grants and technical assistance. The primary EDA programs of relevance to WMIP are:

- **PUBLIC WORKS** – Provides grants to revitalize, expand, and upgrade their physical infrastructure (e.g., roads, water/wastewater, broadband) to support new industry, business expansion, economic diversification, and generate or retain long-term, private sector jobs and investment.
- **ECONOMIC ADJUSTMENT ASSISTANCE PROGRAM** – Assistance to areas that have experienced or are under threat of serious structural damage to the underlying economic base from natural disasters or industry restructuring.
- **REVOLVING LOAN FUND** – EDA administers its Revolving Loan Fund (RLF) program, which allows local loan administrators to provide gap financing to small businesses and entrepreneurs.
- **PLANNING** – Assists EDDs, as well as Indian Tribes and other eligible recipients, with the preparation of Comprehensive Economic Development Strategies (CEDs), as well as

project specific planning activities including market and feasibility studies.

Additional funding was also available starting in May 2020 under the U.S. Coronavirus Aid, Relief, and Economic Security (CARES) Act. EDA received \$1.5 billion in funding for grants to prepare for or respond to the coronavirus. All communities (cities, counties, regions, tribes) are eligible (not just communities in qualified EDD districts) as this program is classified as a "Special Need." CARES Act funds were appropriated under the Economic Adjustment Assistance (EAA) program, which is EDA's most flexible program for disaster relief response. EDA is accepting applications for grants to support a wide variety of assistance including:

- Economic Recovery Planning and Technical Assistance Grants.
- Grants to state and regional organizations to develop CARES Act recovery and resilience strategies, including industry supply chain, cluster analyses, econometric analyses, diversification efforts, and travel and tourism-related marketing campaigns.
- Capitalization and Recapitalization of Revolving Loan Funds (RLFs), which provide access to capital for businesses.
- Construction of infrastructure and other economic development projects.
- Innovation grants focused on technology innovation activities that will help communities prevent, prepare, and respond to the coronavirus pandemic.

In September 2020, EDD granted the Regents of NMSU \$1.0 million for infrastructure investments at Arrowhead Research Park matched by \$250,000 in local funding. The investments are estimated to create 1,000 jobs.

Community Development Block Grants

The Community Development Block Grant (CDBG) program provides annual grants to entitlement cities and counties that can be invested in defined low-income census tracts for public infrastructure, economic development, or low-income housing development projects. There are five entitlement communities in New Mexico that receive an annual CDBG allotment: Farmington, Las Cruces, Rio Rancho, Albuquerque, and Santa Fe. The State of New Mexico's Department of Finance and Administration allocates the balance of New Mexico's CDBG funds as competitive grants for non-entitlement communities to use for capital improvements and infrastructure. Las Cruces would therefore be eligible to use CDBG funds for infrastructure improvements at WMIP.

BUILD Grant

The Better Utilizing Investments to Leverage Development (BUILD) program replaced the TIGER Grant program in 2018. Funds are provided through the U.S. Department of Transportation FAST Act (Fixing America's Surface Transportation Act) and allocated through a competitive process. Eligible projects include road or bridge, public transportation, passenger and freight rail transportation projects, port infrastructure investments, and intermodal projects. Projects are required to submit a benefit cost analysis (BCA) as part of the application process, an important criterion for ranking projects. There is a maximum funding level of \$25 million per project and \$150 million per state per year. As part of changes implemented recently, the program has been refocused on infrastructure investment that will give special consideration to projects located in rural areas by allocating 30 percent of the grant money to rural projects.



Opportunity Zone

WMIP is located in a qualified Opportunity Zone (OZ). The opportunity zone program is a business and real estate tax incentive program established by the 2017 Tax Cuts and Jobs Act. The OZ program targeted economically distressed and undercapitalized areas with the goal of spurring investment and job growth. Opportunity Zones provide tax benefits to property investors by allowing investors to defer capital gains taxes on any prior gains through 2026, so long as the gain is reinvested in a Qualified Opportunity Fund. The program reduces capital gains taxes by 10 percent for properties held for five years, 15 percent for seven years, and are completely waived for investments held for at least 10 years. Opportunity Funds can be set up as single-purpose entities or general funds to invest in several properties in several markets, providing investment flexibility. Opportunity Funds are being formed by capital investment firms, investment startups, commercial real estate investment firms, and institutional entities to invest in eligible projects.

To encourage development in NM Opportunity Zones, NMEDD is offering an incentive as a part of LEDA. The program guarantees an additional \$1 million in LEDA funding to projects locating in an Opportunity Zone if they meet specific criteria, including being in one of nine key industry sectors (aerospace, biosciences, cybersecurity, film & television, global trade, intelligent manufacturing, outdoor recreation, sustainable & green energy, and sustainable value-added agriculture); meeting payroll and average salary requirements; commit to the State for at least 10 years; and have a capital investment of \$15 million or greater.

OTHER FEDERAL PROGRAMS

The federal government provides assistance to small businesses through the U.S. Small Business Administration (SBA) including the following programs to businesses with a net worth of less

than \$15 million and annual net income of less than \$5 million.

- **SBA 504 LOAN PROGRAM** – provides low down payment loans of up to 20 years for purchasing land and buildings, machinery and equipment, and/or infrastructure.
- **SBA 7 (A) LOAN GUARANTEES** – loan guarantees for up to 80 percent on loans for land, buildings, equipment and working capital.

FINANCING STRATEGIES

Financing Strategies are the ways by which the above grant and loan funding sources can be utilized to accomplish the City's economic development goals involving WMIP. There are two primary priorities for use of external funding, 1) infrastructure and other capital investments that would allow WMIP to be more competitive for business recruitment and attraction, and 2) marketing specifically for identified target industries to support high priority development and recruitment efforts.

- **CAPITAL IMPROVEMENTS** – The master plan recommends a number of strategic investments identified in [*"Table 10. Strategic Investment Matrix" on page 65*](#). Even with a successful grant application, the City may need to pay a portion of the cost based on local matching requirements. In other cases, the end user or future tenants of the Park may be required to participate in the funding for improvements that benefit their property or business through an improvement district tax or assessment as noted.
- **MARKETING** – A number of the strategic investments shown above are for marketing and recruitment activities requiring a new funding source including the development of marketing brochures for the WMIP target industries and for a dedicated website. Although these projects

may be eligible for grant funding, they are generally lower in cost, and if external funding is not available, they should be considered

for funding through the annual general fund budget.

6.3 OPERATIONS AND MANAGEMENT

The operations and management plan component addresses property management and sales, marketing and branding, and economic development partnerships for implementation of the Park master plan.

PROPERTY MANAGEMENT

WMIP is currently managed by the City's Administrator for Land and Real Estate Services who has responsibilities for multiple properties. The City should appoint a staff person to be the WMIP property manager or administrator with responsibilities for economic recruitment and marketing and sales of property. This individual should be report to the Director of the Economic Development Department in a similar manner as the Airport Administrator. It will also be important to make it clear on the recommended WMIP website and in the marketing brochures described below, the name and contact information for the individual in charge of sales and marketing for the Park.

PROPERTY SALES

The process of purchasing land should also be improved. The current process of buying or leasing land at WMIP is slow, complicated, and not fully transparent to prospective buyers. There is no listed pricing for the lots. Offers are accepted and past sales and/or appraisals for similar lots are used as a starting point pending appraisals of the specific sites. The properties available for sale should be shown with a base list price. Land price reductions can be negotiated based on achieving

specified economic development objectives listed in the economic development policy plan.

The City's requirements for sale appraisals should also be evaluated and potentially modified. As specified in the Municipal Code, two appraisals are needed if the total value is in excess of \$150,000, and one is needed if the value is lower. Also, as specified in the Code, all sales need to be approved by City Council, and if the land value is excess of \$25,000, it has to be by Ordinance. These stipulations most often result in an unreasonably long sales process.

The City's requirements for property appraisals outlined in, as Section 2-1313 of the Municipal Code, appear to be in place to be in compliance with Section 3-54-1 of the NM Statutes titled "Authority to Sell or Lease Municipal Utility Facilities or Real Property", which contains similar language and is presumably in place to conform with the anti-donation clause of the Constitution. However, the LEDA amendment to the Constitution created an exception for "economic development" that would almost certainly include WMIP. It is recommended that the City Attorney consult with the State on the ability to implement a more streamlined sales process under the provisions of LEDA.

MARKETING

In addition to streamlining the sales process, a more proactive marketing program for WMIP should also be a priority. The Park currently has a low profile within the city and within the region. The property does not have a significant web presence and the information on the Park available through



the regional development agencies is limited. Currently some leads come through MVEDA and the BorderPlex, which are marketing economic development for the larger region and providing information on available sites to prospects. The information on WMIP to be provided directly by the City as well as through its economic development partners should be improved.

Website

WMIP needs a greater presence on the web if it wants to attract tenant prospects from outside the region, either with its own dedicated website, or alternatively, as a featured section on the City's Economic Development webpage similar to the Airport. The site should provide links to information on lots for sale, sales pricing, utilities, and economic incentives, and a contact name, phone number and email for the person in charge of sales. There should also be data on the Las Cruces market, workforce, employment base, and target industries.

Target Industry Brochures

The Market Street Study identified three target industries that represent the best opportunities for economic development and recruitment. These opportunities need to be publicized to reach the intended companies and entrepreneurs for recruitment. A two-to-four-page marketing brochure should be developed for each target industry describing the intended targets, the strengths and advantages of the city and WMIP. It should also include a map showing shovel ready lots available for sales or lease with utilities installed to the site, and information on available economic development incentives and application and criteria for eligibility. These brochures should be advertised and shown prominently on the WMIP website, as well as on the websites of the City's economic development partners

Branding

WMIP lacks a visible and tangible identity. A branding strategy can provide a more visible way to identify the Park and its components.

- Name
- Logo
- Landscape plan

ECONOMIC DEVELOPMENT PARTNERSHIPS

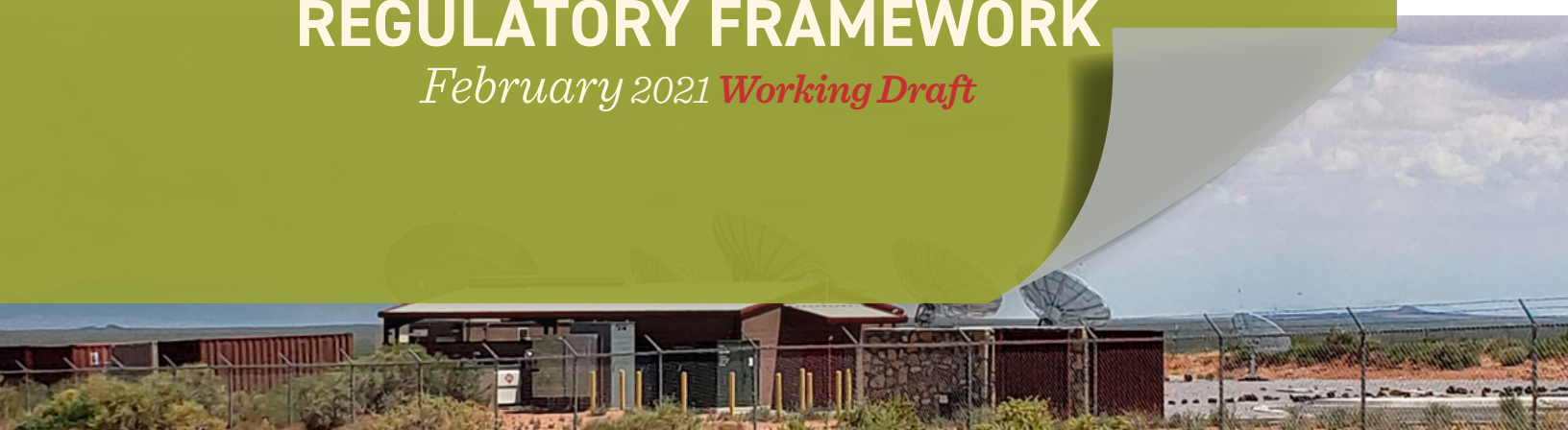
Most business recruitment decisions are made at the regional level as firms compare the location factors of regions and labor markets, and not specific political jurisdictions. The option to purchase or lease a site is made after this initial screening and a company or entrepreneur has made a preliminary decision to locate in the Las Cruces region. At this point, WMIP would then compete with other industrial and business parks in the county and larger Borderplex region for a specific site.

The primary economic development organizations marketing the region are MVEDA, the BorderPlex Alliance, and the State of New Mexico Economic Development Division. These organizations are therefore WMIP's partners for the marketing of property and sites. More leads for significant business attraction and expansion projects can be expected to come through these partners than through a direct contact with the Park itself.

It is therefore incumbent on the City to provide its partners with the information needed to display and market the assets of WMIP. This includes the above-described sales and marketing materials. It could potentially also include participation by the City in marketing and recruitment trips and site location conventions. The person selected to represent the City as Director of Sales and Marketing for WMIP should therefore have the background and skills for these roles.



Part 2: *West Mesa*
INDUSTRIAL PARK
REGULATORY FRAMEWORK
February 2021 Working Draft





WORKING DRAFT

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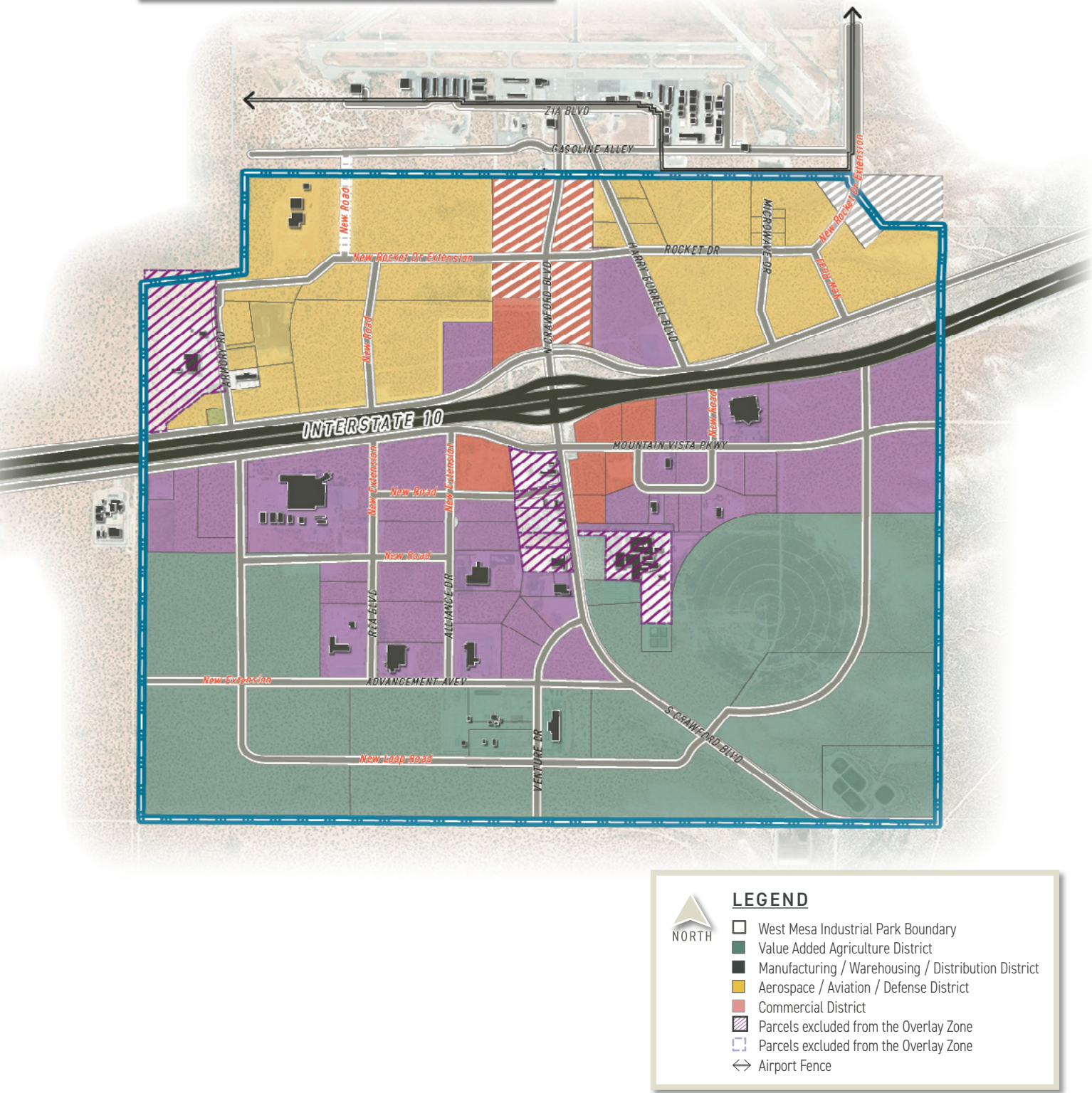
1. REGULATORY FRAMEWORK

THIS SECTION OUTLINES PARK-SPECIFIC DEVELOPMENT REQUIREMENTS. THE REQUIREMENTS ARE ESTABLISHED TO CREATE A HIGH-QUALITY, STATE-OF-THE-ART INDUSTRIAL PARK. WHERE THE FOLLOWING SECTION IS SILENT, THE CITY OF LAS CRUCES MUNICIPAL CODE REQUIREMENTS SHALL APPLY.

1.1 WEST MESA INDUSTRIAL PARK OVERLAY ZONE

PURPOSE	APPLICABILITY
The West Mesa Industrial Park Overlay Zone is established to guide development within the Park and implement the policies found in the WMIP Master Plan. It aims to promote a growing economy, protect the natural and existing environment within the Park, and encourage employment options for residents while enhancing the overall aesthetic features of the Park.	Standards established in this section shall apply to all parcels located within the Overlay Zone boundary as identified in <i>"Figure 30. West Mesa Industrial Park Overlay Zone & Districts" on page v.</i>
	DEVELOPMENT PROCESS
	1. All development within the Overlay Zone shall follow the applicable City of Las Cruces development processes.

FIGURE 1. West Mesa Industrial Park Overlay Zone & Districts





1.2 LAND USES

TABLE 1. Use Table

- = Not permitted P = Permitted X = Existing uses specific standard(s)	Commercial District	Manufacturing/ Warehousing District	Aerospace / Aviation / Defense District	Value Added Agriculture District	Conditional Use Standards
RESIDENTIAL USES					
All residential uses (except accessory dwelling units as outlined under the Accessory Use category)	-	-	-	-	
CIVIC AND INSTITUTIONAL USES					
Higher Education, Vocational School	P	P	P	P	
Fire and Police Station	P	P	P	P	
Military and Law Enforcement Agency	-	P	P	P	
Parks and Open Space	P	P	P	P	
COMMERCIAL USES					
Agriculture & Animal related					
General Agriculture	-	P	-	P	X
Small Animal Facilities	P	P	-	P	X
Food, Beverage, Entertainment & Lodging					
Brewery, Microbrewery Facilities, Tasting Rooms	P	-	-	-	X
Food, Beverage, Hotel or Motel	P	-	-	-	
Indoor Entertainment/Recreation Venues	P	-	-	-	
Nightclub and Bar	P	-	-	-	
Motor Vehicle-Related					
Car Wash	P	-	-	-	
Freight House or Truck Terminal	-	P	P	P	
Parking Garage with /without Liner Building	P	P	P	P	
Vehicle Services	P	P	-	P	X
Offices and Commercial Services					
Offices and Research Facility	P	P	P	P	
Commercial Services and General Retail	P	-	-	-	
Construction Contractor Facility and Yard	-	P	P	P	X
Self-storage	-	P	P	P	X
Outdoor Entertainment					
Outdoor Entertainment	P	P	-	-	X
INDUSTRIAL USES					
Manufacturing, Fabrications & Assembly					
Cannabis cultivation, Infused Products Manufacturing	-	P	-	P	X
Light Manufacturing	P	P	P	P	X
Heavy Manufacturing	-	P	P	P	X
Special Manufacturing	-	P	-	P	X
Natural Resource Extraction	-	P	-	-	

TABLE 1. Use Table					
- = Not permitted P = Permitted X = Existing uses specific standard(s)	Commercial District	Manufacturing/ Warehousing District	Aerospace / Aviation / Defense District	Value Added Agriculture District	Conditional Use Standards
Recycling Center (paper/plastic/metal sorting-only and electronics recycling)	-	P	-	-	
Telecommunications, Towers, and Utilities					
Drainage & Major Utility, other	P	P	P	P	
Solar Energy Generation	-	-	P	P	X
Telecommunications, Towers, and Utilities	P	P	-	P	
Waste and Recycling					
Salvage Yard	-	P	-	P	X
Wholesaling and Storage					
Outdoor Storage	P	P	P	P	X
Warehousing, Logistics, and Distribution	-	P	P	P	
TEMPORARY USES					
Construction Staging Area, Trailer, or Office	P	P	P	P	
Seasonal Outdoor Sales, Events	P	-	-	-	
ACCESSORY USES					
Commercial / Office Uses	A	A	A	A	X
Dwelling Unit	A	A	A	A	X

CONDITIONAL USE STANDARDS

Aerospace / Aviation / Defense District

- All uses in the Aerospace & Aviation District shall comply with all applicable FAA regulations.

Prohibited Uses

The following uses are prohibited:

- All uses prohibited under FAA regulations;
- All adult amusement establishments;
- All residential uses, except as established under the accessory use category

Commercial Uses

1. Agriculture & Animal Related

a. General Agriculture

- Animals shall be confined to graze within the appropriate boundaries and cannot graze on surrounding properties and streets.
- The keeping of large and small livestock animals shall comply with the City of Las Cruces Municipal Code.

b. Small Animal Facilities

- Kennels must be conducted within fully enclosed building. Outdoor pens shall be enclosed on all sides by a wall or fence at least six (6) feet high.
- This use must be screened as required by section "Walls, Fences and Screening" on page xv.



2. Food, Beverage, Hotel or Motel
 - a. Brewery and microbrewery facilities, including tasting rooms
 - i. Alcohol sales for on-premises consumption is allowed, provided that the establishment complies with all New Mexico State law requirements.
3. Motor Vehicle-Related
 - a. Vehicle And Equipment Sales, Rental, Fueling, and Repair
 - i. This use must be screened as required by section ["Walls, Fences and Screening" on page xv.](#)
 - ii. Vehicle repair, servicing, and maintenance shall be conducted within a fully enclosed building.
4. Outdoor Entertainment
 - a. Drive-in Theater
 - i. This use shall be enclosed with a wall, fence, or vegetative screen of at least six (6) feet in height.
 - ii. A screen located less than 500 feet from the Interstate shall be shielded so that the picture surface cannot be seen from the interstate.
 - b. All Other Outdoor Entertainment Uses
 - i. Uses shall include fencing or screening meeting the standards established in section ["Walls, Fences and Screening" on page xv.](#) designed to prevent any objects from passing beyond the property line and onto surrounding properties and streets.
 - ii. Uses shall be limited to one (1) acre in size.
5. Offices and Commercial Services
 - a. Construction Contractor Facility and Yard
 - i. This use must be screened as required by section ["Walls, Fences and Screening" on page xv.](#)
 - b. Self-Storage
 - i. All storage shall be within a fully enclosed building.

- ii. This use must be screened as required by section ["Walls, Fences and Screening" on page xv.](#)

Industrial Uses

1. Manufacturing, Fabrications & Assembly
 - a. Cannabis cultivation, Infused Products Manufacturing
 - i. This use shall comply with all New Mexico State law requirements.
 - b. Light Manufacturing
 - i. All activities in this use shall be conducted within a fully enclosed building unless a Conditional Use Approval is obtained pursuant to the City of Las Cruces Conditional Use Permit Process.
 - ii. Incidental outdoor storage is permitted but must comply with section ["Walls, Fences and Screening" on page xv.](#)
 - iii. This use may include a sales/display room for items manufactured on the property.
 - c. Heavy Manufacturing
 - i. This use may be conducted outside of a building, provided the activities are screened from view according to section ["Walls, Fences and Screening" on page xv.](#)
 - ii. Incidental outdoor storage is permitted but must comply with section ["Walls, Fences and Screening" on page xv.](#)
 - d. Special Manufacturing
 - i. This use must obtain all applicable State and federal permits or approvals for the activity and comply with the terms of those permits and approvals throughout the duration of the activity.
 - ii. This use may be conducted outside of a building, provided the activities are screened from view according to section ["Walls, Fences and Screening" on page xv.](#)
2. Telecommunications, Towers, and Utilities
 - a. Manufacturing, Fabrications & Assembly Solar Energy Generation

- i. This use must obtain all applicable State and federal permits or approvals for the activity and comply with the terms of those permits and approvals throughout the duration of the activity.
 - b. Telecommunications, Towers, and Utilities
 - i. This use shall comply with the City of Las Cruces Municipal Code.
- 3. Waste and Recycling
 - a. Salvage Yard
 - i. Inoperative vehicles or equipment may not extend above the height of the wall, fence, retaining wall, or vegetative screen.
 - ii. This use shall be screened from view according to section ["Walls, Fences and Screening" on page xv.](#)
- 4. Wholesaling and Storage
 - b. Outdoor Storage

- i. This use must be screened as required by section ["Walls, Fences and Screening" on page xv.](#)

Accessory Uses

- 1. Accessory Commercial Uses
 - a. In all districts, all uses listed under the 'Food, Beverage, Entertainment & Lodging' use and 'Offices and Commercial Services' use category shall be permissive as an accessory use not to exceed a maximum of forty (40) percent of the gross floor area of the building for commercial purposes associated with that specific industrial or manufacturing use.
 - b. Foreign Trade Zone manufacturing and commercial uses.
- 2. Accessory Dwelling Units
 - a. The accessory dwelling units are allowed for caretakers of the primary non-residential use and may be attached or detached.

1.3 GENERAL DEVELOPMENT STANDARDS

The following development standards shall apply to all parcels located within the Overlay Zone's boundary as identifies on ["Figure 30. West Mesa Industrial Park Overlay Zone & Districts" on page v.](#)

ACCESS AND CONNECTIVITY

Streets

- 1. All streets within West Mesa Industrial Park must adhere to City of Las Cruces Design and Roadway Construction Standards currently amended/adopted.
- 2. All streets shall be designed to provide vehicular access to properties without unduly creating conflicts with future bicycle and pedestrian facilities such as multi-use trails, bike lanes and sidewalks.

- 3. Businesses shall provide parking lot interconnectivity and limit unnecessary duplicates of access curb cuts by sharing access wherever possible
- 4. Drainage swales and shoulders shall be provided along all roadways to accommodate stormwater drainage, retention, or diversion to dedicated open spaces, and drainage areas.
- 5. A turning lane shall be provided on all roadways to the maximum extent practicable.
- 6. The City of Las Cruces shall provide landscaped medians and/or shoulders along all roadways, as appropriate, within West Mesa Industrial Park.
- 7. Provide dedicated right-of-way including easements for walking paths and pedestrian facilities.
- 8. Any roadways not in compliance with these standards shall be improved by the City of Las Cruces.

SUSTAINABILITY

Landscape

1. Construct water harvesting drainage swales within landscape areas to capture runoff from impervious surfaces as illustrated in ["Figure 34. Stormwater Harvesting" on page x.](#)
2. Grade impervious areas to drain into drainage swales. Drainage swales shall be designed as follows:
 - i. *Swale channel alignments and side slopes must be designed in close coordination with civil engineers to ensure that they convey stormwater while minimizing erosion damage.*
 - ii. *Swales shall capture at minimum the first-flush of a storm event.*
 - iii. *Swale side slopes should not exceed 4:1. Where adjacent to walkways or accessible hardscape areas they should not exceed 6:1.*
 - iv. *A 5-foot clearance from the bottom of the swale to high groundwater table shall be maintained.*
 - v. *Runoff that enters the swale in a sheetflow fashion requires that the edge of the swale be flush with grade. Where curbs are necessary, intermittently spaced curb cuts shall be installed to allow runoff to enter*

the swale. Curb cuts should be at least eighteen (18) inches wide and spaced from three to fifteen (3-15) feet apart.

3. Minimize roadways and other permeable surfaces.
4. Preserve existing vegetation, where feasible.
5. Avoid the need for supplemental irrigation and fertilizer, to minimize groundwater and surface water pollution.

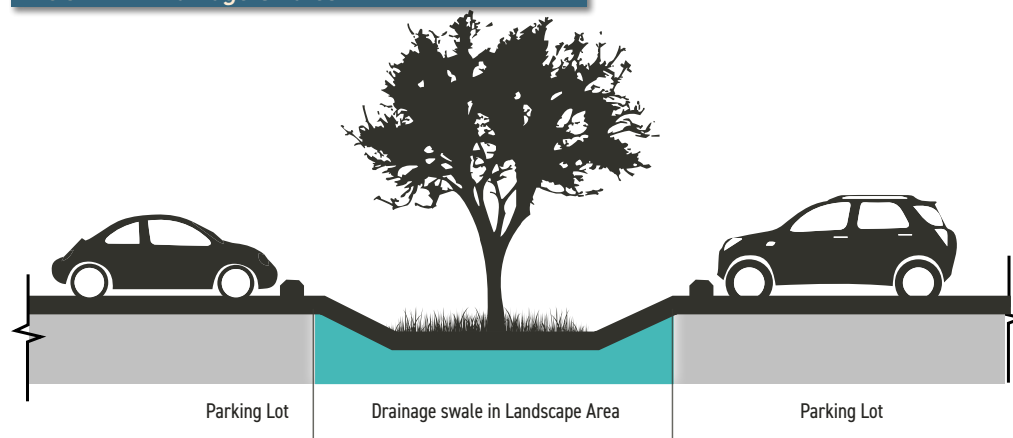
Parking

1. ~~Construct~~ A minimum of twenty (20) percent of parking spaces provided shall use pervious materials such as, pervious concrete, pervious asphalt, permeable pavers, compacted gravel or gravel.
2. Where the number of parking spaces exceeds one hundred (100) space supply, one (1) electric charging station shall be provided. For every additional fifty (50) spaces, an additional charging station shall be provided.

DIMENSIONAL STANDARDS

1. All buildings and structures within West Mesa Industrial Park will be limited to the following development requirements:

FIGURE 2. Drainage Swales



Conceptual depiction of one possible stormwater water harvesting feature in parking lot.

FIGURE 3. Porous Surface with Typical Features

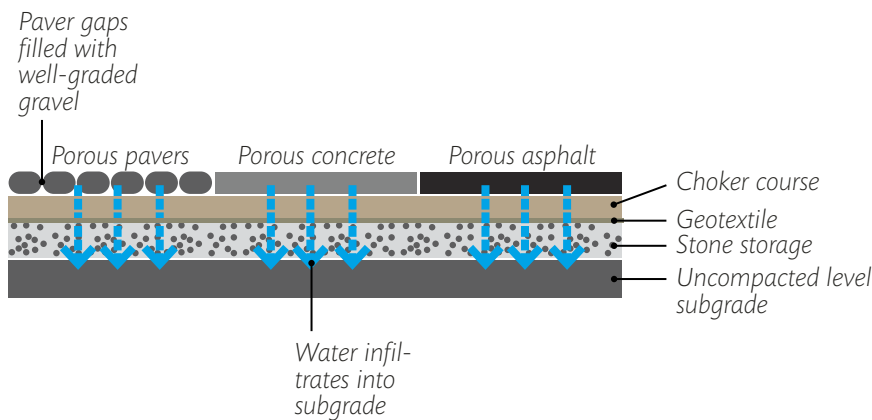


TABLE 2. Dimensional Standards

Min. Lot Width	60 feet
Min. Lot depth	70 feet
Front Setback, minimum	25 feet
Side Yard Setback, minimum	20 feet
Rear Setback, minimum	25 feet
Building Height, maximum	100 feet*

SITE LAYOUT

1. Orient building entries, office areas, showrooms and/or lobbies, and amenities to front the primary public street.
2. Conceal loading docks, service areas, and mechanical equipment with the placement of buildings and circulation from primary streets.
3. Public and visitor areas should be separated from truck delivery and maneuvering areas, as illustrated in ["Figure 34. Site Orientation" on page <?>](#).

PEDESTRIAN AMENITIES

1. A public park shall be provided at the lot #81177. The park shall be constructed and maintained by the City of Las Cruces and provide

walking trails, exercise equipment, a shade structure and different seating options.

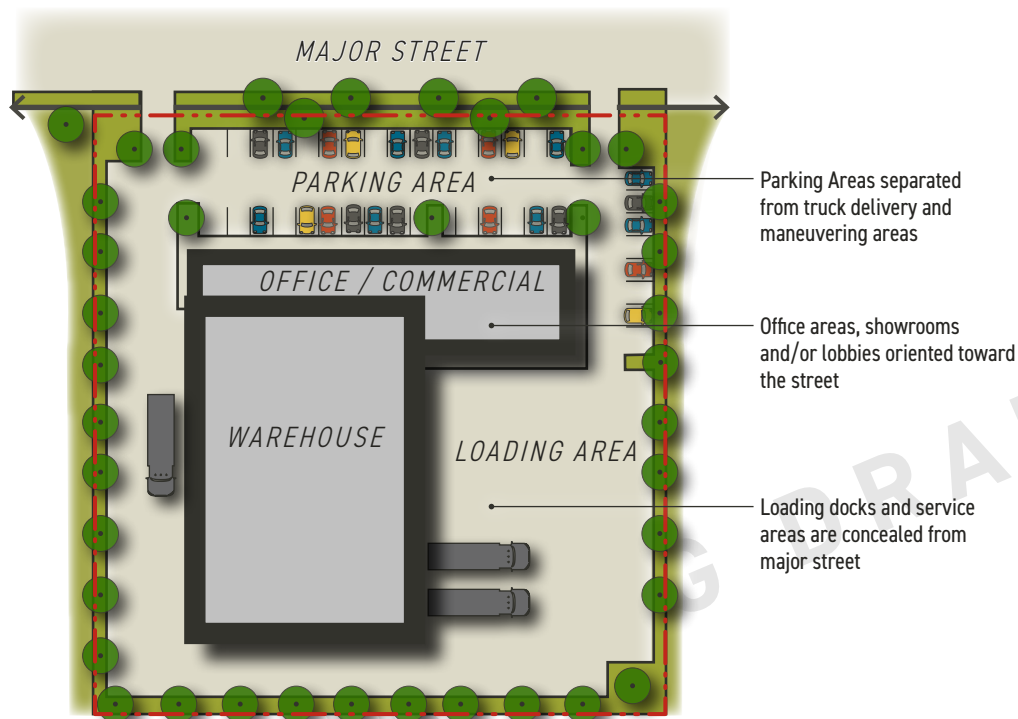
2. A trail corridor shall be provided along the east side of Crawford Boulevard and shall be consistent with the design of the Las Cruces International Airport Landscape Master Plan (2020). The City of Las Cruces shall provide the right-of-way for the trail and implement the trail and associated landscape elements.
3. On-site pedestrian walkways separate from drive aisles linking buildings, visitor parking, public spaces and adjacent sidewalks/trail corridors shall be provided.
4. Pedestrian pathways shall provide a minimum six (6) foot clear width.
5. An outdoor patio space, plaza, or courtyard shall be provided for any buildings greater than or equal to 75,000 square feet. For lots with more than one building, shared spaces are permitted.

ARCHITECTURE

Building Materials

1. Buildings should be designed to incorporate contemporary architectural styles and materials to create the appearance of a state-of-the-art industrial park. Common elements such as architectural style, color, materials

FIGURE 4. Site Orientation



and ornamentation shall be used to create a cohesive park identity.

2. Permitted materials include:

- a. Exterior plaster or stucco
- b. Architectural metal; decorative panels, structural elements and decorative support or trim members
- c. Precast concrete and tilt-up wall systems
- d. Textured, patterned and/or integrally colored cast-in-place concrete
- e. Integrally colored, precast CMU (concrete masonry units), provided that surfaces are molded, serrated or treated to give wall surfaces a three-dimensional texture.
- f. Brick
- g. Natural stone
- h. Glass curtain wall systems

3. Higher quality materials should be utilized to draw attention to the office areas and entrances. Higher quality materials include architectural metal, decorative panels, structural elements

and decorative support or trim members, brick and natural stone, among others.

4. The use of reflective or shiny metallic roofs shall be prohibited.

Massing

1. Building heights, massing and setbacks shall be varied, to define the different functions within a building such as offices and warehousing.
2. Primary buildings shall have clearly defined entries. To emphasize entries, one or a combination of the following elements shall be applied; portals, overhangs, fenestration, canopies, material and color changes. The "large box" components of the industrial buildings that are visible from a public right-of-way shall feature both vertical and horizontal articulation and be compatible with the more articulated office area.

- 3. Metal structures are acceptable; however, they must visually tie to other building elements, such as the office, storage areas, etc.
- 4. Temporary or portable buildings shall be limited in use for construction purposes only.

Screening

- 1. Exposed industrial systems and equipment should be architecturally integrated or screened where practical.
- 2. All heavy industrial processing, assembling of materials shall be conducted within an enclosed structure or be screened according to ["Walls, Fences and Screening" on page xv.](#)

PARKING

- 1. No parking supply minimums are required.
- 2. Accessible Parking shall be provided according to Federal ADA parking standards.
- 3. Motorcycle and bicycle parking spaces shall be provided according to the Off-street Parking Regulations of the City of Las Cruces Municipal Code.
- 4. Large truck parking areas should not be located along a public right-of-way, but be located behind the building where feasible.
- 5. Landscaped islands and medians shall be incorporated into parking areas to provide shade, define parking areas and pedestrian access, and allow for water harvesting.
- 6. Surface runoff in parking lots shall be directed to landscaped water harvesting areas.
- 7. Carports, including solar carport canopies, are allowed within surface parking lots, provided the materials are compatible with the building architecture.
- 8. On-site circulation shall have an adequate length of stacking for industrial facilities, e.g. loading docks, terminals, etc. that do not interfere with the movement of traffic (on or off-site) and/or pedestrian areas.
- 9. Fleet parking and loading docks shall not be located along the site main frontage. The

placement of such facilities in the rear half of the site or behind the principal structure is encouraged. For corner lots, the frontage that includes the main entrance to the building shall serve as the site main frontage.

- 10. Bike racks shall be provided per the City of Las Cruces Code Article IV Section 38-33 which requires two (2) bicycle parking spaces per 20 employees on maximum shift.
- 11. Bike parking shall be located at the primary entrance of the primary building.

LANDSCAPING

General Provisions

- 1. A minimum of ten (10) percent of the site must be landscaped.
- 2. Landscape shall be focused in the front setback area.
- 3. Where the site exceeds one (1) acre, only the portion of the site that includes the primary building and is being developed/disturbed shall be calculated.

Streetscape / Medians

- 1. The City of Las Cruces shall provide a landscape buffer along both the north and south frontage roads for Interstate Highway 10 to serve as an entrance to the West Mesa Industrial Park and as a "gateway" to the City of Las Cruces.
- 2. The park entrances located at the north and south side of the Interstate Highway 10 interchange and Crawford Boulevard shall be treated as gateway focal points. The gateway shall be landscaped by City of Las Cruces and be consistent with the design recommendations of the Las Cruces International Airport Landscape Master Plan (2020).
- 3. Along Crawford Blvd, enhanced streetscape treatments, including medians, shall be provided and comply with the design recommendations of the Las Cruces International Airport Landscape Master Plan (2020).

4. Along Crawford Blvd, a minimum of one (1) Pistache tree is required for each twenty-five (25) linear feet of public right-of-way.
5. Other roadways shall provide a minimum one (1) tree for each fifty (50) linear feet of public right-of-way within the front setback.
6. Street trees shall be provided by the City of Las Cruces.
7. Landscape in the public right-of-way not in compliance with these standards shall be improved by the City of Las Cruces.

Plant/Landscape Materials

1. Living plant material shall cover a minimum of fifty (50) percent of all landscape areas at maturity. Of the required coverage, a minimum of twenty-five (25) percent shall be provided as ground-level plants (shrubs, grasses, etc.).
2. A minimum of five (5) species must be used in the landscaped area.
3. Minimum plant material sizes at the time of installation shall be:
 - i. Canopy Trees - 2" Caliper
 - j. Evergreen Trees - 10' Minimum height
 - k. Accent Trees - 2" Caliper

FIGURE 5. Walls Height

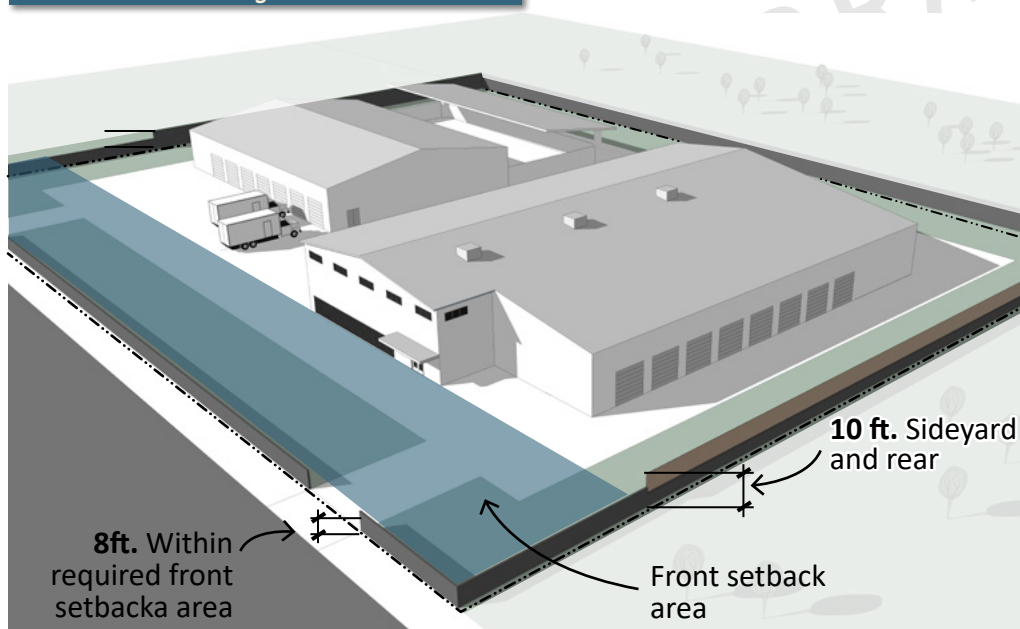


FIGURE 6. View Fencing in the Front Setback Area



l. Shrubs and Groundcovers - 1 gallon minimum

- 4. The Las Cruces Airport Landscape Plan provides a list of the acceptable plant materials which shall be used.
- 5. Xeriscape or drought tolerant landscaping are required for all provided landscaping areas:
- 6. Gravel, colored rock mulch or organic mulch, and similar mulch materials are acceptable within landscape areas.
- 7. Gravel, colored rock, and similar mulch materials shall not be permitted on the north side of the Park.
- 8. All plant material shall be maintained by the owner in a living, attractive condition. All areas shall be free of weeds.

Off-Street Parking Lots

- 1. Off-street parking lots shall have one (1) tree for every ten (10) parking spaces. Where covered carports are utilized, this requirement may be reduced or eliminated the tree requirement.

WALLS, FENCES AND SCREENING

- 1. The maximum allowed height for a fence depends on where the fence is located on a property. All fences and walls shall comply with the height limits established in ["Table 11. Walls, Fences and Screening Standards"](#) on page xv and illustrated in ["Figure 36. Walls, Fences and Screening"](#) on page xiv.

TABLE 3. Maximum Wall Height Standards

Within required front setback area	8'
Within required side setback	10'
Street sideyard of corner lots	10'
Interior side yard	10'
Within required rear setback	10'

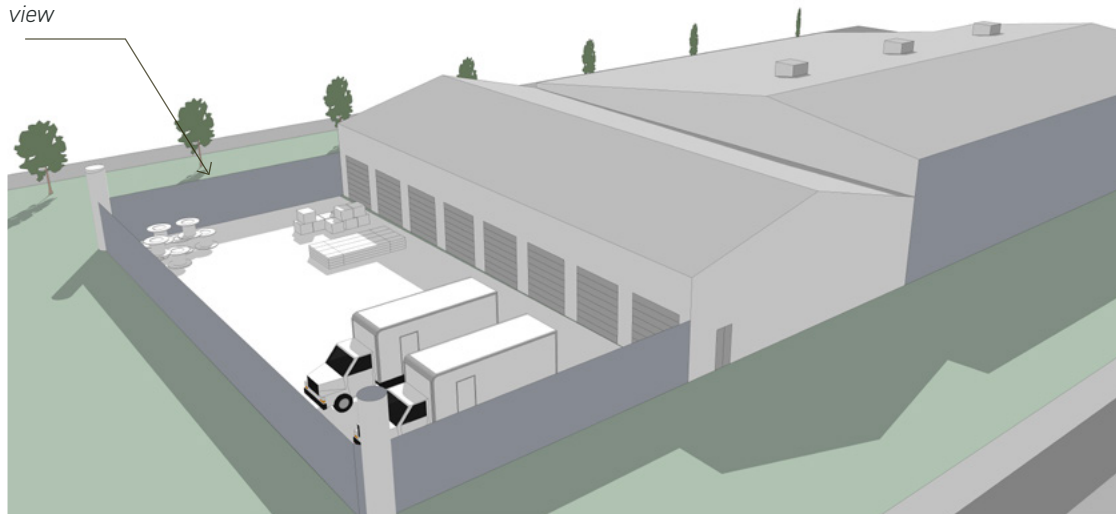
TABLE 3. Maximum Wall Height Standards

Within the clear sight triangle at the intersections of streets and driveways	3'
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- 1. Within the required front setback area, the maximum allowable fence height is eight (8) feet if two (2) feet consists of view fencing. If no view fencing is applied the maximum height is six (6) feet.
- 2. The finish of walls and fences shall be constructed of durable materials manufactured for exterior use and shall be weather and decay-resistant, which are compatible with the adjacent building(s) in regard to materials, detailing, and color. Acceptable materials include;
 - a. Stucco over concrete masonry units (CMU)
 - b. Split face block
 - c. Brick
 - d. Stone
 - e. Curved interlock blocks
 - f. Gabions
 - g. Tubular steel, wrought iron bars, or other grill work
- 3. Unfinished solid CMU or chain link are acceptable materials, except in areas visible from the public rights-of-way.
- 4. The use of razor ribbon (concertina), barbed wire, or cyclone fencing is prohibited.
- 5. Any required screening of mechanical equipment and support / services areas shall be accomplished by one of the following:
 - a. An architectural building element, such as a wing wall, that screens the equipment or area being screened;
 - b. A wall or fence of a height equal to or greater than the height of the equipment or area being screened. Walls or fences shall incorporate at least one (1) of the primary materials and colors of the nearest wall of the primary building; or
 - c. A vegetative screen planted along the full length of the equipment or area to be screened of a height equal to or greater than the height of the equipment or area to be screened at the time of planting.

FIGURE 7. Storage Screening

Outdoor storage
must be
screened from
view



SIGNAGE

1. All signs shall comply with the City of Las Cruces sign code except as outlined below.
2. All signs shall be designed in accordance with the Overlay Zone's adopted signage plans and regulations.
3. At key locations such as intersections, joint tenant/monument signs shall include language in Spanish, Braille and larger print for sight-impaired populations.

Freestanding Monument Signs

1. Freestanding monument signs will be limited to a maximum of one (1) per 100 ft. of street frontage.
2. The maximum signage size shall not exceed fifty (50) square feet.
3. The maximum height of monument signs shall not exceed twelve (12) feet.

4. Monument signs shall match the architectural style, color, materials and ornamentation of the primary building(s).
5. For all lots with more than one monument sign, all signs shall be of uniform design and materials.
6. Free standing monument signage is permissive at the primary park entrances.

Building Mounted Signs

1. One (1) Building Mounted Sign per tenant is permitted.
2. Buildings that front more than one public right-of-way may have one (1) building per façade facing one public right-of-way.
3. Building mounted signage size shall not exceed fifteen (15) percent of the building facade to which it is applied.
4. Building mounted signs may not project more than fifteen (15) inches from the wall.
5. Building mounted signs shall have contrasting colors from the background and text height and

font that ensures readability, but must blend with the architectural style, color, materials and ornamentation of the main building(s).

- 6. No building mounted sign shall intrude upon architectural features including windows, columns, or canopies or decorative features.

Temporary Signage

- 1. Temporary construction signs shall be permitted in accordance with the City of Las Cruces sign code, with the following exceptions:
 - d. For properties less than ten (10) acres, one (1) sign is permitted not to exceed sixty-four (64) square feet in sign area and eight (8) feet in height.
 - a. For properties in excess of ten (10) acres, one (1) sign is permitted not to exceed ninety-six (96) square feet in sign area and eight (8) feet in height.

Prohibited Signage

- 1. The following sign types are prohibited within the West Mesa Industrial Park:
 - a. Banners
 - b. Billboards
 - c. Portable or temporary signs, except for those permitted above
 - d. Window signs

Signage illumination

- 1. Exterior and interior illumination will be allowed for both attached and freestanding signs, provided they comply with the following standards:
 - a. Illumination for both freestanding and attached signage shall include exterior illumination only.
- 2. Signs that are illuminated shall have concealed lighting fixtures. This provision applies also to neon tubing and fluorescent fixtures.

NON-CONFORMING

- 1. Uses and structures that are non-conforming with the standards of the West Mesa Industrial Park Overlay Zone shall comply with this section.
 - b. There are two instances of non-conformance:
 - i. Instance 1: a non-conforming use/structure which was initiated/constructed prior to the adoption of the Overlay Zone standards.
 - ii. Uses that are classified as instance (1) may continue in perpetuity unless the use ceases for a period of no less than twelve (12) consecutive months. However, the use/structure cannot be expanded, enlarged, or extended.
 - iii. Instance 2: a non-conforming use/structure initiated/constructed after the adoption of the Overlay Zone standards,
 - iv. Uses that are classified as instance (2) shall be brought into compliance immediately and shall not be permitted to expand.

DEFINITIONS

- 1. Adult amusement establishment
Provides amusement or entertainment that is distinguished or characterized by an emphasis on material depicting or relating to specified sexual activities or specific anatomical areas;

Features topless dancers, exotic dancers, strippers, male or female impersonators, topless/bottomless waitering, or similar entertainment;

Provides an escort or partner to its patrons, upon payment of a fee; and

Supports legal activity only.
- 1. ACCESSORY, Commercial / Office Uses
Any offices and commercial services and food, beverage uses listed in "Table 9. Use Table" on page



vi. These uses must be incidental to the primary use

2. ACCESSORY, Dwelling Unit

An accessory dwelling on a nonresidential premise, occupied by the person who oversees the nonresidential operation 24 hours a day

3. Brewery, Microbrewery, Tasting Rooms

A brew-pub is a microbrewery which serves food or is combined with a pub. A microbrewery, or craft brewery, is a brewery which produces a limited amount of beer. The maximum amount of beer a brewery can produce and still be classed as a microbrewery in New Mexico is less than or equal to 200,000 barrels a year, according to the New Mexico Alcohol and Gaming Division.

4. Cannabis Cultivation and Cannabis-infused Products Manufacturing

A facility in which cannabis is grown, harvested, dried, cured, or trimmed. This use may also include the process in which a product is infused with cannabis that is intended for use or consumption other than by smoking including but not limited to, edible products, ointments, and tinctures.

5. Car Wash

A facility for washing, drying and polishing of motor vehicles on a self-service basis or through automatic or mechanical structures/devices

6. Commercial Services and General Retail

An establishment providing for the retail sale of general merchandise or food directly to the consumer; this includes but is not limited to sale of general merchandise, clothing and other apparel, flowers and household plants that are not grown on-site, dry goods, convenience and specialty foods, hardware and similar consumer goods, or other retail sales.

7. Construction Contractor Facility and Yard

A building and related outdoor area used to store and maintain construction equipment and materials including but not limited to plumbing, electrical,

carpentry, roofing, and landscaping, and facilities customarily required in the building trade by a construction contractor.

8. Contemporary Style Architecture

The use of innovative and new construction technologies and materials with a focus on steel, reinforced concrete, and glass, clean lines and a form that follows function.

9. Drainage and Major Utility, other

A facility regulated as a public utility or common carrier by the state or other relevant jurisdiction or agency, including but not limited to major telephone facilities, natural gas facilities, water treatment plants, water pump stations, sewage treatment plants, stormwater drainage facilities, irrigation facilities, or similar public services. Major facilities are those sized or designed to serve the entire Park, or a wide area of the Park

10. Fire and Police Station

A public facility operated by a governmental agency where fire engines and other equipment are housed, and from which calls for emergency fire responses are handled. This use may include administrative offices, storage of equipment, temporary detention facilities, and the open or enclosed parking of patrol vehicles excluding, however, correctional institutions.

11. Freight Terminal or Dispatch Center-Freight House or Truck Terminal;

Property or building used primarily for freight pick-up or distribution and the temporary parking of trucks of common or contract carriers during loading or unloading, including necessary warehouse space for storage of transitory freight. May also include intermodal distribution facilities for truck or shipping transport. Accessory uses may include but are not limited to, a truck wash.

12. General Agriculture

Any use of land for the purpose of production of crops and horticulture specialties, the raising of livestock and poultry, and the processing,

packaging, storage and sale of agricultural products which are raised on the premises, and including all the types of structures normally associated with these uses, such as storage bins, barns, sheds, tool houses, greenhouses, garages, and any other use or facility ancillary to farming or open land. This use may also include the growing of plants for wholesale or retail sales, which may take place outside or in greenhouses. Outdoor sales of plants are allowed.

13. Heavy Manufacturing

Mechanical or chemical transformation of materials or substances into new products, including the assembling of component parts, the manufacturing of products, and the blending of materials, such as lubricating oils, plastics, resins, or liquors. This use ordinarily creates a greater than average impact on the environment or has significant impacts on the use and enjoyment of other properties in terms of noise, smoke, fumes, odors, glare, or health or safety hazards. However, this use does not include processes that input or create hazardous by-products, as defined by federal regulation, in the course of manufacturing, assembly, fabrication, or materials treatment, or that uses manufacturing, assembly, fabrication, or treatment processes that create potentially hazardous impacts including but not limited to explosions or leakage of nuclear or electromagnetic radiation into the environment or surrounding areas. These processes are covered under the Special Manufacturing Zone.

14. Higher Education, Vocational School

A private institution that provides full-time or part-time education beyond high school, including college, university and vocational schools that provides specialized training and education beyond the high school level.

15. Indoor Entertainment/Recreation Venues

A commercial indoor entertainment venue where food, nonalcoholic beverages or other refreshments may be obtained for consumption on the premises and where floor shows, bands or other forms of entertainment may be provided for customers. This

use also includes health club or gyms, and non-medical service establishment intended to maintain or improve the physical condition of persons.

16. Light Manufacturing

Assembly, fabrication, or processing of goods and materials, primarily conducted within an enclosed building, which is designed, built and maintained so as to prevent smoke, noise, glare, dust, odors or other development impacts from being detected beyond the boundaries of the property. Assembly, fabrication, or processing may include compounding, processing, assembling, packaging or testing of goods. This use does not include any use that meets the definition of Heavy Manufacturing or Special Manufacturing.

17. Military and Law Enforcement Agency

A public facility operated by the federal government where engines and other equipment are housed. This use may also include administrative offices, storage of equipment, and grounds for training and practice.

18. Natural Resource Extraction

On-site extraction of surface or subsurface mineral products or natural resources, including solids, such as coal and ores; liquids, such as crude petroleum; and gases, such as natural gases. Uses may include quarries, borrow pits, sand and gravel operation, mining, soil mining, rock crushing, screening, and the accessory storage of explosives

19. Nightclub and Bar

An establishment that is devoted to the selling or serving of alcoholic beverages for consumption by patrons on the premises and in which the serving of food is only incidental to the consumption of those beverages, including taverns, nightclubs, cocktail lounges and cabarets.

20. Offices and Research Facility

A premise where professional, clerical, business management or public administration work is carried out and where the sale of merchandise on the premises is totally absent or a very limited



activity in support of the work being carried on. This use may also include a medical or dental clinic for patients that are not lodged overnight and research and testing facilities for scientific research, investigation, testing, or experimentation, but not facilities for the manufacture or sale of products, except as incidental to the main purpose of the laboratory.

21. Outdoor Entertainment

An outdoor commercial or entertainment activity that is open to the general public. This use may include outdoor markets, drive-in theater, stadium or other entertainment and recreation activities like batting cages, golf driving ranges, miniature golf courses, go-cart tracks, skating rinks, skateboard parks, swimming pools, tennis courts, or sports courts

22. Outdoor Storage

The keeping of any goods, material, or merchandise outside of a building in the same place.

23. Parking Garage with /without Liner Building:

A combination of structures for parking and a mix of uses (commercial, residential, office) where parking is designed to be concealed from view and levels of parking are at-grade, above grade, or partially below grade (but not fully underground). A liner building is a specialized building that may be built as part of the parking structure or separate; it is parallel to the street and designed to conceal a parking structure from the street with active ground floor uses such as retail shops or residential stoops. A parking garage may be designed without a liner building provided that it is designed in such a way so as to incorporate active ground floor uses, architectural features and articulated elements to mitigate blank walls and screen parking.

24. Parks and Open Space

A public area set apart for recreational purposes.

25. Salvage Yard

A premise, whether inside or outside a building, which is used for the storage, keeping, dismantling,

demolition or sale of used or scrap materials, mechanical parts, equipment, vehicles and the like.

26. Self-storage

A single building that contains a number of small, self-contained units that are leased or owned for storage of business and household goods or contractors' supplies.

27. Small Animal Facilities

A facility that serves small animals for their care and treatment. This use may include outdoor pens for temporary animal holding. This use does not include animal raising.

28. Solar Energy Generation

The use of land or buildings as locations for mounting of solar collectors or other devices that rely on sunshine as an energy source and are capable of collecting, distributing, or storing the sun's radiant energy.

29. Special Manufacturing

Mechanical or chemical transformation of materials or substances into new products, including the assembling of component parts, the manufacturing of products, and the blending of materials, such as lubricating oils, plastics, resins. This use ordinarily creates a greater than average impact on the environment or has significant impacts on the use and enjoyment of other properties in terms of noise, smoke, fumes, odors, glare, or health or safety hazards. This use includes processes that input or create hazardous by-products, as defined by federal regulation, in the course of manufacturing, assembly, fabrication, or materials treatment, or that uses manufacturing, assembly, fabrication, or treatment processes that create potentially hazardous impacts including but not limited to explosions or leakage of nuclear or electromagnetic radiation into the environment or surrounding areas.

30. Telecommunications, Towers, and Utilities

Any facility used for wireless communications, usually consisting of a support structure for

antennas, equipment shelters or cabinets, and/or other transmission and reception devices used for business or commercial purposes.

31. Temporary, Construction staging area, trailer, or office

Temporary use of a structure, including a mobile office, as a construction site office by a building contractor while a specific project is under construction, or as a real estate office during the construction and initial marketing phase of a new development.

32. Temporary, Seasonal Outdoor Sales, Events

Temporary outdoor or indoor retail display and sales of new or used goods, produce, and/or handcrafts or services associated with the season or a cultural event such as sales of fireworks, pumpkins, Christmas trees, or other seasonal items; semi-annual sales of art or handcrafted items in conjunction with community festivals or art shows; sidewalk or parking lot sales. Incidental sales of food and beverages is allowed.

33. Vehicle Services

Commercial services dealing with vehicles. This use may include car wash, vehicle and equipment sales, rental, fueling, and repair

34. Warehousing, Logistics and Distribution

Building or premise in which goods, merchandise or equipment are stored and frequent heavy trucking activity may occur. Open storage of material, or nuisances such as dust, noise, and odors may be part of this use.



Appendix: *West Mesa* INDUSTRIAL PARK MASTER PLAN

January 2021 **Working Draft**



1. APPENDIX

1.1 EXISTING ALLOWABLE LAND USES

TABLE 1. LAND USES ALLOWED M1/M2

Residential-related land uses	
Accessory uses and structures	Permitted
Greenhouse (noncommercial), garden shed or tool shed	Permitted
Recreational court, tennis, etc., private	Permitted
Residential-related land uses	
Brewery/winery	Permitted
Institutional land uses	
Community buildings—Uses	Permitted
Detention facility	Permitted
Library/museum	Permitted
Recreational land uses	Not Permitted
Retail land uses	Not Permitted
Service land uses	Not Permitted
Transportation, wholesale trade, warehousing and bulk storage land uses	
Distribution centers	Permitted
Freight-house/truck terminal	Permitted
Interstate warehouse/bulk storage facilities	Permitted
Railroad terminal/depot	Permitted
Trucking companies	Permitted
Wholesale trade, any product	Permitted
Manufacturing and related land uses	

TABLE 1. LAND USES ALLOWED M1/M2

Apparel and other textile products—Clothing	Permitted
Brooms, brushes and vacuums	Permitted
Chemical and allied products	Permitted
Construction yard or building(s), temporary	Permitted
Cottage industry—Retail or service	Permitted
Crematorium	Permitted
Dyeing and engraving establishments	Permitted
Electrical and electronic equip. (computers)	Permitted
Extraction of raw materials	Permitted
Fabricated metal products	Permitted
Food and kindred products	Permitted
Furniture and fixtures	Permitted
Frozen food lockers	Permitted
Glass cutting and finishing	Permitted
Jewelry, silverware, and plated ware	Permitted
Laboratories (medical/dental/R and D)	Permitted
Leather products	Permitted
Machinery, except electrical	Permitted
Manufactured buildings	Permitted
Metal work and machine shop	Permitted

TABLE 1. LAND USES ALLOWED M1/M2

Motion picture production theater/studio	Permitted
Musical instruments	Permitted
	Permitted
	Permitted
Needles, pins and fasteners	Permitted
Paper and allied products	Permitted
Petroleum and coal products	Permitted
Primary metal industries	Permitted
Printing and publishing	Permitted
Retail trade, business service establishment or offices, any type	Permitted
Rubber and plastic products	Permitted
Signs and advertising	Permitted
Stone, glass and clay products	Permitted
Storage boxes	Permitted
Textile mill products (carpets, rugs, hosiery, threads)	Permitted
Tobacco manufacturing	Permitted
Toys, and sporting goods, dolls, games	Permitted
Transportation equipment	Permitted
Upholstery shop (vehicle and furniture)	Permitted
Writing utensils (pens/pencils/inked ribbons)	
Utility land uses	
Recycling centers	Permitted
Land uses allowed with conditions	
Residential land uses	
Detached, site-built, single-family dwelling unit	Conditional
Dwelling use (non-primary)	

TABLE 1. LAND USES ALLOWED M1/M2

Manufactured dwelling unit	
Residential-related land uses	
Home occupation	
Storage of recreational vehicles and motor vehicle appurtenances	
Swimming pool, private	
Temporary uses	
Institutional land uses	
Child care or preschool	
School, college or university	
School, commercial, trade or technical	
Recreational land uses	
Archery range—Indoor	
Firing range—Indoor	
Park	
Swimming pool, commercial or public	
Retail land uses	
Auto/truck repair and service	
Large equipment repair and service (non-vehicular)	
Large equipment repair and service (vehicular)	
Petroleum/propane sales	
Transportation, wholesale trade, warehousing and bulk storage land uses	
Above ground storage tanks for flammable and combustible liquids and LP gas	
Manufacturing and related land uses	
Construction yard or building(s), temporary	



TABLE 1. LAND USES ALLOWED M1/M2

<i>Contractor's yard (building/ electrical/mechanical/roads/ utilities)</i>	
<i>Cottage industry—Retail or service</i>	
<i>Retail trade, business service establishment or offices, any type</i>	
Utility land uses	
<i>Antenna, towers, communication structures, and other vertical structures</i>	
<i>Face mount (attached to primary use)</i>	
<i>Public/private utility installation</i>	

WORKING DRAFT

2. APPENDIX

WORKING DRAFT

Draft Report

West Mesa Industrial Park Real Estate Analysis

The Economics of Land Use



Prepared for:

City of Las Cruces, New Mexico

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1. Introduction and Summary of Findings

This report summarizes the analysis and findings of Economic & Planning Systems (EPS) regarding real estate development conditions and potentials for West Mesa Industrial Park (WMIP) in Las Cruces, New Mexico. The report was prepared as input to an updated land use master plan for WMIP being completed by Dekker/Perich/Sabatini (D/P/S) under contract to the City of Las Cruces.

Background and History

The West Mesa Industrial Park (WMIP) is located on Interstate 10, directly south of Las Cruces International Airport, and approximately 10 miles west of downtown Las Cruces as shown in **Figure 1**. The Park includes approximately 1,820 acres of industrial zoning property.

The WMIP property was purchased by the City of Las Cruces in 1982 for the purpose of attracting manufacturing and other industrial tenants in order to provide economic development opportunities for the Las Cruces area. The City completed the West Mesa Industrial Park Master Plan and Development Strategy in 1996, and adopted, by ordinance the West Mesa Industrial Park Overlay Zone District in 1997. The Park is also included in the Las Cruces International Airport Operations Overlay Zone District.

Figure 1. WMIP within Las Cruces Region



The City initiated a Strategic Industries Project in 2019 intended to evaluate economic conditions and strengths in the Las Cruces economy and opportunities for future development at WMIP and the Airport. Market Street Services was retained by the City to conduct this assessment. The conclusions of the Phase I Economic Assessment and Target Industries Opportunities Report indicate that WMIP has a comparative advantage in three identified target industries: aerospace, aviation, and military/defense; value added agriculture; and advanced manufacturing. The Phase 2 Implementation Strategy identified recommended next step actions including completion of a new land use master plan and real estate analysis for the remaining vacant properties of the Park, collectively referred to as the WMIP Development Plan.

Project Study Area

WMIP includes approximately 1,820 acres of developed and undeveloped parcels located both north and south of I-10 at the Crawford Boulevard interchange, and nearby properties located north of Frontage Road and South of Robert Larson Road with City-maintained streets and utilities as shown in **Figure 2**.

Figure 2. WMIP Study Area



Scope of Work

The West Mesa Industrial Park Development Plan will include a land development master plan and real estate analysis to guide future development consistent with the recently completed Market Street Economic Assessment/Target Industries and Implementation Strategy Reports. The Land Use Master Plan will identify the appropriate land use mix, zoning, public improvements, and desired ancillary facilities and amenities to support the on-site workforce. The Plan will also include an implementation strategy addressing a sales and marketing program for the Park.

This Real Estate Development Analysis provides inputs to the Development Plan land use mix and site plan based on the recently completed market analysis studies, targeted market research on national trends in industrial park development, and lessons learned from successful industrial and business parks in the larger region. The report is presented in five sections following this Introduction and Summary of Findings as outlined below:

- **Economic and Market Framework** – This chapter provides an analysis of industrial development trends in the Las Cruces region over the 2000 to 2020 time period, as well as a forecast of industrial space demand based on regional employment growth. This analysis provides a baseline of industrial demand under current conditions.
- **WMIP Development Conditions** – This chapter of the report provides a summary of existing development conditions at WMIP including data on land sales and availability, existing building and tenant inventory, existing market studies, and current economic development partnerships.
- **Regional Industrial Development** – This chapter includes a compilation of other economic development activities in Dona Ana County and other nearby locations, as well as a review of successful airport industrial parks in the larger region. A summary of findings relevant to WMIP are included.
- **WMIP Development Strategy** – This chapter provides recommendations on an overall development strategy for WMIP including direction on the type and mix of land uses and businesses most likely to be successful. Recommended inputs to the site plan are made based on the requirements of the prospective business mix, including lot sizes, amenities, speculative building space, and infrastructure investments.
- **Implementation Plan** – The implementation plan will include strategies and actions for attracting the desired industries and businesses. This section will be added to a later report.

Summary of Findings

- 1. The City of Las Cruces has accounted for an average of approximately 106,000 square feet of industrial space per year or 40 percent the regional total.***

Over the last 20 years, a total of 73 buildings with 2.1 million square feet of industrial space have been built in the Las Cruces MSA, which equates to an average of 106,251 square feet per year. Approximately 1.46 million, or over two-thirds, of new industrial space since 2000 is located in Santa Teresa with an average project size of 146,000 square feet driven by the large distribution and warehouse facilities located at the port of entry to Mexico. The City of Las Cruces accounted for 359,526 square feet, or 17 percent of total new square footage, with a much smaller average project size of 9,987 square feet.

- 2. Based on historical capture rates, Las Cruces would require approximately 200 acres of industrial land to accommodate projected employment growth using industrial space over the 2020 to 2045 time period.***

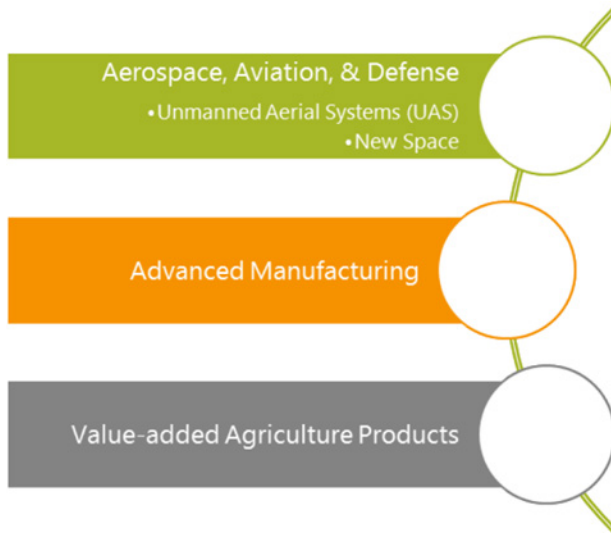
This forecast is based on projected employment growth (at the rate of growth over the 2000-2020 time period) and the estimated portion of employment housed in industrial type space. This is a "baseline demand forecast" assuming future demand continues at historical growth rates. As discussed on the report, investment in WMIP as well as other economic development efforts now underway can provide an opportunity to capture greater industrial employment in the City at the industrial park.

- 3. West Mesa Industrial Park has ample land to accommodate future industrial demand.***

WMIP has approximately 1,800 total acres. The City has sold or leased 680 of the Park's available land, 250 of which are developed for warehousing, distribution, general manufacturing, aerospace and technology related industries. Currently, there are 19 industrial park tenants occupying 811,000 square feet of building space located on 27 parcels totaling approximately 340 acres. WMIP has approximately 1,418 acres of undeveloped land that is platted in lots ranging from less than 1 acre to over 300 acres.

- 4. The 2019 Economic Assessment and Target Sector Opportunities Study identified three industries to be targeted for future development on WMIP.***

The economic studies completed by Market Street Services evaluated economic conditions in the Las Cruces and Dona Ana County economy and identified high potential industries to be targeted for future development on WMIP, as well as at Las Cruces International Airport. Based on WMIP's location and the region's economic development and workforce assets, Market Street recommends that the City focus on three main industries for growth at the industrial park and airport; Aerospace, Aviation, Defense (including two niches – NewSpace and Unmanned Aerial Systems (UAS)); Advanced Manufacturing; and Value added Agricultural Products.



5. *Five airport industrial parks in the region were surveyed for factors of success that can be applied to WMIP.*

The five industrial/business parks on or adjacent to an operating airport include Salina Airport industrial Center, Salina, KS; Gateway Industrial Center, Mesa, AZ; Peak Innovation Park, Colorado Springs, CO; TransPort Colorado, Aurora, CO; and El Paso Airport Industrial Parks, El Paso, TX. Also profiled are two industrial parks in smaller city markets, Priest River in Priest River, ID and Gateway in Boise, ID. Observations of relevance to WMIP are summarized:

- Two airport parks (Salina and Gateway) are located on former USAF bases with existing hangars and other buildings that can be repurposed for private development.
- All of the parks surveyed, with the exception of Priest River, have some amount of building space available for lease or purchase.
- Recent industrial development, both nationally as well as in the parks surveyed, is predominately logistics space and not manufacturing space.
- Most of the parks contain a mix of other land uses including office and flex, and in two cases also have higher education facilities on site.
- WMIP's greatest competition for industrial development in the region is El Paso including its three Airport Industrial Parks.
- Each of the industrial parks surveyed has a dedicated website with contact information on sales and leasing.

6. Targeted development in Aviation, Defense, and Aerospace at WMIP is expected to be primarily within the UAS niche.

The interviews with aviation and space industry leaders in the region were more optimistic about WMIP’s prospects for UAS than for NewSpace. The PSL test site for UAS is one of seven designated test sites in the country. This is a growing industry with an opportunity to increase testing locally as well as to attract new companies manufacturing UAS products and services. The UAS industry is dominated by smaller companies and startups, which fits within Las Cruces’ economic development strengths. By contrast, although WMIP is located in a region with significant aerospace and NewSpace testing, industry experts were less optimistic about WMIP’s ability to capitalize on aerospace or defense related activities centered at WSMR, Spaceport America, and the El Paso military bases. WMIP is not close to these facilities and there is ample and better located space available.

7. Las Cruces will need to pursue multiple industry sectors to achieve its economic development goals and development objectives for WMIP.

A more proactive and targeted economic development program to market and promote development can be expected to generate additional development beyond historical capture rates. However, even the most aggressive forecasts would suggest that it will be important for WMIP to pursue the multiple markets identified herein in order to maximize the creation and attraction of new jobs to the region, and to maximize land sales at the Park. A forecast of the specific capture rates for the targeted industries is not possible based on the lack of any significant trend data to base it on. For purposes of land planning, the recommended mix of development is as follows:

- Aviation manufacturing and testing (UAS focused) 15%
- Value added agriculture manufacturing 25%
- General manufacturing and production 25%
- Warehouse and distribution 25%
- Construction related and other 10%

8. WMIP should be configured into separate districts or subareas with lot sizes and utilities required to support targeted development.

- WMIP north of I-10 should be marketed to aviation related manufacturing, testing, and maintenance companies. These uses are expected to be primarily UAS related. To actively market these uses, water and wastewater distribution lines should be put in place to make an increment of lots for sale immediately developable.
- The aesthetics of the Park would be improved if outdoor storage uses were limited to designated areas. A section of the Park for construction related businesses and distribution uses with significant outdoor storage should be located in a defined area away from the main entryways.

- Manufacturing uses (value added agriculture and general) are anticipated to account for the majority of future development, and a section of the Park should be designated for these uses that tend to require larger lots. The western portion of the Park has vacant lots from 7 to 15 acres and could be opened up for these uses with a new designated entryway at Rea Boulevard off of Robert Larson. It would also be beneficial to extend Alliance Drive north to Robert Larson to complete a grid of streets and provide better overall circulation.

9. *The development strategy for WMIP should include a more proactive sales and marketing program.*

The City should designate a sales manager for economic recruitment and marketing and sales of property. This individual should report to the Director of the Economic Development Department in a similar manner than the Airport. The land sales process should also be streamlined. It is recommended that the City provide a base sales price and list this pricing on its website and authorize the director of sales negotiate sales with approvals by the EDPRC. The WMIP should have its own dedicated website with information on lots for sale, sales pricing, utilities, and economic incentives, and a contact name, phone number and email for the person in charge of sales. Additionally, the City should create industry specific brochures for its three target industries that are a priority for development and recruitment and advertised and shown on the WMIP website.

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2. Economic and Market Framework

This chapter of the report presents a summary of industrial development trends and conditions in the Las Cruces MSA region comprised of all of Dona Ana County including data on development over the 2000 to 2020 time period and current rents and vacancy rates. Also included is a projection of future industrial space needs based on employment forecasts for the 2020 to 2040 time period.

Existing Industrial Space

Over the last 20 years, a total of 73 buildings with 2.1 million square feet of industrial space have been built in the Las Cruces MSA, which equates to an average of 106,251 square feet per year, as shown in **Table 1**.

Approximately 1.46 million, or over two-thirds, of new industrial space since 2000 is located in Santa Teresa, with an average project size of 146,000 square feet. This is driven by the large distribution and warehouse facilities located at the port of entry to Mexico serving the Maquiladora manufacturing facilities located south of the border.

The City of Las Cruces accounted for 359,526 square feet, or 17 percent of total new square footage, with a much smaller average project size of 9,987 square feet. Sunland Park, in the southeastern portion of the County near the U.S.-Mexico border, accounted for 209,581 new square feet.

Table 1. Las Cruces Region Industrial Sizes, 2000-2020

Description	Projects	Total Sf	Range	Avg Sq. ft
Year				
2000	11	451,604	2,250-224,000	41,055
2001	5	381,697	5,944-333,800	76,339
2002	2	34,540	11,000-23,540	17,270
2003	7	410,747	3,781-184,795	58,678
2004	5	32,310	4,260-8,400	6,462
2005	5	54,074	6,000-15,105	10,815
2006	8	215,482	5,000-140,920	26,935
2007	7	100,372	4,949-30,000	14,339
2008	8	99,805	1,900-25,000	12,476
2009	6	36,942	3,150-12,652	6,157
2010	1	40,000	40,000-40,000	40,000
2011	1	14,725	14,725-14,725	14,725
2012	1	7,500	7,500-7,500	7,500
2013	1	4,900	4,900-4,900	4,900
2014	1	7,800	7,800-7,800	7,800
2015	0	0	--	N/A
2016	0	0	--	N/A
2017	1	216,000	216,000-216,000	216,000
2018	1	5,000	5,000-5,000	5,000
2019	<u>2</u>	<u>11,520</u>	<u>1,440-10,080</u>	<u>5,760</u>
Total	73	2,125,018		
Area				
Subtotal Las Cruces	36	359,526	1,900-40,000	9,987
Subtotal Santa Teresa	10	1,460,180	5,487-333,800	146,018
Subtotal Sunland Park	18	209,581	2,444-30,000	11,643
Subtotal Other	<u>9</u>	<u>95,731</u>	3,150-25,000	<u>10,637</u>
Total	73	2,125,018		29,110

Source: Costar; Economic & Planning Systems

Industrial rents in the City of Las Cruces averaged \$3.94 per square foot in 2020 but there is significant variation based on the age of buildings. As shown in **Table 2**, rents for industrial buildings built since 2000 range from \$4.75 per square foot for larger buildings to around \$10.00 per square foot for smaller, and newer buildings.

Table 2. Las Cruces Industrial Rents, 2020

Address	Year Built	Sq. Ft	2020 Avg. Rent
2800 Airport Rd	2000	224,000	\$5.00
100 Lindbergh Dr	2000	67,781	\$5.50
101 Lindbergh Dr	2001	333,800	\$4.75
780 W Palms	2002	11,000	\$9.00
301 Avenida Ascension	2003	184,795	\$4.75
112 Westgate St	2004	8,400	\$7.25
100 Blue Sky Ln	2005	6,820	\$7.00
401 Avenida Ascencion	2006	140,920	\$4.75
8861 Trigg Loop	2007	7,500	\$8.00
1640 Hickory Loop	2008	24,100	\$7.00
2050 W Hadley Ln	2009	12,652	\$9.50
9030 Advancement Ave	2010	40,000	\$7.25
10990 Bataan Memorial	2011	14,725	\$5.00
256 W Las Cruces Ave	2012	7,500	\$5.75
961 Sand Castle Ave	2013	4,900	\$7.75
406 Roundtree Pl	2014	7,800	\$7.50
750 Industrial Ave	2017	216,000	\$5.00
2601 W Hadley Ave	2018	5,000	\$6.00
1925 Appaloosa Dr	2019	10,080	\$10.00

Source: Costar; Economic & Planning Systems

Industrial land values in the Las Cruces MSA are as low as \$36,000 per acre (\$0.85 per square foot) at West Mesa Industrial Park. Smaller and more centrally located industrial sites range from \$3 to \$5 per square foot. Well located commercial sites in Las Cruces are priced in the \$10 to \$15 per square foot range for 1 to 3 acre parcels. Recent professional office parcel sales are similar at \$11 to \$13 per square foot for 1 to 2 acre sites.

Industrial Space Demand

Employment growth can be used to estimate the demand for industrial space. EPS analyzed Bureau of Labor Statistics (BLS) and New Mexico Department of Workforce Solutions (NMDWS) employment data from 2005 to 2020 to create a 25 year projection. Dona Ana County employment grew from 65,200 in 2005 to 71,100 in 2020, which equates to an annual growth rate of 0.8 percent. The New Mexico Workforce Commission projects this trend to continue through 2026. Based on a continuation of these trends, Dona Ana County is estimated to add 16,058 wage and salary jobs by 2045 to reach 89,466 jobs, as shown in **Table 3**. These employment projections were apportioned to NAICS sectors based on the 2020 share of employment, assuming that each sector's share of total employment was to remain constant.

In addition to BLS wage and salary employment, 27 percent of total private employment in the County is sole proprietors according to data from the Bureau of Economic Analysis. Assuming the same rate of growth going forward, the County would add 5,939 sole proprietors by 2045. Total employment is estimated to reach 122,556 in 2040, which is an increase of 21,997 over 2020 totals as shown.

Table 3. Employment Forecast, Las Cruces MSA, 2020-2045

Description	2020	2045	2020-2045		
			Total	Ann. #	Ann. %
Agriculture, Forestry, Fishing & Hunting	2,416	2,945	529	21	0.8%
Mining	54	66	12	0	0.8%
Utilities	638	778	140	6	0.8%
Construction	4,079	4,971	892	36	0.8%
Manufacturing (31-33)	2,764	3,369	605	24	0.8%
Wholesale Trade	1,423	1,734	311	12	0.8%
Retail Trade (44-45)	7,281	8,874	1,593	64	0.8%
Transportation and Warehousing (48-49)	2,283	2,782	499	20	0.8%
Information	658	802	144	6	0.8%
Finance and Insurance	1,522	1,855	333	13	0.8%
Real Estate and Rental and Leasing	827	1,008	181	7	0.8%
Professional and Technical Services	3,713	4,525	812	32	0.8%
Management of Companies and Enterprises	90	110	20	1	0.8%
Administrative and Waste Services	3,289	4,008	719	29	0.8%
Educational Services	10,587	12,903	2,316	93	0.8%
Health Care and Social Assistance	15,755	19,201	3,446	138	0.8%
Arts, Entertainment, and Recreation	1,214	1,480	266	11	0.8%
Accommodation and Food Services	7,668	9,345	1,677	67	0.8%
Other Services, Ex. Public Admin	1,237	1,508	271	11	0.8%
Public Administration	5,910	7,203	1,293	52	0.8%
Total, All Industries	73,408	89,466	16,058	642	0.8%
Proprietors¹	<u>27,151</u>	<u>33,090</u>	<u>5,939</u>	<u>238</u>	0.8%
Total	100,559	122,556	21,997	880	0.8%

Note: The New Mexico Workforce Commission projects 0.7% annual employment growth in the Las Cruces MSA from 2016-2026

¹ 27% of private employment (BEA)

Source: QCEW; BEA; Economic & Planning Systems

Industrial Space Forecasts

This section estimates future demand for employment space in the Las Cruces MSA based on the forecasts for employment growth. The demand for new space can be estimated by multiplying growth in employment by average square feet of space per employee by type of space. The estimated percent of employment accommodated in Office, Industrial, Research and Development, Retail, and Hotel space is shown in **Table 4**. The other category includes employees in institutional settings such as schools and hospitals as well as employees in field settings. Industrial space users are estimated to occupy 750 square feet while office employees are estimated to occupy 250 square feet, retail employees 350 square feet, accommodation employees 300 square feet, and institutional employees 750 square feet.

Table 4. Employment Allocation to Development Type

NAICS Classification	Office	Industrial	Retail Trade / Commercial	Accom. and Food Services	Institutional	Employees with Total No Space Demand	
Agriculture, Forestry, Fishing & Hunting	0.0%	25.0%	0.0%	0.0%	0.0%	25.0%	75.0%
Mining	0.0%	25.0%	0.0%	0.0%	0.0%	25.0%	75.0%
Utilities	10.0%	50.0%	0.0%	0.0%	0.0%	60.0%	40.0%
Construction	10.0%	30.0%	0.0%	0.0%	0.0%	40.0%	60.0%
Manufacturing (31-33)	0.0%	75.0%	0.0%	0.0%	0.0%	75.0%	25.0%
Wholesale Trade	0.0%	75.0%	0.0%	0.0%	0.0%	75.0%	25.0%
Retail Trade (44-45)	0.0%	0.0%	90.0%	0.0%	0.0%	90.0%	10.0%
Transportation and Warehousing (48-49)	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	50.0%
Information	50.0%	10.0%	0.0%	0.0%	0.0%	60.0%	40.0%
Finance and Insurance	70.0%	0.0%	10.0%	0.0%	0.0%	80.0%	20.0%
Real Estate and Rental and Leasing	30.0%	0.0%	20.0%	0.0%	0.0%	50.0%	50.0%
Professional and Technical Services	50.0%	15.0%	15.0%	0.0%	0.0%	80.0%	20.0%
Management of Companies and Enterprises	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%
Administrative and Waste Services	50.0%	20.0%	10.0%	0.0%	0.0%	80.0%	20.0%
Educational Services	20.0%	0.0%	10.0%	0.0%	60.0%	90.0%	10.0%
Health Care and Social Assistance	30.0%	0.0%	0.0%	0.0%	60.0%	90.0%	10.0%
Arts, Entertainment, and Recreation	10.0%	20.0%	20.0%	0.0%	0.0%	50.0%	50.0%
Accommodation and Food Services	0.0%	0.0%	0.0%	80.0%	0.0%	80.0%	20.0%
Other Services, Ex. Public Admin	25.0%	25.0%	25.0%	0.0%	0.0%	75.0%	25.0%
Public Administration	30.0%	10.0%	0.0%	0.0%	50.0%	90.0%	10.0%
Proprietors	25.0%	0.0%	0.0%	0.0%	0.0%	25.0%	75.0%
Weighted Average	20%	12%	13%	8%	26%	79%	

Source: Economic & Planning Systems

The estimated space demand for office and industrial, retail, accommodation, and institutional space in Dona Ana County is shown for 2020 to 2045 in **Table 5**. In 2045, demand for industrial space is estimated at 8.1 million square feet, an increase of 1.45 million square feet over the current level, which equates to an increase of 58,181 square feet annually. Demand for office space is projected to grow by 1.17 million square feet, demand for retail space by 717,000 square feet, demand for accommodation space by 402,000 square feet, and demand for institutional space by 3.07 million square feet.

Not all of this space will be located in the City of Las Cruces. Recent Development trends are used to estimate the amount of space likely to be captured in the future. The City is expected to capture 95 percent of countywide growth in office space. Based on this assumption, Las Cruces can be expected to build 1.1 million square feet of space over the next 25 years or approximately 44,700 square feet per year.

As is the case with office space, accommodation and institutional space are primarily located in the City of Las Cruces or close to the city (NMSU is adjacent to but outside the city). The City area is expected to capture 90 percent of accommodation space and 80 percent of institutional space. This equates to 153,000 additional square feet of accommodation space and 2.46 million additional square feet of institutional space.

Industrial space is more dispersed in the County with a large amount of space, particularly warehouse and distribution space, concentrated in Santa Teresa near the Port of Entry. Las Cruces currently has 40 percent of the county's industrial employment. Holding this ratio constant, industrial employers are expected to reach an additional 581,806 square feet of space between 2020 and 2045 or approximately 23,000 square feet per year as shown.

Table 5. Space Demand by Type, Dona Ana County and City of Las Cruces, 2020-2045

Description	2020	2045	2020-2045			
			Total	Ann. #	Ann. %	
Dona Ana County						
Office	5,373,869	6,549,411	1,175,542	47,022	0.8%	
Industrial	6,649,163	8,103,676	1,454,514	58,181	0.8%	
Retail Trade / Commercial	3,278,485	3,995,658	717,173	28,687	0.8%	
Accom. and Food Services	1,840,320	2,242,893	402,573	16,103	0.8%	
Institutional	<u>14,070,150</u>	<u>17,148,016</u>	<u>3,077,866</u>	<u>123,115</u>	<u>0.8%</u>	
Total	31,211,987	38,039,654	6,827,667	273,107	0.8%	
Las Cruces						
	City Capture					
Office	95%	5,105,176	6,221,940	1,116,765	44,671	0.8%
Industrial	40%	2,659,665	3,241,471	581,806	23,272	0.8%
Retail Trade / Commercial / Food Services		4,659,500		1,464,500	58,580	
Accommodation	90%	1,010,538	1,372,853	153,065	6,123	1.2%
Institutional	80%	<u>11,256,120</u>	<u>13,718,413</u>	<u>2,462,293</u>	<u>98,492</u>	<u>0.8%</u>
Total		24,690,999	24,554,677	5,778,428	231,137	

Source: Economic & Planning Systems

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The space demand forecasts are converted to land demand in **Table 6** using a floor area ratio (FAR) for each building type. Industrial space is estimated to be built at an average .10 FAR (0.10 square feet of building for every 1.0 square feet of land), while office is built on average at a 0.30 FAR, retail at 0.25, Accommodation at 0.50, and Institutional at 0.30. In addition, land demand is increased by a factor of 1.5 to allow for competition among sites and locations. Based on these factors, a total of 735 acres of land is estimated to be needed to absorb employment growth under the baseline scenario in Las Cruces to 2045: 128 acres for office development, 200 acres for industrial, 99 acres for retail and food service, 25 acres for accommodation, and 283 acres for institutional uses. A total of 1,116 acres of land is estimated to be needed to absorb employment growth under the baseline scenario in Dona Ana County as a whole, 501 acres of which is for industrial uses.

Table 6. Land Demand by Type, Dona Ana County, 2020-2045

Description	2020	2045	2020-2045		
			Total	Ann. #	Ann. %
Dona Ana County					
Office	617	752	135	135	0.8%
Industrial	2,290	2,791	501	20	0.8%
Retail Trade / Commercial / Food Services	452	550	99	4	0.8%
Accommodation	127	154	28	1	0.8%
Institutional	<u>1,615</u>	<u>1,968</u>	<u>353</u>	<u>14</u>	<u>0.8%</u>
Total	5,100	6,215	1,116	45	0.8%
Las Cruces					
Office	586	714	128	5	0.8%
Industrial	916	1,116	200	8	0.8%
Retail Trade / Commercial / Food Services	452	550	99	4	0.8%
Accommodation	70	95	25	1	1.2%
Institutional	<u>1,292</u>	<u>1,575</u>	<u>283</u>	<u>11</u>	<u>0.8%</u>
Total	3,315	4,050	735	29	0.8%

Source: Economic & Planning Systems

It is important to note that the above demand forecast is a “baseline” that estimates future demand on historical growth rates. To the extent that the City is successful in its economic development efforts, it is possible to increase overall demand and capture as is further discussed in the subsequent chapters.

3. WMIP Development Conditions

This chapter of the report reviews existing development conditions at WMIP including a data on the number of lots and acres of land that have been sold for development, as well as the amount of remaining undeveloped property that is available for future use. Also included is an inventory of existing buildings and the type and tenant mix in the Park. The findings of the Market Street reports regarding existing economic conditions in Las Cruces, WMIP opportunities and constraints, and target industries for future pursuit are then summarized. The chapter concludes with a review of current economic development partnerships within Dona Ana County and the larger South Central New Mexico region.

WMIP Existing Conditions

West Mesa Industrial Park is located eight miles west of downtown Las Cruces adjacent to Las Cruces International Airport. The City has sold or leased 680 of the park's available land, 250 of which are developed for warehousing, distribution, general manufacturing, aerospace and technology related industries.

Tenant Mix

West Mesa Industrial Park began development after completion of the West Mesa Industrial Park Master Plan and Development Strategy and Overlay Zone District in 1996 and 1997, respectively. Currently there are 19 industrial park tenants occupying 811,000 square feet of building space principally south of the Interstate 10 entrance as Crawford Drive. These existing tenants are located on 27 parcels totaling approximately 340 acres as shown in **Table 7**.

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Table 7. WMIP Existing Tenants

Lot	Tenant	Category	Land Area (Ac.)	Building Area (sf)	FAR
Existing Uses South of I-10					
77	Alaska Structures	Manufacturing	50.0	182,237	0.08
83	Blue Planet Water	Manufacturing	90.0	N/A	N/A
85	Green Valley Pecan Co	Ag/Distribution	10.0	76,420	0.18
84	Blue Planet Water	Manufacturing	10.0	46,000	0.11
94	Premier Distributing Company	Distribution	11.2	50,945	0.10
96	Certoplast N.A.	Distribution	10.6	40,000	0.09
98	Renegade Construction	Construction	5.0	3,830	0.02
99-101	Rio Grande Rentals	Distribution	10.3	23,707	0.05
102	Triple D Logistics	Trucking	5.0	23,540	0.11
105	Renegade Construction	Construction	3.8	2,433	0.01
107	Love's Truck Stop	Convenience/Gas	7.0	5,015	0.02
110-113, 117	F&A Dairy Products	Manufacturing	37.9	185,463	0.11
123	Warehouse	Warehouse	4.7	6,250	0.03
124	W&D Building	Warehouse	2.0	7,500	0.09
129	Alaska Structures	Manufacturing	11.2	112,650	0.23
130,131	X2nSat	Satellite Internet	12.6	N/A	N/A
137	Liberty Wire Products	Distribution	<u>15.0</u>	<u>45,030</u>	<u>0.07</u>
	Total		296	811,020	0.06
Existing Uses North of I-10					
59	Samson Equipment	Manufacturing	2.4	N/A	N/A
65	New Mexico Armory	Armory	43.00	N/A	N/A
	Total		45		

Source: Dona Ana County Assessor; Costar; Economic & Planning Systems

Existing development in WMIP contains primarily very low-density land-intensive uses. The overall land utilization within the developed portion of the Park is a 0.06 floor area ratio (FAR). The existing tenant mix includes 5 manufacturing, 5 warehouse/distribution, 2 construction, 1 technology, 1 trucking business, along with the Love's Gas Station and Convenience store at the Park's south entry. The largest tenants are 2 locally based manufacturing companies as summarized below:

- Alaska Structures** – This Las Cruces company manufactures fabric structures used for military base camps, maintenance facilities, expeditionary systems, and mobile field hospitals and medical facilities. The current COVID-19 pandemic has increased demand for their products and the company recently acquired a second facility within the Park. Alaska Structures now has two large buildings totaling 295,000 square feet located on 61 acres of land.



- **F&A Dairy Products** – This Las Cruces based company, with facilities in Las Cruces and Wisconsin, manufactures a variety of dairy products including mozzarella and provolone, and muenster cheeses. It was recently acquired by Saputo, Inc. an international Japan based food conglomerate. F&A Dairy occupies a 185,000 square foot manufacturing facility and owns five lots totaling 38 acres.



F&A Dairy Products

WMIP has approximately 1,418 acres of undeveloped land that is platted in lots ranging from less than 1 acre to over 300 acres as shown in **Table 8**. South of I-10, there is a total of 928 acres of vacant parcels, of which 14 lots totaling 74 acres are privately owned, with the remainder still owned by the City of Las Cruces. North of I-10, there are six lots with approximately 22 acres in private ownership and 21 parcels with over 468 acres of land in public ownership, primarily by the City.

Table 8. WMIP Vacant Parcels

Description	Number of Lots	Land Area (Ac.)
Vacant Land Privately Owned South of I-10	13	74
Vacant land Privately Owned North of I-10	6	22
Vacant Land Publicly Owned South of I-10	19	854
Vacant Land Publicly Owned North of I-10	21	468
Total	59	1,418

Source: City of Las Cruces; Costar; Economic & Planning Systems

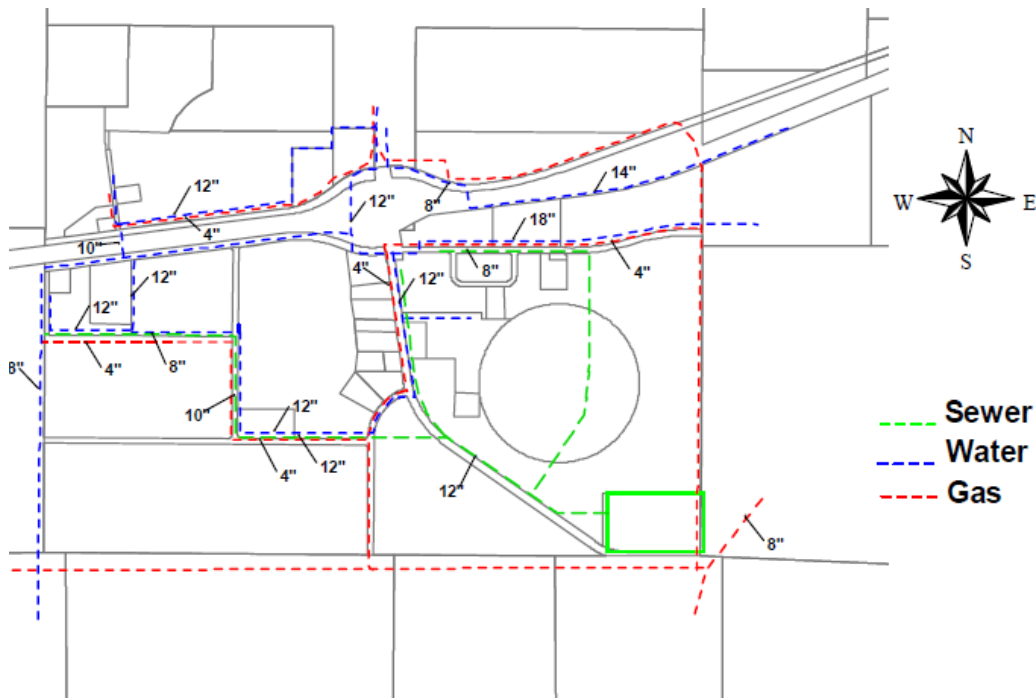
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Utilities

Water and sewer service at WMIP is provided by the City of Las Cruces. Natural gas is provided by Natural Gas Rio Grande Natural Gas Association, electrical service by El Paso Electric Company, and telephone and fiber optic cable by Century Link. The existing water, sewer, and natural gas distribution lines are shown in **Figure 3** and descibed in greater detail below.

Figure 3. WMIP Utility Distribution Lines



Water and sewer lines serve all of the existing park tenants south of I-10. Water lines have a minimum size of 12 inches with fire flow pressures of a minimum 2,000 gallons per minute. The City operates a wastewater treatment system with a 400,000 gallon per day treatment plant in the southeast corner of the industrial park. Natural Gas Service is provided by the Rio Grande Natural Gas Association with all parcels served by a minimum 4-inch poly gas mains with pressure exceeding 50 per square inch. The feeder main to the Park is an 8-inch steel high pressure line connected to a 31 inch interstate pipeline.

The north side of the Park is does not have a system of utility lines in place, with the exception of a mainline feed along Crawford Boulevard serving the Airport terminal building. Existing uses are on individual well and septic systems. The lack of a utility distribution system north of I-10 was identified as a constraint to development.

Sales and Marketing

The property is marketed and advertised through the Mesilla Valley Economic Development Alliance (MVEDA) which is the primary economic development organization for Dona Ana County and the Mesilla Valley. Inquiries from companies seeking an industrial site in the Las Cruces region most often contact MVEDA regarding available land and buildings and are provided information on the sites and facilities that fit their criteria and needs. MVEDA has information on available business and industrial properties including WMIP, Arrowhead Business and Research Park, Hatch Industrial Park, and Borderland Industrial Parks in Santa Teresa.

The WMIP is under the direction of the City of Las Cruces Economic Development Policy Review Committee (PRC) and is administered by the Department's Land and Real Estate Section who receive and process inquiries for property. WMIP does not, as yet have its own web site with a property brochure, details on property for sale, or contact information. The process of buying or leasing land at WMIP is, compared to competitive locations, slow and not fully transparent to prospective buyers. There are maps of both North and South of I-10 showing the lots that are available for sale including acreage. There is no listed pricing for the lots. Offers are accepted and past sales and/or appraisals for similar lots are used as a starting point pending appraisals of the specific sites. As specified in the Municipal Code, two appraisals are needed if the total value is in excess of \$150,000, and one is needed if the value is lower. Also, as specified in the Code, all sales need to be approved by City Council, and if the land value is excess of \$25,000, it has to be by Ordinance.

Economic Incentives

Local Economic Development Act – Businesses generating net new primary sector jobs have been eligible for NM Local Economic Development Act (LEDA) grants which further reduces the cost of entry. LEDA provides grants to help eligible economic development-based businesses pay for land, buildings, and infrastructure to relocate or expand. Eligible businesses include most manufacturing and warehousing and distribution of agriculture or mining products. All LEDA grants are also required to be approved by City Council by Ordinance.

Foreign Trade Zone – Three sub-zones of the Dona Ana County Foreign Trade Zone No. 197 are located in WMIP. There is a 43-acre zone in the northwest quadrant contiguous to the airport for aviation and airport-related businesses; in the northwest quadrant, there is a 23-acre zone to serve existing industries; and south of Interstate 10, there is a 150-acre zone. This area is designated for a variety of industrial uses, including warehousing. A foreign trade zone (FTZ) is a designated area under the supervision of U.S. Customs and Border Protection in which foreign merchandise is not subject to duties or excise taxes. Duties are only paid on merchandise upon leaving the FTZ and entering U.S. territory, at which point the user/business has the option of paying duties on either the foreign raw materials or on the finished product. Goods that are re-exported from an FTZ are not subject to any duties. The primary benefit of FTZs is to make American businesses more competitive by lowering the tariff burdens on imported raw materials and exported finished products.

Opportunity Zone – WMIP is located in a qualified Opportunity Zones (OZ). The opportunity zone program is a business and real estate tax incentive program established by the 2017 Tax Cuts and Jobs Act. The OZ program targeted economically distressed and undercapitalized areas with the goal of spurring investment and job growth. The program provides individual or institutional investors with certain tax benefits for unrealized capital gains. To qualify, investors must place capital gains into a Qualified Opportunity Fund (QOF) in an investment in an OZ and are entitled to the following tax benefits:

- Investors with existing assets may place the accumulated capital gains into a QOF and defer taxes on the capital gains until 2026 or until the asset is disposed of.
- Investors' basis on the original investment increases by 10 percent if capital gains are placed in a QOF for at least 5 years, and 15 percent if capital gains are placed in a QOF for at least 7 years.
- Investors are exempted from taxes on capital gains that accrue after investment in a QOF if the investment is held for at least 10 years.

Market Street Report Findings

The Phase 1: Economic Assessment and Target Sector Opportunities Study completed by Market Street Services in 2019 evaluated economic conditions in the Las Cruces and Dona Ana County economy and identified high potential industries to be targeted for future development on WMIP, as well as at Las Cruces International Airport (ELP). The overall goal and purpose for the study was to identify opportunities for job creation and diversification in the local economy. The findings contained in the Market Street report are summarized below and represent a starting point for this Real Estate Analysis that provides recommendations and an overall development strategy and prospective business mix and specific inputs to the land use master plan including recommendations on lot sizes, amenities, speculative building space, and infrastructure investments.

Economic Assessment

The Economic Assessment covers a broad range of indicators for the City of Las Cruces and the Las Cruces MSA region, which comprised of all of Dona Ana County. The assessment tracks the historical performance and competitiveness of a number of metrics of importance to economic development including population growth, workforce quality, income growth, employment composition, and occupational competencies. The major findings are summarized below.

- **Population** – The Las Cruces MSA grew rapidly over the 1970 to 2010 time period exceeding the growth rate of the state in every decade. However, since the Great Recession, population growth has slowed considerably within the city and MSA adding only 7,500 residents since 2010.
- **Age Distribution** – The Las Cruces region has a relatively young population with 28.3 percent of the total under the age of 20 and another 10.6 percent between 20 and 25, which should thus provide an ample supply of young workers. The presence of almost 22,000 students at NMSU and Dona Ana Community College contribute to this concentration.
- **Labor Force** – Similar to population, the labor force has been growing slowly, and has been losing NMSU grads who are moving to larger metro markets for job opportunities. Since 2010, the region has experienced a net outflow of more than 6,000 employed persons, many of them college graduates with marketable technical skills. The labor force participation rate is below average at 59.3 percent compared to 63.4 percent nationally.
- **Workforce Skills** – The number of workers with a Bachelors' degree or higher is 24.9 percent which lower than both the state and national average. It has also dropped 1.4 percent in the last five years. This was identified as an area of concern, as the availability of a skilled workforce has emerged as the top site selection factor emerging in importance above labor costs, tax rates, economic incentives and lease rates. On the positive side, the high school graduation rate is 86.2 percent, which is 12 percent higher than the statewide average, and contributed to by innovative programs including Arrowhead Park Early College High School and Arrowhead Park Medical Academy.

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- **Poverty Rate** – In 2017, the Las Cruces area poverty rate was 26.3 percent, while the youth poverty rate was 37.5 percent – roughly double the national average. These standards of living are closely linked to the perception of the region’s economic prosperity and prospects for business attraction and also an area of concern in terms of perception of the region’s attractiveness for economic development.
- **Employment Concentration** – Government sector jobs, including NMSU as well as other federal and state jobs, account for 23 percent of total employment. A measure of employment strength is the location quotient (LQ), which is the percent of employment by NAICS sector compared to the nation. The highest LQs in the Las Cruces region are Agriculture and Forestry (3.95), Government (1.56), Utilities (1.46), and Health Care (1.44). The industries with the lowest LQs are Manufacturing (0.40), Management (0.04), and Finance and Insurance (0.58).
- **Occupational Composition** – The LQ can also be applied to the workforce by skill set. The highest local concentrations are Farming, Fishing, and Forestry with a 4.0 LQ, Protective Sciences with a 1.67 LQ, Life, Physical, and Social Sciences with a 1.5 LQ, and Education with a 1.4 LQ. The occupations underrepresented include Production at 0.45 LQ, Computer and Math at 0.70 LQ, and Transportation and Materials at 0.64 LQ.

SWOT Analysis

The economic assessment included a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Constraints) of the regional economy, and of WMIP specifically, as summarized below.

Strengths and Opportunities

- Proximity to White Sands Missile Range, Spaceport America, 2 military bases, and the Mexican Border.
- NMSU as a location of one of 16 Centers of Excellence nationally for Unmanned Aircraft Systems (UAS).
- NMSU Physical Science Lab (PSL), one of 7 FAA-approved UAS test sites.
- Superior interstate highway access at the junction of I-10 and I-25.
- Availability of land at WMIP served by water and electricity.

Weaknesses and Constraints

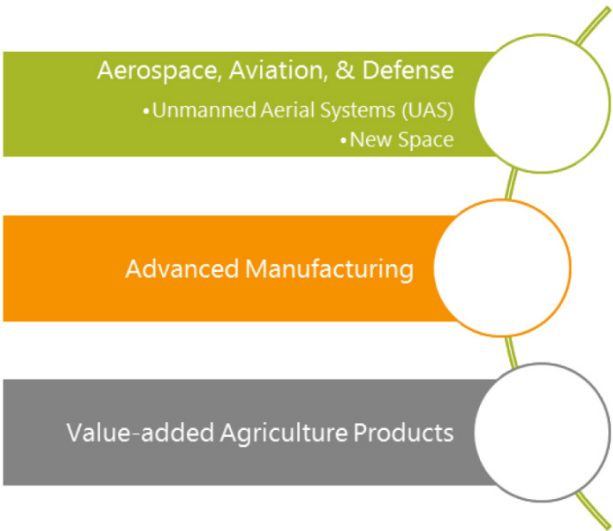
- Lack of available industrial buildings at WMIP for sale or lease.
- Lack of a wastewater treatment plant and collection lines in WMIP.
- Slow internet speeds and lack of high-speed fiber availability.
- Poor aesthetics and signage.
- Lack of food and lodging options.
- Loss of commercial air service.
- Process and timeframe for parcel sales and permits.

Target Industries

According to Market Street, target industries are those segments of the economic base where a competitive advantage exists, prospects for future growth are the greatest, and return on investment is likely highest. A target can be a single business sector with high growth potential or a cluster of businesses in related sectors.

Based on WMIP’s location and the region’s economic development and workforce assets, Market Street recommends that the city focus on three main industries for growth at the industrial park and airport; Aerospace, Aviation, Defense; Advanced Manufacturing; and Value added Agricultural Products.

Figure 4. Recommended Target Industry Sectors



Aerospace, Aviation and Defense

This sector includes production, operations, and aviation related services including manufacturing, maintenance, R&D, and other activities related to air and space travel. The target includes two specific niches for Las Cruces, NewSpace and Unmanned Aerial Systems (UAS).

The location of the major aerospace institutions within a 60-mile radius is a competitive advantage for the City and its workforce, and potentially an opportunity for WMIP and the Airport. Aerospace activity in the region dates to World War II when White Sands Missile Range (WSMR) was established. WSMR continues to support defense and space exploration programs for NASA and the military including testing for hazardous materials, components, and composite pressure systems. Activity at WSMR has also attracted a number of national defense contractors to the region, including Jacobs, Boeing, General Dynamics, Raytheon, Honeywell, and Virgin Galactic, in addition to government and military research centers affiliated with NASA and NMSU. Spaceport America was also attracted to the region and is the first private sector commercial space facility developed in the country.

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NMSU's Physical Science Lab (PSL) was started in 1946 in response to growth in space and rocket activities and has grown to become a leader in sub-orbital platforms, intelligence community support, NASA exploration and experimentation, homeland security testing, and advanced weapons/countermeasures development. The UAS test site associated with PSL is one of seven FAA designated test sites in the country.

Although these facilities are located in the region, they have not generated a significant number of jobs locally to date. There is a total of approximately 580 private sector jobs in Aerospace, Aviation, and Defense in the Las Cruces MSA (as of 2018), which represents less than one percent of total employment in the region. Historically, the aerospace industry has been highly concentrated in a few locations including Seattle, Wichita, and Southern California. In recent years there has been some decentralization to other locations including Cincinnati, Charleston, Oklahoma City, and Waco, Texas.

According to Market Street, the region's strengths for the Aerospace and Defense are greater than the employment data suggests. Many of the jobs in this industry are military and other public sector jobs that are classified in the Government NAICS system. The region also has considerable upside potential for growth, a key target industry factor. The UAS Test Site operations are also a strong niche. Other factors contributing to its inclusion as a target sector are the region's moderate year-round climate; available air space for testing; regional and statewide economic development and incentive support for the industry; and technical higher education programs in aerospace at NMSU and DACC.

What is not fully addressed in the Market Street report is how WMIP can best capitalize on this opportunity. PSL's UAS testing activities is identified as a niche with an on-site activity at the Airport; however, the current on-site presence is one 15,000 square foot hangar at the Airport with two on-site employees. Tapping into spinoff aerospace, aviation, and defense activities centered at WSMR or Spaceport is more challenging as there is abundant space for related activities to occur at or closer to these centers.

Advanced Manufacturing

“Because manufacturing is an important source of wealth to the region and the manufacturing sector provides quality job opportunities for individuals at various education levels, Market Street suggests that Advanced Manufacturing is a target for investment in West Mesa Industrial Park and Airport.”

Manufacturing has been a shrinking sector in the U.S. for several decades due to multiple factors including global competition, labor cost differentials, trade agreements such as NAFTA, and automation, to name just a few. There have been some positive signs that selected industries are experiencing growth. According to EMSI, U.S. manufacturing grew by 3.0 percent in 2017-2019, adding 357,000 jobs. Some forecasts are expecting additional growth due to re-shoring or on-shoring manufacturing operations, spurred by the current administration's trade and tariff policies and exacerbated by the impact of the Covid-19 pandemic on international trade.

The manufacturing sector is less concentrated in the Las Cruces region than the national average as shown by the relatively low LQs for the six-digit NAICs categories with a local presence. In 2018, there were 2,317 manufacturing jobs locally which is 3.3 percent of total wage and salary jobs and well below the national average of 7.9 percent. And although manufacturing has a below average concentration of jobs, it is the top source of private sector exports outside of the region. Following food manufacturing, computers and electronic products, transportation equipment, and primary metals manufacturing accounted for the most exports totaling \$303 million in products.

Recognizing the above challenges, manufacturing is a recommended target industry for Las Cruces—as it is for many other communities—as it provides above average wages for area workers with no postsecondary education or training, which also addresses underlying poverty conditions. Given the Las Cruces region's relatively small size, the recommended focus is to target small and mid-size manufacturing operations as representing the greatest return on investment for economic development investments.

According to Market Street, the City has a number of advantages that can be capitalized on in attracting small and medium sized manufacturing businesses.

- **Quality Training and Education Programs** – Las Cruces Public Schools incorporate manufacturing education starting at the middle school level through an engineering magnet program. High school students can earn dual college credits in agriculture and engineering programs through DACC; the Community College offers certificate programs and associate degrees in multiple manufacturing technology programs; and NMSU has numerous engineering degree programs.

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- **Collaboration with Arrowhead Center** – This Center, located in NMSU’s Arrowhead Research Park, has a number of accelerator programs to provide education, mentorship, and financing for technology-based companies. Additionally, manufacturing is restricted within Arrowhead, which makes WMIP a complementary partner to support growth in manufacturing through entrepreneurship.
- **Available Workforce** – Although the City does not have a substantial existing manufacturing workforce, the unemployment rate suggests that there are available workers with a high school education that can be trained for the type of small and medium sized manufacturing businesses that are proposed to be targeted.
- **Economic Incentives** – Although New Mexico is not considered to have the strongest economic incentives, it does offer a number of options to support growth in advanced manufacturing including GRT tax deductions and investment tax credits. Additionally, WMIP has an FTZ and is in an OZ for eligible investments. The City is also able to offer LEDA grants for infrastructure costs to qualified businesses creating new primary sector jobs to the state.

Value Added Agricultural Products

Based on the City’s proximity to agricultural source goods, and supported by agricultural research at NMSU, WMIP was determined to have a greater potential for firms that produce value-added agricultural products, which is the third target industry.

Dona Ana County is the top producer of pecans and chile peppers in the State of New Mexico. The region’s other primary agricultural products are dairy, cotton, and onions. Agricultural production includes establishments that are engaged in post-harvest activities such as crop cleaning, sun drying, shelling, fumigating, curing, sorting, grading, packing and cooling with the intent of preparing them for market or future processing. The value-added niche of agricultural production includes firms focused on food processing and manufacturing.

Agriculture and value-added agriculture products together currently account for approximately 5,000 local jobs or about six percent of total employment. The agricultural industry also accounts for approximately 16 percent of the region’s exports, and manufacturing sector accounts for about 20 percent of exports with food processing accounting for the largest share. Combined, these activities are a major economic driver and source of wealth in the region. To address the underlying poverty levels and low wages in the region, the City and WMIP are recommended to focus on high value-added food firms requiring higher skills and paying higher wages.

According to Market Street, the City has a number of assets that help position WMIP to attract value added agriculture businesses.

- **Arrowhead Center AgSprint Accelerator Program** – The AgSprint program is a business accelerator for entrepreneurs with products in food, energy and the environment. While Arrowhead provides marketing and product development assistance, WMIP has the opportunity to provide space for manufacturing and large-scale processing operations.
- **NMSU Research and Education Programs** – The College of Agricultural, Consumer, and Environmental Sciences (ACES) has four pillars for economic and community development: food and fiber production and marketing; water use and conservation; family development and health; and environmental stewardship. The principal ACES research unit, the Agricultural Research Station, teams up with local industry to solve ecological and environmental problems such as yields and profits.
- **Hemp Industry** – The 2018 Farm Bill allows farmers to grow hemp and sell to processors of hemp for CBD (cannabidiol) products, as well as a range of other food, clothing, cosmetic, and building material products. There has been a noticeable increase in local hemp cultivation which can provide a reliable raw material source for the manufacture of these hemp-based products.
- **Pecan Production** – New Mexico is the number one producer of pecans and Dona Ana County is the number one producer in the state. In 2019, pecan production was forecast to increase by 21 percent to 281 million pounds.
- **New Mexico Agriculture and Manufacturing Incentives** – The Agriculture Business Tax Deductions allows for GRT exemptions for a wide range of production and processing activities.

Economic Development Partnerships

West Mesa offers a dedicated aerospace business park adjacent to the airport as well as proximity to several local technology resources including New Mexico State University (NMSU), NASA White Sands Test Facility, and White Sands Missile Range. The location allows easy access to the Santa Teresa Port of Entry and Mexican maquiladoras and the park falls within Doña Ana's foreign trade zone (FTZ) which has been extended to cover the entire County. The FTZ benefits firms by deferring or exempting them from duties usually associated with this type of cross-border activity. Any city owned parcel in the industrial park is eligible for benefits of the Local Economic Development Act (LEDA) which offers land in exchange for direct employment and is among the most aggressive community incentives in New Mexico.

MVEDA

The Mesilla Valley Economic Development Alliance (MVEDA) is a public/private sector economic development alliance that serves all of Doña Ana County (Las Cruces NM MSA). The mission of MVEDA is to "grow the wealth of Doña Ana County through the creation of economic-based job opportunities for its residents." Founded in 1994, MVEDA is a 501 (c3) public/private economic development partnership that provides assistance to existing businesses looking to expand as well as companies considering relocation or expansion.

Borderplex Alliance

The Borderplex Alliance is an economic development and policy advocacy organization found in 2013 based in El Paso that promotes economic activity in the Borderplex region comprised of the El Paso MSA, Las Cruces MSA, and Ciudad Juárez (State of Chihuahua) region. The organization is privately funded and focuses on attracting economic base jobs paying above the area median wage, as well as conducting policy advocacy. The Alliance offers several services to companies looking to conduct business in the border regions of New Mexico and West Texas, including incentive analysis, site-selection analysis, strategic planning, and industry advocacy. It positions itself as an active promoter of the region's economic vitality and has experienced considerable success in helping high-profile companies gain a foothold in the region.

4. Regional Industrial Development

This chapter of the report provides a summary of competitive and complementary employment development activities in the Las Cruces region including major defense and space centers and other industrial development activities within 60 miles of the City. This is followed by a section profiling a selected sample of industrial and business parks in the larger region with a focus on those located at or proximate to an airport. The development history, tenant mix, and sales and marketing focus is summarized for each property. The chapter concludes with a summary of precedents for consideration in developing a master plan for WMIP.

Area Competitive Business Locations

This section of the report profiles existing defense, space, and industrial facilities in the Las Cruces region within approximately a 60-mile radius of the City. These facilities can be complementary or competitive with WMIP-A as noted within the descriptions of each location. The facilities include defense and space facilities and industrial facilities located close to the Borderplex port of entry as described below.

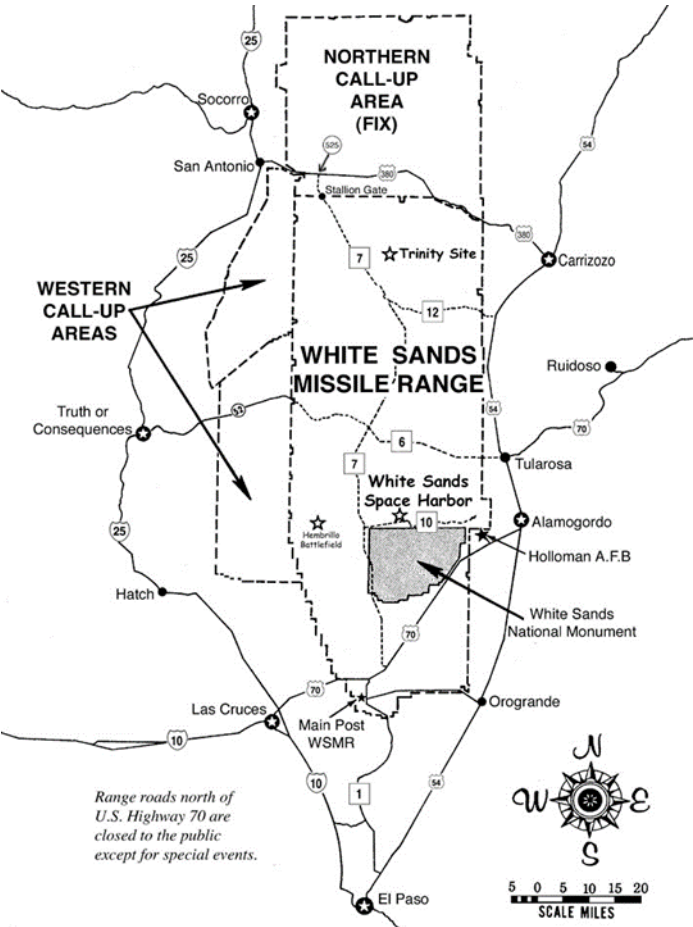
Defense and Space Facilities

White Sands

The White Sands Missile Range is a multi-service test range supporting the missile development and test programs for the Army, Navy, Air Force, and NASA as well as other government agencies and private industry. It is comprised of nearly 4,000 square miles of land in parts of five New Mexico Counties including Doña Ana (**Figure 5**).

The White Sands Test Facility is located near the southern part of the missile range approximately 15 miles east of Las Cruces in the foothills of the Organ Mountains. Part of the NASA Johnson Space Center, the primary mission of the test facility is to support NASA's Space Station program including testing hazardous materials, spaceflight components, and rocket propulsion systems. In total, White Sands employs approximately 6,500 military and civilian personnel.

Figure 5. White Sands Missile Range Location



Spaceport America

Spaceport America, the first purpose-built commercial spaceport in the world, is located approximately 45 miles north of Las Cruces outside the Town of Upham. Spaceport America’s mission is to provide affordable and efficient access to space. The FAA licensed facility is located on 18,000 acres of NM State Land with a 12,000 foot runway. It is operated by the New Mexico Space Authority, a state agency. Operators leasing space at the facility include Virgin Galactic, the anchor tenant of the 110,000 square foot terminal



Spaceport America Main Hangar

and hangar facility, and Space Exploration Technologies Corporation (SpaceX). Smaller companies such as UP Aerospace, Armadillo Aerospace, MOOG FTS, and Lockheed Martin have also operated flights out of Spaceport America which provides infrastructure and launch services to commercial aerospace firms.

Borderplex Development

The 1991 opening of the Santa Teresa border crossing and the 1994 North American Free Trade Agreement (NAFTA) have led to a growth in manufacturing and commerce in the region as companies are finding it beneficial to locate in the Borderplex near the Mexican maquiladoras. This close proximity allows firms located north of the border to send unassembled parts into Mexico and have the finished product shipped back, only paying dues on the value added during the assembly process. As a result, multiple logistics-oriented industrial parks have been developed in the area as summarized below.

Santa Teresa Logistics Park

The 244-acre Santa Teresa Logistics Park is located adjacent to Doña Ana County International Airport approximately 40 miles south of Las Cruces and five miles from the Santa Teresa Port of Entry (**Figure 6**). The industrial park is adjacent to the customs facilities at the Santa Teresa International Port of Entry. The logistics park is rail served with short-line rail connecting to the Union Pacific Main Line, running through the park. The park benefits from its proximity to the U.S. Mexico border, connected by the four-lane Pete Domenici Highway providing access to both the U.S. and Mexico Interstate Highway systems. While the 8th largest border crossing by volume, the crossing at Santa Teresa provides a less congested crossing than nearby El Paso and a faster route to Ciudad Juárez.

Figure 6. Santa Teresa Logistics Park



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West Mesa Industrial Park Real Estate Analysis

The Park has two million square feet of existing industrial space with an additional three million square feet planned. There are currently 35 tenants who employ over 1,500 people including Southwest Steel Coil, Mallory Metals, Northwire, Interceramic, FXI, Rogers Foam Corporation, and Daws Manufacturing. The lease rate for properties in the logistics park ranges from \$4.20 to \$6.00 per square foot. Most recently, a 297,000-square foot industrial building sold in 2018 for \$56 per square foot.

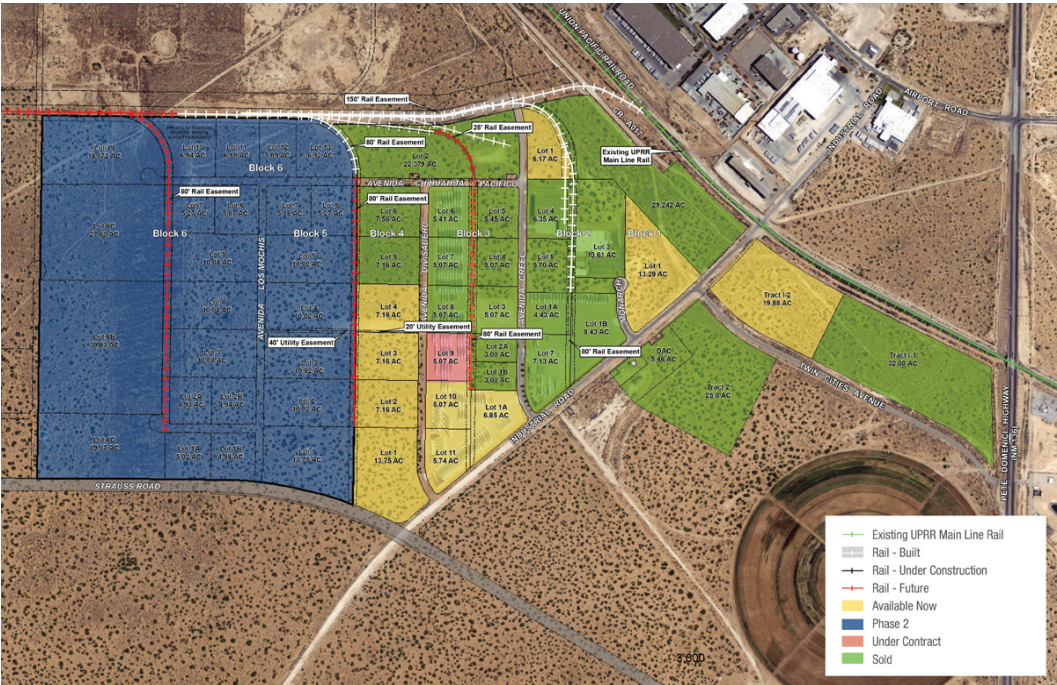
In June 2020, Blue Road Investments broke ground on a 315,000-square foot speculative industrial building. The building will be Class A space with cross-dock loading and 36-foot clear height. As this is the first spec building in the park, the developer is responding to the strong performance of the El Paso/Santa Teresa industrial market, which has seen a recent uptick in investment and construction and is expected to sustain strong demand for industrial space due to growth in cross-border logistics and distribution.

Dona Ana International Jetport does not offer commercial service but caters to private jets and air cargo flights. The airport's runway, which at 9,550 feet is one of the largest in the region, is scheduled to be reconstructed as part of a \$9 million project funded by the FAA and State of New Mexico. Given its proximity to El Paso and major shipping routes to and from Mexico, the improvements are expected to enhance the cargo and shipping operations of the airport.

Santa Teresa Gateway Park

Santa Teresa Intermodal Park is a 1,244 acre master-planned industrial development located adjacent to Santa Teresa Logistics Park (**Figure 7**). Previously known as Verde Logistics Park, it was sold in 2018 to Ironhorse Resources who also operate the short line rail connection from the Santa Teresa industrial parks to the main UP line. It is the largest rail-served industrial park under development on the US/Mexico border. Currently 368 acres have been developed. One of the first tenants is ERO Intermodal Services, a local logistics firm.

Figure 7. Santa Teresa Gateway Rail Park



Westpark Logistics Center

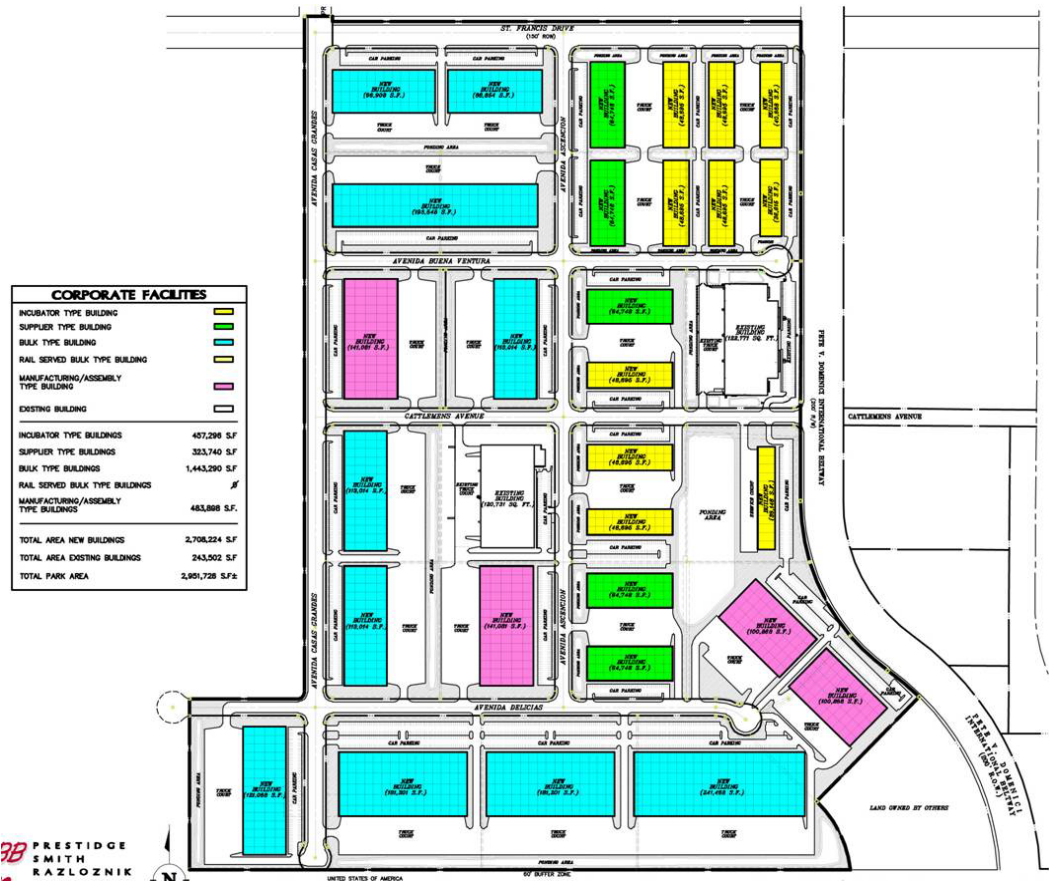
The Westpark Logistics Center is a new 166-acre facility in Santa Teresa. Located west of Santa Teresa’s Logistics Center and Intermodal Park, it is the closest industrial park to new \$400 million Union Pacific Intermodal Terminal. First tenants include MCS Industries, a picture frame manufacturer headquartered in Pennsylvania with a 215,000 square foot warehousing and distribution center, and FedEx Ground with a distribution center on a 30-acre parcel, and Valley Cold Storage. The most recent signing is XXentria, a Taiwanese metal composite materials manufacturer who will build a distribution facility on a 40-acre site in conjunction with a manufacturing plant in Chihuahua, Mexico.

Bi-National Industrial Park

Bi-National Industrial park is a 230-acre facility adjacent to the US and Mexican customs facilities at Santa Teresa (**Figure 8**). It is also in close proximity to Foxconn’s electronics plant, the largest manufacturing facility in Mexico. The Bi-National Industrial Park consists 230 acres of industrial-zoned real estate adjacent to the US and Mexico customs facilities at the Santa Teresa International Port of Entry. This uncongested border crossing eliminates the long waiting times associated with the border crossings in nearby El Paso and is the fastest route to southeast Ciudad Juárez. The four-lane Pete Domenici Highway provides access to both the U.S. and Mexico Interstate Highway systems.

The park’s master plan includes sites for incubators, suppliers, distribution, manufacturing, and operations and customer service. A total of 3.0 million square feet of development is planned at buildout. Current tenants include Stanco Metal Products, Sunrise Manufacturing, and Grupo Aduanal Treviño.

Figure 8. Bi-National Industrial Park Site Plan



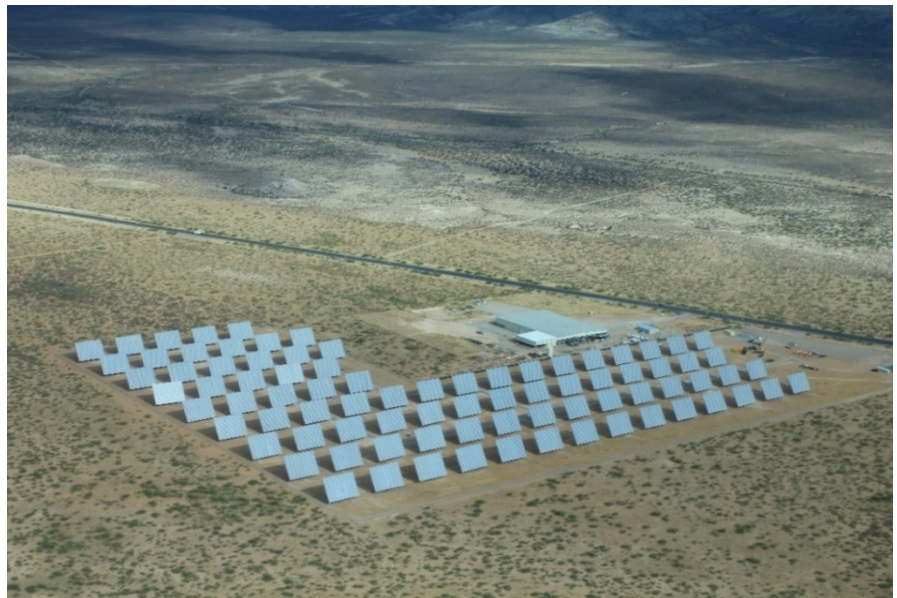
El Paso Industrial Market

The market for industrial space for El Paso has been strong in recent years, largely owing to an uptick in cross-border logistics and warehousing. El Paso is well-positioned to capture growth in trade with Mexico given its location on I-10 between Los Angeles and Houston and the increasing importance of the Borderplex crossings between El Paso and Ciudad Juárez, which is the third-largest port of entry for trade with Mexico in the United States. There are currently 1.8 million square feet of industrial space under construction, 1.5 million of which are in speculative projects, highlighting investor confidence in the market. This is a response to a recent surge in demand, as the industrial market has experienced high net absorption and a declining vacancy rate. Rents have also risen in recent years, reaching an average of \$5.33 per square foot by Q2 2020, a 15 percent increase over the previous year, which is the third highest rate of growth in the country.

The most recent announcements include a 625,000 square foot Amazon Fulfillment Center to be built in far east El Paso at I-10 and Rojas Drive. The eastern portion of the city has a large concentration of other logistics space along I-10 and Highway 375. Also included is a 1.7 million square foot distribution center for TJX Companies at the El Paso Airport Global Reach Park as described in the description of the Airport's industrial parks in the next section of the report.

Hatch Industrial Park

Hatch Industrial Park is located on Highway 26, six miles west of the Village of Hatch and approximately 45 miles north of Las Cruces. The park serves light industry and general manufacturing firms as well as technology firms supporting Spaceport America 40 miles to the northeast of the facility. Of the 58 available acres in the park, 12 acres are currently developed while a portion of the remaining 46 are being used as a



Hatch Industrial Park Solar Array

solar power generation facility. All parcels within the park are zoned for manufacturing related uses and have access to Southwestern Railroad, a short line which links to the BNSF and UP railroads. Village owned parcels are eligible for incentives through Hatch's Local Economic Development Act (LEDA).

Regional Industrial Park Survey

This section profiles seven industrial parks in the larger region with similarities and contrasts to WMIP. Included are five industrial/business parks on or adjacent to an operating airport. Also profiled are two industrial parks in smaller city markets.

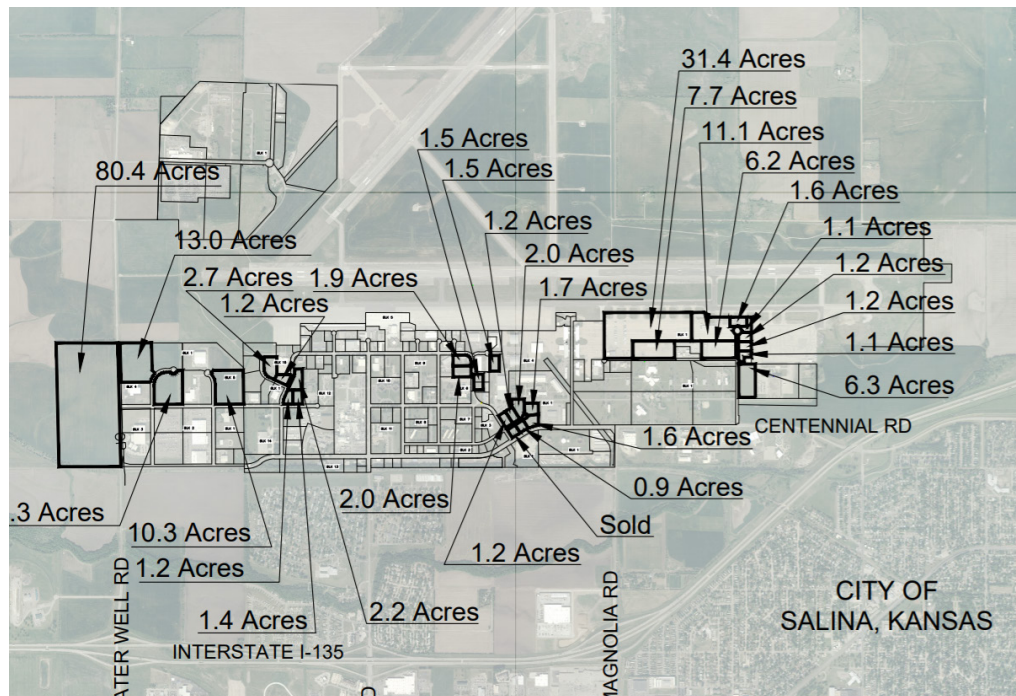
Salina Airport Industrial Center

The Salina Airport Industrial Center (AIC) is a 700-acre industrial park that borders the Salina Regional Airport (SLN) in Salina, Kansas. The airport and industrial center were created in 1965 after the closure of Schilling Air Force Base, benefiting from the base's 12,300-foot runway and adjacent hangars and support facilities that were repurposed for civilian commercial and industrial uses.

The Airport has commercial service through United Airlines Express, with daily flights to and from Denver International Airport (DEN) and Chicago-O'Hare International Airport (ORD). However, the majority of its 90,000 annual operations are a result of fuel stops by military and commercial flights due to its location in the middle of the country and giving the airport its nickname as "America's Fuel Stop".

The Salina Airport Industrial Center (AIC) has over 100 tenants, including Schwan's Foods, FedEx, GE Oil and Gas, and Universal Forest Products. According to a recent economic impact study, total employment associated with SLN/AIC was 5,996 in 2018, driven primarily by private enterprises and comprising 14.3 percent of Saline County's total employment. In addition, the SLN/AIC contributed an estimated \$1.1 billion to the area's gross regional product in 2018.

The industrial park is 40 percent built out with about 25 smaller vacant lots available for sale ranging in size from approximately 1 acre to 3 acres as shown in **Figure 9** below. There are also five larger sites listed that range in size from 10 to 80 acres as shown. In total, 209 of the park's 347 acres are still available.

Figure 9. Salina Airport Industrial Center Available Lots

The park's largest tenant is Schwan's Company, a food producer and subsidiary of South Korean food marker CJ CheilJedang. Schwan's current facility is a 550,000 square foot manufacturing and distribution plant with 1,125 jobs. The company started in 1970 when is acquired Tony's Pizza. It still manufactures Tony's Pizza and Red Baron Pizza among other food products in its Salina plant. Schwan announced a 400,000 square foot expansion at AIC in August 2020 that will add 225 new jobs.

Although predominately industrial, AIC has two post-secondary institutions located on the site, Kansas State University's Polytechnic Campus and Salina Area Technical College. Each school has about 800 students and offers practical degree programs that feed into the economy of the airport and industrial center, including Aviation Management, Aircraft Systems Design, Machine Tool Technology, and Commercial Truck Driving.

Property sales – 209 acres available for lease with lots ranging from 1.0 acre to 80.4 acres.

Pricing – Lease rates for industrial space at AIC are between \$5.00 and \$6.00 per square foot on a triple net lease basis. Lease rates for vacant land range from \$0.06-\$0.10 per square foot.

Marketing – AIC has a webpage dedicated to the industrial center with a full list of landowners and tenants, as well as detailed information about available properties. In addition, the Docking Institute at Fort Hays State University publishes an annual economic impact study about the airport and industrial center.

Phoenix-Mesa Gateway Airport/Gateway Industrial Center

Located southeast of Phoenix in Maricopa County, Phoenix-Mesa Gateway Airport (AZA) is a major commercial airport and industrial center located on the former Williams Air Force Base property. AZA is owned and operated by the Phoenix-Mesa Gateway Airport Authority, which is comprised of six member governments: City of Mesa, City of Phoenix, Town of Gilbert, Town of Queen Creek, the Gila River Indian Community, and the City of Apache Junction. AZA is the second largest airport in the region, with air service from three commercial airlines, Allegiant, WestJet, and Swoop, providing service to 45 destinations, serving 1.7 million travelers per year.

Gateway Industrial Center (GIC) spans 3,000 acres and has approximately 1.5 million square feet of existing industrial space, 140,000 square feet of flex space, and 26,000 square feet of office space. The industrial center has 1,000 acres of land available for purchase, and with 3.4 million square feet of new industrial space proposed. GIC has a diversified mix of over 70 businesses, which includes aerospace companies (Embraer, Able Aerospace, and Cessna), as well as non-aviation manufacturing firms, construction-related businesses, and government service operations. In total, Gateway tenants have over 10,000 jobs and contribute an estimated \$1.3 billion annually to the state economy.

Gateway's industrial park has a number of economic incentives for prospective businesses. It is located in an Arizona Military Reuse Zone (MRZ) that provides an exemption from transaction privilege tax and property tax reclassification for aviation and aerospace companies within the boundaries of former military bases. Gateway is also a designated FTZ, which exempts duties on exports, defers duties on imports, and lowers duties on finished imports and providers' property taxes. Gateway is also a designated Opportunity Zone, which enables investors to receive deferrals and reductions on capital gains taxes when investing in a qualified opportunity fund.

Gateway is also a mixed-use business park and benefits from the presence of five post-secondary institutions: Arizona State University Polytechnic, Chandler-Gilbert Community College, East Valley Institute of Technology, University of North Dakota, and Embrey-Riddle Aeronautical University. These schools offer programs that enable students to enter the workforce of Gateway, including Aeronautics, Engineering, Air Traffic Management, and Aviation Maintenance.

Property Sales – Gateway currently has three buildings and eight lots for sale. For each property, there is a brochure with detailed site and incentive information.

Pricing - The average rent for industrial space at Gateway is \$9.22 per square foot. Rent for office is around \$17.00 per square foot. In terms of sales, six industrial buildings in Gateway sold in August of 2020 for an average of \$145 per square foot.

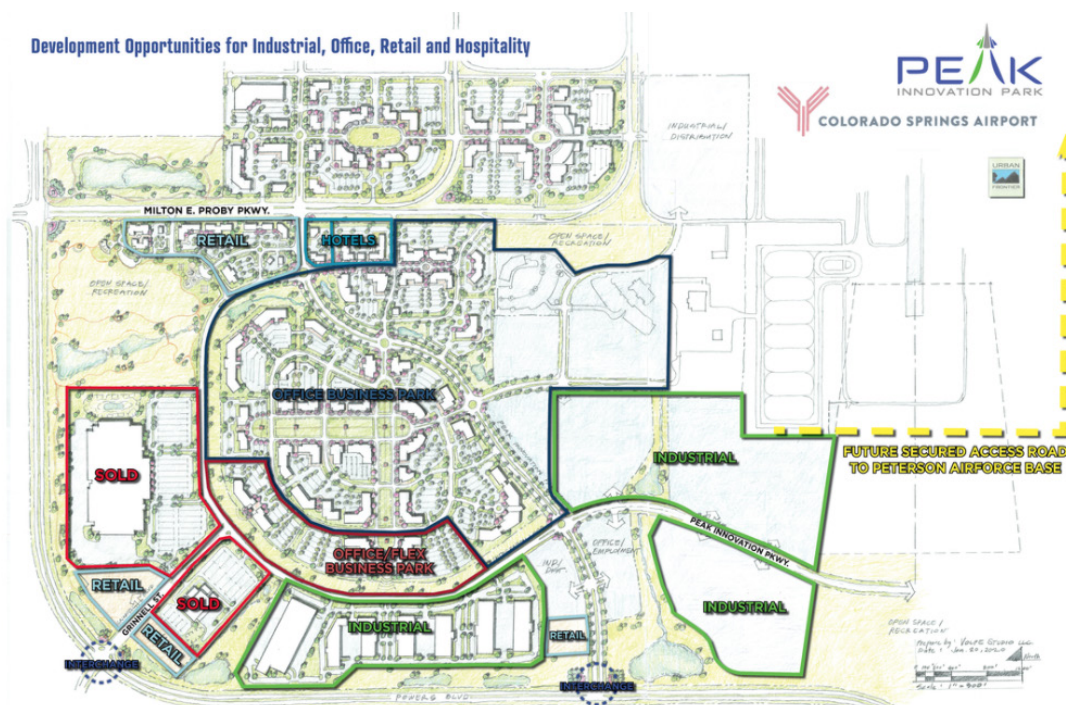
Marketing - Gateway has a dedicated website that details the airport and the industrial park, the region, the local workforce, available incentives, and available properties.

Incentives – Military Reuse Zone, FTZ, OZ.

Peak Innovation Park – Colorado Springs

Peak Innovation Park is a 900-acre, master-planned business park located at Colorado Springs Airport (COS) as shown in **Figure 10**. COS the second-busiest airport in Colorado with 12 gates and 13 year-round destinations. The industrial park benefits from close proximity to Peterson Air Force Base, which is planned to have a secured access road running to Peak, an advantage for aerospace companies engaged in work with USAF.

Figure 10. Peak Innovation Park Site Plan



Currently, Peak has a 124,000-square foot Northrop Grumman office building (built 2007), 78,000-square foot Aerospace Corporation office (built 2006), 50,000-square foot Amazon distribution facility (built 2018), and a 68,000-square foot retail distribution facility (built 2019). Peak is being marketed for development of several asset classes, including retail, office, hospitality, and industrial, and offers build-to-suit, for sale, and for lease sites from 10,000 square feet.

Peak is positioned to leverage the highly educated, growing workforce of Colorado Springs to attract companies. In addition, Colorado Springs is a major hub for the aerospace industry, with 5 military installations and offices of both Lockheed Martin and Northrop Grumman.

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West Mesa Industrial Park Real Estate Analysis

In terms of incentives, Peak is located in an Opportunity Zone. It is also within the Pikes Peak Enterprise Zone, which offers several income and investment tax credits, in an Aviation development zone, which offers income tax credits for businesses involved in aviation, in a commercial aeronautical zone, which offers tax abatements for aeronautics companies, and is in a foreign trade zone. Businesses locating in the park also have access to several other local and state tax incentives.

Property sales – Peak currently has over 900 acres of land sites for sale. The sites are all build-to-suits for all product types from 10,000 square feet.

Pricing – The existing distribution space is renting at around \$8.00 per square foot, while the Aerospace Corp and Northrop Grumman offices buildings renting at between \$20.00 and \$27.00 per square foot.

Marketing – Peak has a website and a professionally-made brochure to market the park. The Colorado Springs Airport website also has a page dedicated to the park.

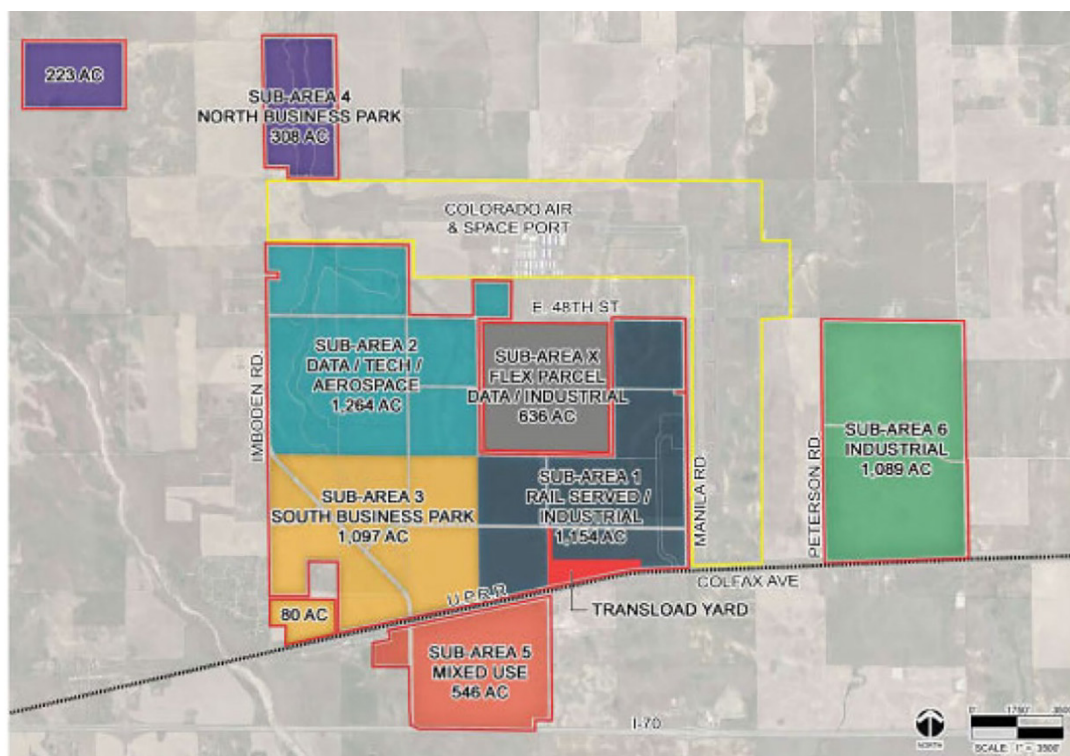
Incentives – Pikes Peak Enterprise Zone, OZ, and FTZ.

TransPort Colorado

TransPort is a 6,500 acre master-planned located in Aurora, Colorado adjacent to the Colorado Air and Space Port (formerly Front Range Airport) as shown in **Figure 11**. Although construction has not yet started, the park is anticipated to develop several million square feet of heavy industrial, light industrial, office, and data center space. TransPort is also seeking to leverage the significant amount of growth in the northeast quadrant of the Denver metro area to become a regional hub for distribution and manufacturing. It will benefit from strong market fundamentals, including an expanding industrial market in Aurora and a growing household base in the northern and eastern parts of the Denver metro area.

In terms of infrastructure, TransPort has immediate access to Interstate 70 and is rail-served by a Union Pacific mainline, which the park plans to utilize by developing an on-site rail and truck transload facility. In addition, the park will have a through the fence agreement with the Colorado Air and Space Port, which is adjacent to the site, and is 9 miles away from Denver International Airport, the 5th largest airport in the U.S. The first phase of development currently being marketed is a 1,154 acre rail served commerce and logistics park located on the southeast corner of the property.

TransPort is in a designated FTZ and has several active metro districts, a type of taxing authority that enables the developer to use property tax revenues to finance public infrastructure within the district. The City of Aurora also provides a Fastrack Planning and Permitting process for prospective tenants.

Figure 11. TransPort Site Plan

Property sales – Peak currently has over 1,154 acres of land sites for sale.

Pricing – Sales pricing is not yet listed.

Marketing – Transport has a website to market the park. The website features two marketing brochures, one for the Commerce and Logistics Park and one for the planned 1,264-acre DataPort in the northwest corner of the site

Incentives – The website lists multiple incentive programs including an FTZ, and City fast track permitting process.

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West Mesa Industrial Park Real Estate Analysis

El Paso Airport Industrial Parks

El Paso International Airport is the largest in the West Texas/Southern New Mexico region, with 13 destinations and 15 gates. The Airport has three separate industrial parks located on airport property Butterfield Trail, Global Reach Science and Technology Park, and Southern Industrial Park. The three properties together comprise over 900 total acres and contain over 200 businesses as shown in **Figure 12**.

Figure 12. El Paso Industrial Parks



- Butterfield Trail – Butterfield Trail is the oldest and most developed airport industrial property with 588 acres designed for manufacturing. The site has underground utilities, wide streets, and easy access to air, rail, and highway transport. Tenants include Conagra, Cardinal Health, UPS, and Spectrum.
- Global Reach Science and Tech Park – The newest industrial development at the Airport is this 150-acre Global Reach Science the Tech Park which is located east of Global Reach Drive and south of George Perry Drive. The site adds industrial and cargo capacity, with secured entrances that are suited for defense contractors. This development will complement existing industrial development and nearby cargo facilities. This new unit provides much needed industrial capacity at the airport complex, as well as commercial and retail opportunities, with the ability to serve the nearby expansion of U.S. Army military installation Fort Bliss. Defense industry contractors can gain additional competitive advantage through this unique location; the site can also offer secured entrances.

- Southern Industrial Park – The Southern Industrial Park includes 220 acres for industrial and mixed use development with close access to Montana Avenue (US-52) which provides opportunities for non-industrial development including hotel, office, and other commercial uses.

In total, the industrial parks have a combined 7.6 million square feet of industrial space, 650,000 square feet of office space, and 220,000 square feet of retail over 900 acres. Butterfield trail and the Southern Industrial park are largely built out. Global Reach Science and Technology park, at the northeast end of the airport, is mostly undeveloped and can accommodate a few million square feet of industrial space.

In early October, TJX Companies, which owns TJ Maxx and HomeGoods, announced its plan to build a 1.7 million-square foot warehouse and distribution center on 200 acres on the Global Reach Science & Technology Park side of the El Paso airport. The project is expected to create 950 jobs over five years. The city is providing \$14.3 million in tax rebate incentives to TJX Companies.

Property sales – all airport properties are subject to land leases of 40 years with 10 year renewals. Most industrial properties have an FAR between 0.3 and 0.5

Pricing - Rents range from \$4.00-\$6.00 per square foot. Market-wide, the average rent in Q2 2020 was \$5.33 per square foot.

Marketing – Properties can be accessed through the El Paso Airport web site at <http://www.elpasointernationalairport.com/industrial-parks>. No dedicated web site for each park was found.

Incentives – El Paso FTZ #68, administered by the El Paso Airport, is comprised of 5 sites within the El Paso region totaling 3,443 acres.

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West Mesa Industrial Park Real Estate Analysis

Priest River Industrial Park

The Priest River Industrial Park is a 40-acre park located in Priest River, Idaho, 45 miles north of Coeur d'Alene on U.S. Highway 2. The park has a total of 172,000 square feet of space in seven buildings, five of which are privately owned and two of which are city owned. The buildings range in size from 15,000 square feet to 36,000 square feet and are all occupied. Tenants are a mixture of manufacturing and distribution businesses, including Aerocet, an advanced manufacturer of airplane floats, SKITO Saddle Pads, a maker of equestrian accessories, and Lone Wolf Distribution, a major supplier of GLOCK handgun parts.

Priest River is a small town of 2,000 northwest of Sand Point at the confluence of the Priest River and Pend Oreille Rivers known for its logging and large mill facility. The Priest River Development Corporation (PRDC) was formed in 1980 for the purpose of developing and operating the industrial park for economic development purposes. The PRDC has been proactive about finding tenants and helping tenants locate suitable sites. The park is a model of a successful industrial park in a small town, driving a larger economic strategy of bringing diverse businesses to a rural area, lessening the area's economic dependency on natural resources.

The industrial parks benefit from inexpensive land and for employees, an inexpensive cost of living. Lease rates are around \$1.00 per square foot, a considerable discount from Coeur d'Alene and Spokane. While outside of a major city, the park is proximate to U.S. Highway 2, which runs to Spokane. It is served by fiber optic internet and by city utilities. For a small community, it has a trained industrial workforce experienced in the areas lumber and mill operations.

Property sales – Land sells for around \$100,000 per acre

Pricing – Building lease rates are around \$1.00 per square foot.

Marketing – The PRDC is a nonprofit EDC managed by a volunteer board of directors that promotes the park through its webpage and through direct contact.

Incentives – Businesses in the park are eligible for the Idaho Corporate Advantage Program that provides a 6 percent investment tax credit, job creation credits, and real estate improvement credits for businesses that create 10 or more new jobs paying above \$40,000 per year (\$19.43/hr.).

Boise Gateway

Boise Gateway Industrial Park is a new, privately-developed industrial park. The 159-acre site is situated 8 miles southeast of central Boise along Interstate 84 as shown in **Figure 13**. The site also is adjacent to a 700,000-square foot WinCo foods distribution facility and is across the interstate from Micron, a major semiconductor producer.

In 2020, the park completed its first development, a 168,000-square foot distribution center built on spec. Based on the site plan, the park can accommodate 1.6 million square feet of space, making it approximately 10 percent built out. It benefits from being 'shovel-ready', as utilities are available and the sites are marketed as build-to-suit. Available building sites range from 47,500 square feet to 150,000 square feet.

Property sales – The existing building has an FAR of 0.2. Based on the site plan, the proposed projects have a combined FAR of 0.3.

Pricing – Current rent for the distribution facility is around \$6.00 per square foot

Marketing – The park has a website but does not have property listings online.

Figure 13. Boise Gateway Site Plan



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West Mesa Industrial Park Real Estate Analysis

Regional Industrial Park Summary

The basic statistics on the regional industrial parks surveyed as summarized in **Table 9** below. The seven included parks present a broad diversity of locations, sizes, and characteristics. Five of the seven industrial parks are located within or adjacent to an airport which was the primary criteria for selecting the projects that were profiled. Two were added to diversify the sample including a community developed park in a smaller and more remote town (Priest River) and a privately developed park in Boise, Idaho (Boise Gateway). A number of general observations that provide direction on opportunities and constraints at WMIP are summarized below.

Table 9. Industrial Park Summary

Description	Total Acres	Lots Available	Building Pricing	Buildout	Rcent Development
El Paso Industrial Park	900 acres	100 acres	\$4.00-\$6.00/sf	70% built out	1.7 M - TJX Distribution
Gateway Industrial Center	3,000 acres	1,000+ acres	\$9.22/sf	30% built out	114,000 - Distribution
Salina Aiport Industrial Center	347 acres	209 acres	\$5.00-\$6.00/sf	70% built out	400,000 - Manufacturing Expansion
Peak Innovation Park	900 acres	850 acres	\$8.00/sf	5-10% built out	68,000 - Retail Distribution
TransPort Colorado	6,500 acres	6,500 acres	\$6.00-\$7.00/sf	Not built yet	5.1 M - Dist. + Cold Storage
Priest River	40 Acres	16 acres	\$1.00/sf	60% built out	N/A
Boise Gateway	159 acres	141 acres	\$6.00/sf	10% built out	168,000 Spec Distribution

Source: Economic & Planning Systems

- **Former Air Force Bases** – Salina AIC (formerly Schilling AFB) and Gateway Industrial Center (formerly Williams AFB) are examples of former USAF bases that were decommissioned and converted to civilian use. Since the end of World War II, there have been 126 former Air Force bases closed in the United States, many of which were converted to civilian airports with airport industrial parks. In addition to the airport itself, many of these locations (including Salina and Gateway) had existing buildings that were converted to non-aviation industrial and other uses.
- **Land Sales and Lease Rates** – Most of the parks surveyed, with the exception of Priest River, have some amount of existing building space available for lease. Lease rates range from \$1.00 per square foot at Priest River to \$9.22 per square foot at Gateway Industrial Center in Mesa, AZ. As expected, the higher lease rates are found in the larger metro markets with higher land and labor costs as well.
- **Logistics Space** – Most of the new development in the parks surveyed, as well as nationally, is logistics space and not manufacturing space. A large number of companies have indicated that they are considering reshoring some of their manufacturing in response to the Pandemic, as well as increases in tariffs imposed by the current US administration. However, the greatest growth in the last five years is in logistics space, much of which is driven by the growth in internet sales distribution by Amazon, Federal Express, UPS, and others.

- **Mixed Use Development** – Most of the industrial parks surveyed contain a mix of land uses. Peak Innovation Park has office buildings built for contractors including Northrup Grumman and Aerospace Corporation seeking a location close to the Peterson Air Force Base and other Colorado Springs military facilities. Gateway Industrial Center also has about 10 percent of its space in office and flex buildings.
- **Education Facilities** – Salina AIC and Gateway Industrial Park both have land occupied by higher education institutions. This, however, may be a result of beneficial land transfer provisions of the base closure process. Specifically, Gateway was closed under the Base Closure and Realignment Commission (BRAC) process which allowed for public entities to acquire land at reduced or no cost through a public benefit conveyance (PBC).
- **El Paso Competition** – WMIP's greatest competition is El Paso including the airport industrial parks and other industrial parks in the metro area. The city's larger population and workforce, international airport, and location within one hour of Las Cruces makes the city in a more competitive for larger manufacturing and distribution uses. El Paso's location closer to the port of entry is also a competitive advantage compared to the WMIP's position in the Las Cruces region market where the logistics uses supporting cross border economic activity are located in Santa Teresa and not in Las Cruces.
- **Sales and Marketing** – Each of the industrial parks profiled has a dedicated web site with contact information for sales and leasing. Information can be found on WMIP indirectly through other web sources including MVEDA and at the Economic Development Department tab on the City website, but a dedicated site would be a more effective marketing tool.

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5. WMIP Development Strategy

This chapter of the report provides recommendations on an overall development strategy for WMIP including direction on the type and mix of land uses and businesses most likely to be successful. Based on the targeted business mix, suggested modifications to the site plan are outlined including subarea designations, lot sizes, and site and infrastructure improvements.

Development Strategy

Based on historical growth rates, Las Cruces is estimated to require approximately 138 acres of industrial land to accommodate employment growth over the 2020-2045 time period. If all of the additional space were developed at WMIP, it would still account for only 10 percent of the 1,418 acres of vacant land available land for sale. The ability of WMIP to alter this trajectory and increase industrial employment in the City will therefore require a concerted economic development effort to recruit new industry to the city as well as to nurture new business start-ups.

The Market Street Report recommended the city focus on three main industries for growth at the industrial park and airport: Aerospace, Aviation, Defense; Advanced Manufacturing; and Value-Added Agricultural Products. These industries have different profiles of probability versus aspiration. The Aerospace, Aviation, and Defense sector includes production, operations, and aviation related services including manufacturing and maintenance. It identified two specific niches for Las Cruces, NewSpace and UAS.

The interviews with aviation and space industry leaders in the region were more optimistic about WMIP's prospects for UAS than for NewSpace. The PSL test site for UAS is one of seven designated test sites in the country. This is a growing industry with an opportunity to increase testing locally as well as to attract new companies manufacturing UAS products and services. The UAS industry is dominated by smaller companies and startups which fits within Las Cruces' economic development strengths. By contrast, although WMIP is located in a region with significant aerospace and NewSpace testing, industry experts were less optimistic about WMIP's ability to capitalize on aerospace or defense related activities centered at WSMR, Spaceport America, the area's military bases. WMIP is not close to these facilities and there is ample and better located space available.

Value added agriculture was also identified as a target. As noted, Dona Ana County is a major agricultural producer providing close by raw materials for companies and entrepreneurs engaged in producing value added products. In addition to local production of pecans and dairy products, hemp production has been legalized in New

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Mexico and a number of farmers started growing hemp locally. Currently the largest manufacturing use at WMIP is F&A Dairy Products, a producer of cheese and other dairy items.

Advanced manufacturing was the third identified target. Market Street noted the importance of manufacturing jobs in terms of their above average wages, overall economic impact as primary jobs, and the potential for increases due to reshoring. They also however acknowledged some challenges to attracting companies in this sector, specifically national declines in manufacturing over the last several decades, as well as locally based constraints including the low concentration of existing manufacturing jobs and the lack of a locally available trained manufacturing workforce. Manufacturing nevertheless should remain a target for development. WMIP is virtually the only location in the city with significant available land and zoning for a full range of light and heavy manufacturing uses.

Based on the identified constraints, and as confirmed by the industry expert interviews, it is recommended that the park seek small and medium sized companies that play to its strengths. Whereas advanced manufacturing may be the most desirable in terms of wages and value added, the park cannot afford to be limited to this niche and should seek a wider range of businesses. Firms that employ 50 to 150 employees, serve the Mexico market, and can capitalize on the FTZ are considered a viable development target.

Reshoring may represent an opportunity going forward. Studies on reshoring estimate that China will account for one third or more of future re-shored jobs. Political instability, growing Chinese labor costs, increasing tariffs, and the impact of the Covid-19 Pandemic on supply chains may contribute to increased U.S. company interest in bringing manufacturing back home.

Although larger logistics facilities serving the Mexico manufacturing plants are concentrated in Santa Teresa, there are still smaller warehousing and distribution uses that have located at WMIP. The park is well located on I-10 with close access to I-25 and strong accessibility to the regional highway system. Six of the existing tenants in the Park are warehouse and distribution occupying nearly 50 acres with 210,000 square feet of building space, or about 25 percent of total developed space. While not the highest priority in terms of jobs and income, WMIP can be expected to continue to be attractive to small and medium sized distribution uses.

WMIP will need to pursue other industries in addition to the three identified target industries. A more proactive and targeted economic development program to market and promote development can be expected to generate additional development beyond historical capture rates. However, even the most aggressive forecasts would suggest that it will be important for WMIP to pursue the multiple markets identified herein in order to maximize the creation and attraction of new jobs to the region, and to maximize land sales at the Park. A forecast of the specific capture rates for the targeted industries is not possible based on the lack of any significant trend data to base it on. For purposes of land planning, the recommended mix of development is as follows:

Aviation manufacturing and testing (UAS focused)	15%
Value added agriculture manufacturing -	25%
General manufacturing and production -	25%
Warehouse and distribution -	25%
Construction related and other -	10%

Site Improvements

Based on the above mix of development, the park should be configured into separate districts or subareas with lot sizes and utilities required to support development. The following recommendations should be considered.

- WMIP north of I-10 should be marketed to aviation related manufacturing, testing, and maintenance companies. These uses are expected to be primarily UAS related which accounts for the one existing aviation related use in the PSL hangar facility. Companies interested in locating at WMIP will want to have either direct or easy access to the Airport runways for testing. In order to actively market these uses, water and wastewater distribution lines should be put in place to make an increment of lots for sale immediately developable.
- The aesthetics of the Park would be improved if outdoor storage uses were limited to designated areas. A section of the Park for construction related businesses and distribution uses with significant outdoor storage should be located in a defined area away from the main entryways. Because some of these uses are already present along Crawford Boulevard, total implementation of this recommendation may not be realistic.
- Manufacturing uses (value added agriculture and general) are anticipated to account for the majority of future development. To this end, a section of the Park should be designated for these uses which tend to require larger lots. The western portion of the Park has vacant lots from 7 to 15 acres and could be opened up for these uses with a new designated entryway at Rea Boulevard off of Robert Larson. It would also be beneficial to extend Alliance Drive north to Robert Larson to complete a grid of streets and provide better overall circulation.

Sales and Marketing

The development strategy for WMIP should include a more proactive sales and marketing program. The recommended elements are listed below.

- **Director of Sales** – Although some leads come through regional economic development organizations including MVEDA and the Borderplex Alliance, the contact person for direct inquiries is not clear. The City should designate a sales manager for economic recruitment and marketing and sales of property. This individual should report to the Director of the Economic Development Department in a similar manner that the Airport
- **Land Sales** - The process for purchasing property within WMIP is complicated and lengthy, discouraging potential buyers. There are no listed prices for lots, and as required by City Ordinance, all offers need to be verified by appraisals, with sales over \$150,000 need to be approved by City Council. It is recommended that the City provide a base sales price and list this pricing on the website. The Director of Sales should be authorized to negotiate sales with approvals by the EDPRC. The City Council would need to revise the Ordinance regarding WMIP sales to implement this recommendation.
- **Website** – The WMIP should have its own dedicated website with information on lots for sale, sales pricing, utilities, and economic incentives, and a contact name, phone number and email for the person in charge of sales. There should also be target industry specific brochures posted on the website, as well as data on the Las Cruces market, workforce, and employment base.
- **Target Industry Brochures** – The City should create an industry specific brochure for the three target industries that are a priority for development and recruitment. These brochures should be advertised and shown prominently on the WMIP website.