

# EAST LOHMAN

## Development Plan

*Working Draft - August 2021*



Prepared by:





# CONTENTS

1

EXECUTIVE SUMMARY

2

INTRODUCTION

3

EXISTING CONDITIONS

4

MARKET ANALYSIS

5

PUBLIC ENGAGEMENT

6

DESIGN WORKSHOP &  
SCENARIO DEVELOPMENT

7

RECOMMENDED  
DEVELOPMENT PLAN

8

IMPLEMENTATION

DRAFT

# LIST OF FIGURES

Figure 1.	Illustrative Plan for East Lohman Development	3	Figure 40.	Character Zones: Civic	88
Figure 2.	Map of City of Las Cruces and East Lohman Planning Area	6	Figure 41.	Character Zones: Lohman Gateway	89
Figure 3.	Planning Process and Engagement Timeline	7	Figure 42.	Character Zones: Health Campus	90
Figure 4.	Context Map - East Lohman Planning Area	10	Figure 43.	Character Zones: Village Neighborhood	91
Figure 5.	East Lohman Planning Areas	11	Figure 44.	Character Zones: Detached Residential	92
Figure 6.	Future Development Map, Place Type	13			
Figure 7.	Open Space & Active Transportation	14			
Figure 8.	Parkland Service Area Gaps (from P&R Masterplan)	15			
Figure 9.	RoadRUNNER Transit Plan	16			
Figure 10.	Lohman Ave Plan	16			
Figure 11.	Complete Streets Example Section	17			
Figure 12.	Zoning Map	18			
Figure 13.	Existing Land Use Inventory	19			
Figure 14.	Land Ownership	20			
Figure 15.	Slope Analysis	21			
Figure 16.	Environmental Conditions	22			
Figure 17.	East Lohman Vehicular Transportation	26			
Figure 18.	Existing Utilities	27			
Figure 19.	Site Constraints and Opportunities	28			
Figure 20.	Community Meetings via Zoom	45			
Figure 21.	Downtown Las Cruces	46			
Figure 22.	Design Charrette meeting promotion	48			
Figure 23.	Design Charrette presentation slide	49			
Figure 24.	Population Health Scenario Plan	50			
Figure 25.	Traditional Neighborhood Scenario Plan	52			
Figure 26.	Conservation Neighborhood Scenario Plan	54			
Figure 27.	Recommended Conceptual Site Plan	58			
Figure 28.	Recommended Land Use Plan	59			
Figure 29.	Vision: Build on Medical Uses	60			
Figure 30.	Vision: Diverse, Attainable Housing	61			
Figure 31.	Vision: Integrated Trails and Connections	62			
Figure 32.	Vision: Mixed-Use Neighborhood Center	63			
Figure 33.	Plan Ideas	64			
Figure 34.	Street Network	69			
Figure 35.	Active Transportation Plan	70			
Figure 36.	Pedestrian Network	71			
Figure 37.	Open Space	72			
Figure 38.	Strategic Investments	74			
Figure 39.	Character Zones	87			

# ACKNOWLEDGMENTS

## Las Cruces Elected and Appointed Officials

Ken Miyagishima, Mayor  
Ifo Pili, City Manager  
Kasandra A. Gandara, District 1 City Councilor  
Tessa Abeyta-Stuve, District 2 City Councilor  
Gabriel Vasquez, District 3 City Councilor  
Johana Bencomo, District 4 City Councilor  
Gill M. Sorg, District 5 City Councilor  
Yvonne M. Flores, District 6 City Councilor

## Las Cruces City Staff

Larry Nichols, Community Development Director  
David Weir, Community Development Deputy Director  
Srijana Basnyat, Community Development  
Mark Miller, Community Development  
Robert Messenger, Community Development  
  
Griselda Martinez, Economic Development Director  
Francisco Pallares, Economic Development Deputy Director  
Cicilia Villegas, Economic Development  
  
Jamey Rickman, Community Engagement  
  
Mike Bartholomew, Transit Administrator  
Richard Hanway, Transit Operations Supervisor  
  
Delilah Walsh, Utilities Director  
Carl Clark, Utilities Deputy Director  
  
David Sedillo, Public Works Director  
Tony Trevino, Public Works Deputy Director  
  
Sonya Delgado, Parks and Recreation Director  
Franco Granillo, Parks and Recreation, Parks Maintenance Manager

Andrew Wray, Metropolitan Planning Manager, Mesilla Valley MPO  
Dr. Michael McAdams, Transportation Planner, Mesilla Valley MPO  
Domonic Loya, Transportation Planner, Mesilla Valley MPO

## Las Cruces Planning and Zoning Commission

Sharon Thomas, Chair  
Harvey Gordon, Vice Chair  
Vanessa Vega  
La Vonne Muniz  
James Allen Bennett  
Enrico T. Smith  
  
Luis Armando Guerrero

## MountainView Regional Medical Center

Beryl Ramsey, CEO  
Matthew Conrad, COO  
Jason Tate  
Benjamin Woods

## Consultant Team

George Radnovich, Principal-in-Charge, Sites Southwest  
Rosemary Dudley, Project Manager, Sites Southwest  
Mario Nuño-Whelan, Landscape Architect, Sites Southwest  
Danielle Wilson, Chief Planner, Sites Southwest  
  
Jayashree Narayana, Planner, Civic Plan Studio  
Michael Huston, Architect and Planner, Civic Plan Studio  
Scott Polikov, Senior Planner, Gateway Planning  
  
Todd LaRue, Chief Economist, RCLCO  
Cameron Pawelek, Market Researcher, RCLCO  
  
Brigitte Fuller, Chief Engineer, Wilson and Company  
Mario Juarez-Infante, Principal-in-Charge, Wilson and Company

# GLOSSARY

## **Affordable Housing**

Affordable housing is generally defined as housing on which the occupant is paying no more than 30 percent of gross income for housing costs, including utilities.

Source: [www.hud.gov](http://www.hud.gov)

## **Attainable Housing**

Housing that is market-rate (i.e. not publicly-subsidized) and that is priced so that the average household is not spending more than 30 percent of their gross income on housing costs.

Source: *Elevate Las Cruces*

## **Complete Street**

A transportation policy and design approach that requires streets to be planned, designed, operated and maintained to enable safe, convenient and comfortable travel and access for users of all ages and abilities regardless of their mode of transportation.

Source: *Smart Growth America*

## **Design Charrette**

An intensive, hands-on workshop that brings people from different disciplines and backgrounds together with members of the community to explore design options for a particular area.

Source: [Involve.org](http://Involve.org)

## **Form-Based Code**

A means of regulating land development to achieve a specific urban form. Form-Based Codes foster predictable built results and a high-quality public realm by using physical form as the organizing principle, with a lesser focus on land use, through municipal regulations.

Source: *Form-Based Codes Institute*

## **Green Infrastructure**

A cost-effective, resilient approach to managing wet weather impacts that provides many community benefits. Green infrastructure uses vegetation, soils, and other elements and practices to restore some of the natural processes required to manage water and create healthier urban environments.

Source: *EPA*

## **Hospital Oriented Development**

Framework for development where the hospital is no longer a standalone use, but rather physically integrated into the community fabric as a social and economic anchor institution for the broader community. In order to be effective, HOD must have a compact walkable form and a mix of diverse uses.

## **Low Impact Development**

An innovative stormwater management approach with a basic principle that is modeled after nature: manage rainfall at the source using uniformly distributed decentralized micro-scale controls. LID's goal is to mimic a site's predevelopment hydrology by using design techniques that infiltrate, filter, store, evaporate, and detain runoff close to its source.

Source: *Low Impact Development Center, Inc.*

## **Micromobility**

Any small, human or electric-powered transportation solution such as bikes, e-bikes, scooters, e-scooters or any other small, lightweight vehicle that is being used as a shared resource between multiple users.

Source: *Institute for Transportation & Development*

## **Missing Middle Housing**

A range of multi-unit or clustered housing types compatible in scale with single-family homes that help meet the growing demand for walkable urban living. These types provide diverse housing options

along a spectrum of affordability, including duplexes, fourplexes, and bungalow courts, to support walkable communities, locally-serving retail, and public transportation options.

Source: *Congress for New Urbanism*

## **Shared Street**

An integrated space used to better balance the needs of pedestrians, bicyclists, and low-speed motor vehicles.

# 1 EXECUTIVE SUMMARY

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# A VISION FOR EAST LOHMAN

The East Lohman development area is a quickly developing corridor in one of the easternmost parts of the city of Las Cruces. The land is adjacent to the MountainView Regional Medical Center campus, as well as the Sonoma Ranch communities. It has extensive 360-degree views of the surrounding Robledo and Organ Mountains and is a beautiful example of the Chihuahuan Desert lands surrounding the city. It is also in one of the most rapidly developing parts of Las Cruces, predominated by typical suburban stores including restaurants, offices and retail spaces. East Lohman Avenue itself was designed to move vehicular traffic efficiently and quickly but, because of this development pattern, less attention was paid to the needs of pedestrians and bicyclists.

Realizing the need to plan the land in a more holistic and all-inclusive way, through this Development Plan the City is taking a different viewpoint towards land development; it is master planning the area for a more mixed-use, mixed-income and mobility-minded neighborhood that builds value and respects the environment. While fostering the existing local infrastructure of the healthcare sector and residential communities, as well as the vicinity's budding recreational amenities, the East Lohman Development Plan seeks to build a place, not just a subdivision. Through the Plan, Las Cruces also establishes a framework for a mixed-mobility pedestrian and bicycle friendly corridor as opposed to the fast-speed, wide street that East Lohman Avenue has become.

***“...it is master planning the area for a mixed-use, mixed-income and mobility-minded neighborhood that builds value and respects the environment.”***

This document is intended to be a neighborhood planning framework that lays the groundwork for investment in the community and sets the standard for higher level development in the area. This Plan translates the vision of hundreds of nearby residents and city stakeholders into a land plan that includes ideas and strategies for how to bring this vision for the area to life. This vision can be summarized by the following goals:

- **Build upon existing medical uses.**
- **Provide a mix of housing types.**
- **Integrate with existing terrain, arroyos, vegetation, trails and walking paths.**
- **Build healthy, sustainable buildings and infrastructure.**
- **Become a mixed-use neighborhood center serving area residents and regional medical needs.**

The Plan can be divided into two major sections. The first half, which includes chapters one through six, describes the process and activities that contributed to shaping the recommended illustrative site plan, design ideas and development direction.

The second section includes details about the recommended illustrative plan, as well as an outline of implementation steps needed to realize this plan. The final chapter provides recommendations for both City staff and private developers, with each recommendation including a description, parties responsible for implementation, resources and tools, and how the recommendation fulfills a Plan priority or aligns with Elevate Las Cruces. Overall, this Plan provides a roadmap for the City of Las Cruces, helping decision-makers to visualize a preferred future scenario for the site and take the steps to achieve it.

These recommendations have been organized into Strategic Investments, Marketing and Branding, and general Development and Governance. Together, they provide a clear path forward to seeing the vision for East Lohman become a reality and an asset to the City of Las Cruces.

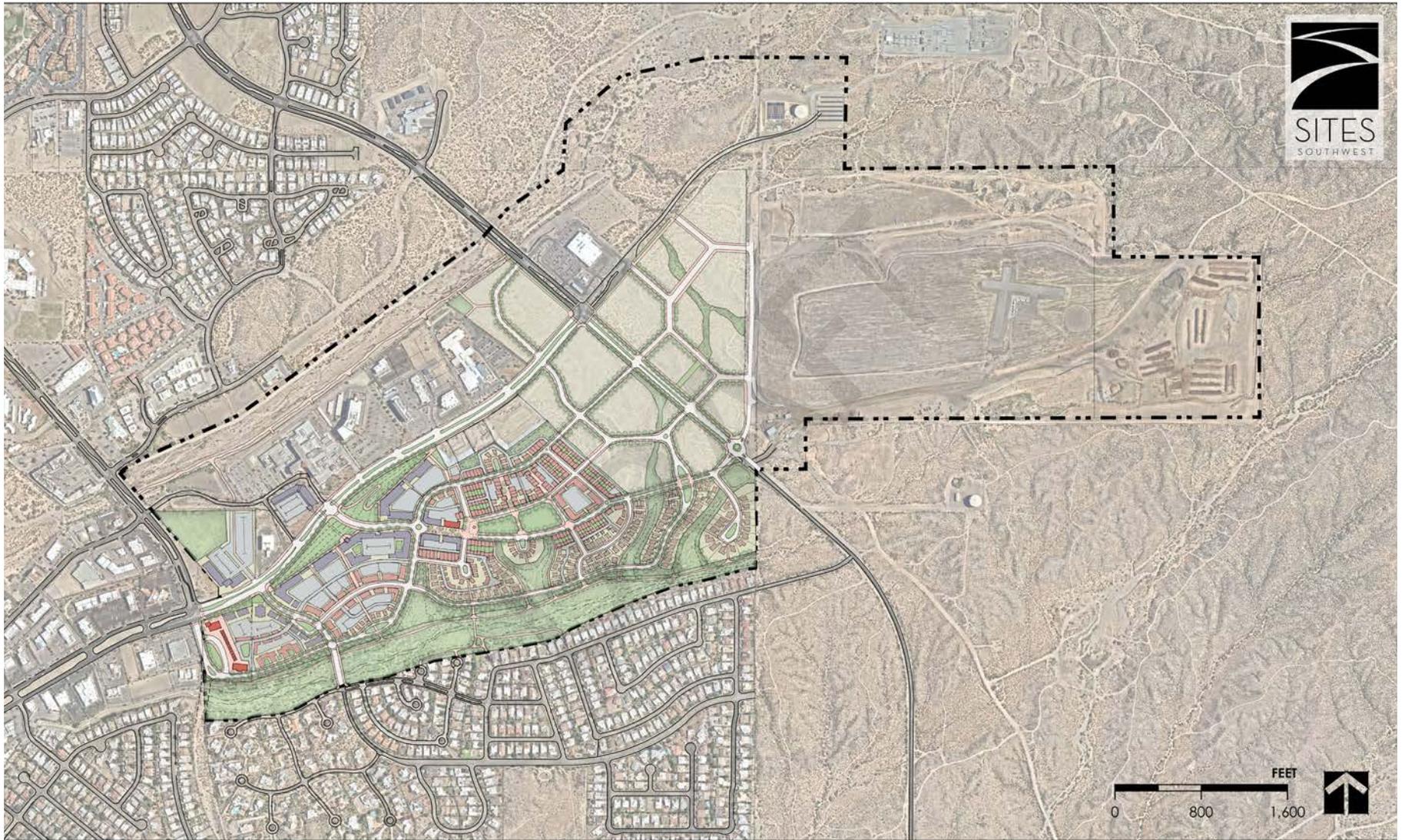


Figure 1. Illustrative Plan for East Lohman Development

SOURCE: CITY OF LAS CRUCES, 2020

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# 2 INTRODUCTION

*The East Lohman Development Plan provides a vision for future development guided by community and key stakeholder input. The Plan builds on existing assets that provide a foundation for physical and economic development, while leveraging opportunities based on demographic, socioeconomic and market trends.*

*The origins of the Plan began with a desire by the City of Las Cruces to create a “great place” that spurs high-quality economic and community development and builds upon resources like the medical center and surrounding neighborhood successes. Responding to this direction, the Plan was developed by a team of planners, architects, market analysts, landscape architects, and engineers as a comprehensive approach for building a community to the highest standards of urban and environmental planning.*

*Ultimately, this Plan is a blueprint that will help public officials make informed decisions about future improvements and development partnerships. The Plan sets standards and creates recommendations for high-quality and economically feasible development that will improve the quality of life for its future residents and community members who will enjoy the amenities of the East Lohman area.*



# OVERVIEW

## Area Context

The East Lohman Development Area is located at the far east end of Lohman Avenue where there are excellent views of the Organ Mountains and development is still in early stages of expansion. The project boundaries stretch between man-made and natural features, including the South Las Cruces Arroyo to the north, the Little Dam Arroyo to the south, and Roadrunner Parkway to the west. The eastern boundary extends beyond Sonoma Ranch Boulevard, encompassing the Mesilla Valley Model Aircraft (MVMAC) Las Cruces Air Park and archery range.

Though the Plan makes recommendations for future development for the entire plan area, design guidelines and land use plans will focus on a smaller portion of the area, described in subsequent pages as the Focus Area 1. Focus Area 1 is generally bound by East Lohman Avenue to the north, the Little Dam Arroyo to the south, Paseo de Oñate to the west and Sonoma Ranch Boulevard to the east.

The MountainView Regional Medical Center is located on the north side of East Lohman Avenue. This institutional anchor provides a sustained draw for visitors to the area and is the largest private employer in the city. There are a few commercial developments in progress along East Lohman Avenue and a Walmart Neighborhood Market east of Sonoma Ranch Boulevard.

Beyond the medical center, the development area is primarily surrounded by neighborhoods with nearby connections to parks and open space, including the Las Cruces Dam Open Space to the west and the Mesilla Valley Model Aircraft Club (MVMAC) Las Cruces Air Park and Archery Range to the east.



Figure 2. Map of the City of Las Cruces and the East Lohman Planning Area

# PLANNING PROCESS

The process for this Plan’s development is designated by the six phases described below. The timeline below displays the engagement touchpoints that were completed within each phase of the process.

## *Phase 1: Project Initiation and Site Evaluation*

The first phase of the process included initial meetings with the City to determine project scope, schedule, engagement approach and goals for the plan. A site tour and conditions analysis were conducted during this phase, in addition to background research related to existing plans and strategies for the area.

## *Phase 2: Public Engagement*

Several tactics for broad public engagement were employed during the second phase of the process. In addition to hosting targeted stakeholder focus groups, a website and online vision survey were created to better understand the desired uses, character and scale of development.

## *Phase 3: Existing Conditions Assessment*

Building on the research that started in phase one, the third phase included thorough analyses of the physical, social, economic and organizational conditions and potential opportunities for the area.

## *Phase 4: Land, Market & Real Estate Analysis*

With the purpose of providing a cohesive real estate strategy, phase four included a deeper analysis of the market and potential for different land use scenarios. A community design charrette was employed to quickly ideate and include key stakeholders and the public in scenario development.

## *Phase 5: Development Plan*

Phase five incorporated all research and community input to-date into a draft plan for East Lohman. This draft plan formed the basis for a land use scenario and associated transportation, infrastructure and urban design recommendations.

## *Phase 6: Final Plan & Recommendations*

In the final phase, the plan was further refined with input from City staff, leadership and the public. After the review period, the plan will be presented to the Planning and Zoning Commission and City Council for final approval.



Figure 3. Planning Process and Engagement Timeline

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# 3 EXISTING CONDITIONS

*Before creating the preferred plan for the East Lohman Development Area, a thorough site analysis was conducted to understand the physical context for the site. Additionally, previous plans that would impact the site and surrounding area were reviewed to ensure all proposed plans and development guidelines built upon these initial planning efforts. A summary of these findings and their implications are explored in this chapter.*

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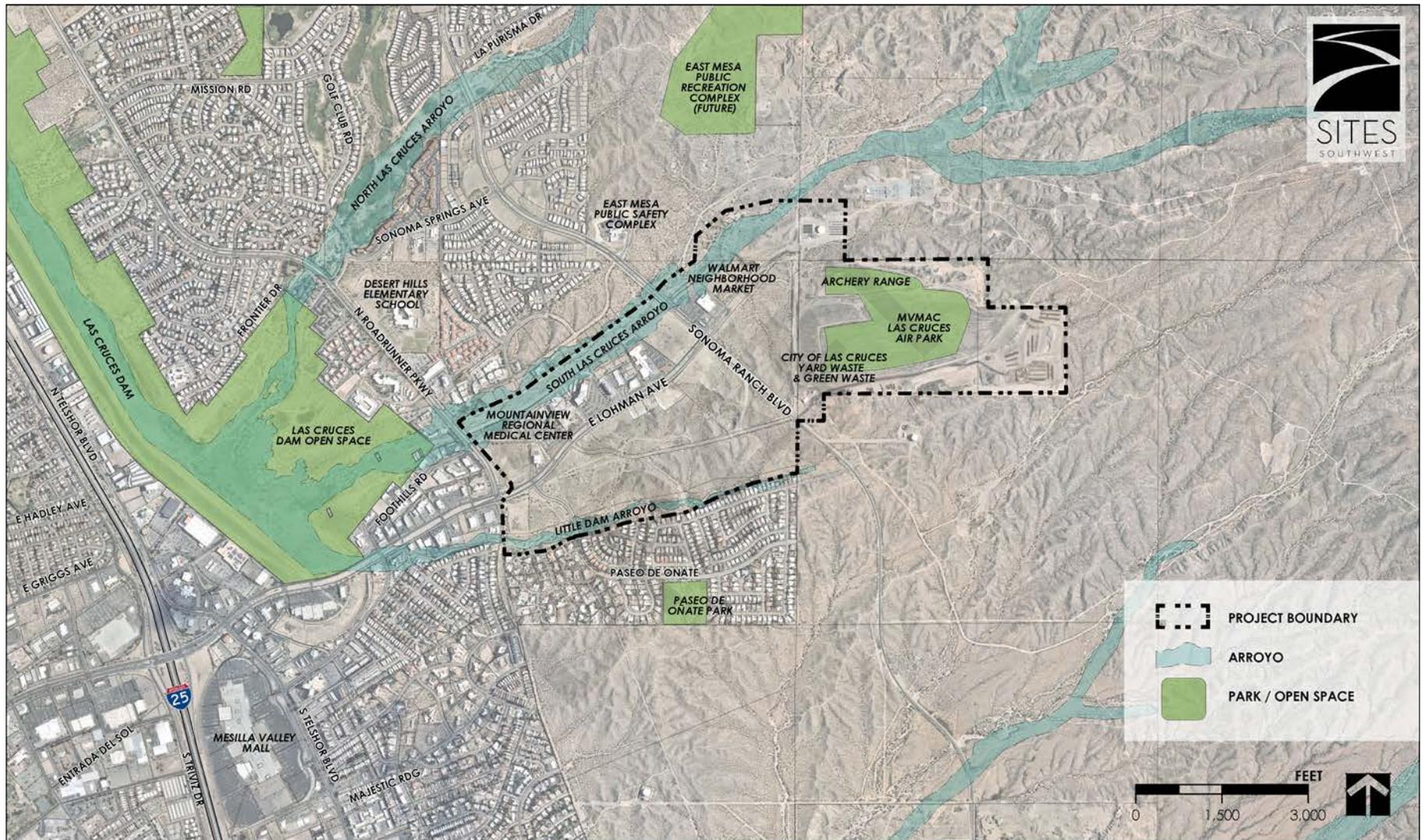


Figure 4. Context Map - East Lohman Planning Area

SOURCE: CITY OF LAS CRUCES, 2020

# OVERVIEW

## Project Area and Context

The East Lohman planning area is roughly 510 acres surrounding the intersection of East Lohman Avenue and Sonoma Ranch Boulevard in east Las Cruces (see Fig 4). The area includes the MountainView Regional Medical Center, the mostly undeveloped land south of the medical complex, a neighborhood Walmart, the City of Las Cruces Recycling Center, and City open space (including the MVMAC Las Cruces Air Park). The planning area starts just east of I-25, at

Roadrunner Parkway and extends east past Sonoma Ranch Boulevard. The postal code for the planning area is 88011. The closest high school is Centennial High, roughly one mile south on Sonoma Ranch Blvd, while Desert Hills Elementary sits under a mile to the north on Roadrunner Pkwy.

Nearby landmarks include the Mesilla Valley Mall and the Las Cruces Dam Open Space. The site is bordered by the South Las Cruces Arroyo to the north and the Little Dam Arroyo to the south. Just east of the site

is rugged topography that leads up to the Organ Mountains. Adjacent neighborhoods include the Mission Espada neighborhood to the north, South Ridge Village and Canyon Point to the south.

## Focus Areas

For the purposes of this planning effort, the development area has been divided into two project areas. The East Lohman Development Plan will make recommendations for future development in the full area, however, design guidelines and land use plans will focus on the smaller sub-section shown here as Focus Area 1 (see Fig. 5).

### Focus Area 1

This area includes the largely undeveloped parcel south of East Lohman Ave, between the Little Dam Arroyo (south), across from the MountainView Regional Medical Center (north), and bordered by Roadrunner Parkway and Sonoma Ranch Boulevard. The majority of this land is owned by the City of Las Cruces. Two undeveloped parcels at the intersection of Roadrunner Parkway and East Lohman Ave - owned by the Bureau of Land Management - and two privately owned parcels along Sonoma Ranch Boulevard are also included.

### Focus Area 2

This includes the MountainView Regional Medical Center, much of the commercial land surrounding the intersection of Sonoma Ranch and East Lohman, and the City of Las Cruces Recycling Area and open space to the east.

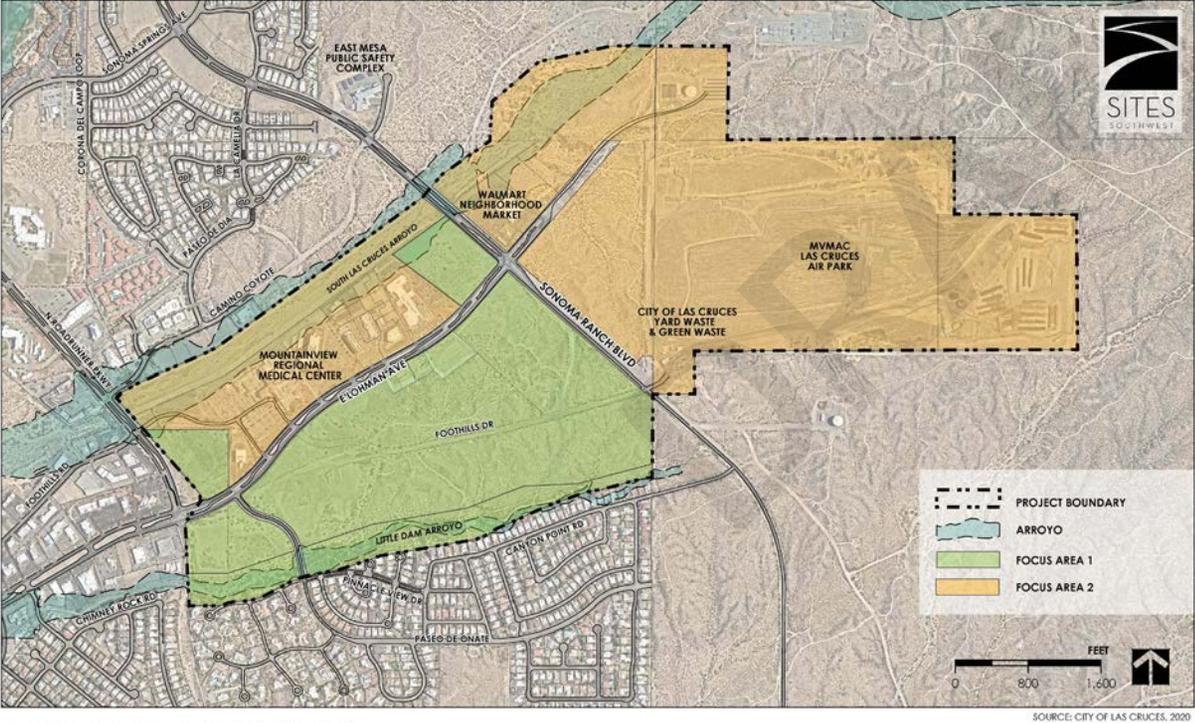


Figure 5. East Lohman Planning Areas

# PLANNING FOUNDATIONS

A number of local, city-wide, and regional planning initiatives have looked at the East Lohman area. Their analyses, recommendations, and plans have significant impacts on development within and surrounding the area. The East Lohman Development Plan builds on these earlier planning efforts.

## Elevate Las Cruces, 2020



The 2020 Comprehensive Plan for the City of Las Cruces identifies three “place type overlays” for corridors and nodes that can accommodate urban and mixed use development patterns at varying scales. The three place types are: Town Centers, Neighborhood Centers, and

Mixed-Use Corridors. These classifications are used to identify areas that exhibit high development or redevelopment potential. The East Lohman area is identified as a Neighborhood Center (see Fig. 6). The following planning recommendations come directly from Elevate Las Cruces.

### *Neighborhood Center Designation*

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

### **Development Intensity**

Gross Density: SF: 8-15 DU/Acre; MF: 15-30 DU/Acre  
Floor-Area Ratio: 0.4 - 1.5 FAR

### **Representative Land Uses**

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

### **Representative Zoning Districts**

PUD - Planned Unit Development  
Downtown Development Code

### **Development Strategies - Land Uses**

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

### **Development Strategies - Site Features**

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

- Provide an interconnected street grid between major thoroughfares and adjacent developments and neighborhoods
- Create and maintain small block sizes
- Limit curb cuts to minimize disruptions to pedestrians and bicyclists within the roadside area
- Provide a functional system of public or private alleys to minimize curb cuts and access shared parking
- Conceal parking areas behind buildings or within structures
- Locate development along transit and trail corridors to promote transit-oriented and trail-oriented development
- Provide a system of convenient pedestrian and bicycle facilities to ensure connectivity between parking, adjacent streets, and all on-site facilities
- Construct urban streets that accommodate all users by limiting traffic speeds and incorporating active roadside features
- Reduce off-street parking requirements using on-street parking spaces and shared parking provisions
- As applicable, incorporate trailhead and transit-supporting features to encourage multiple travel options

### **Building Design**

- Line streets and other public spaces with building facades that incorporate windows, and architectural features that provide visual interest
- Establish minimum building frontage requirements to frame the street and other public spaces
- Orient buildings to provide direct pedestrian access from street-facing facades

- Promote building (height) to thoroughfare (width) ratios of 1:2 to 1:3 as measured from the building façade
- Utilize building elements such as awnings, canopies, and balconies to delineate between distinct building quadrants or bays, and horizontally to distinguish ground-floor space from upper stories
- Provide horizontal transitions in building materials, with heavier materials laid at lower

- facade elevations, to add visual interest and delineate transitions between floors
- Provide material transitions in vertical elements to emphasize articulation between facade bays and parapets and enhance columns and building corners

**Nearby Town Center**

The Mesilla Valley Mall area - just one mile west of the East Lohman planning area - is identified as one

of four town centers for the City of Las Cruces. “Town Centers support institutional, cultural, employment, shopping, and entertainment uses while also providing high-density residential living options to create an energized environment to live, work, and play.”

Town Center land use recommendations include single and multifamily residential, commercial services, and professional offices. Moreover, transit-oriented development and bicycle and pedestrian connectivity is encouraged.

**Building from the Elevate Las Cruces Plan**

The final recommended development plan for East Lohman (beginning on p 57) takes these higher-level recommendations identified in the Elevate Las Cruces plan and grounds them in the East Lohman area, tying them to the site-specific urban framework of the place. The vibrancy and connectivity, the walkability and pedestrian-oriented urban spaces that are envisioned for Neighborhood Centers are carried forward into a site plan with specific land use recommendations, street networks, and development strategies.

The Neighborhood Center designation, combined with the nearby Town Center of the Mesilla Valley Mall area, offer potential for a very accessible, walkable, mixed-use area for the east side of the City of Las Cruces.

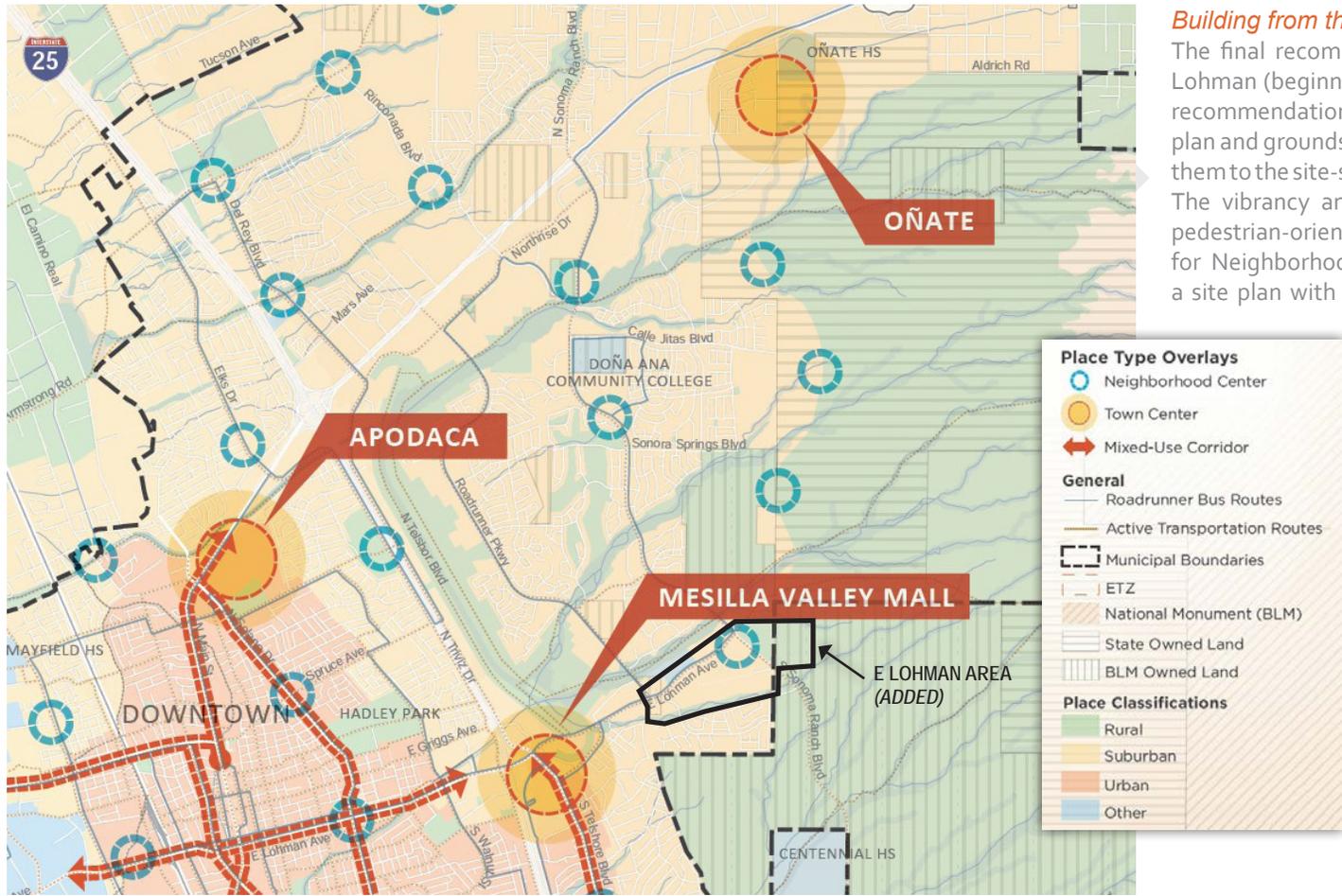


Figure 6. Future Development Map, Place Type Overlays (from Elevate Las Cruces)

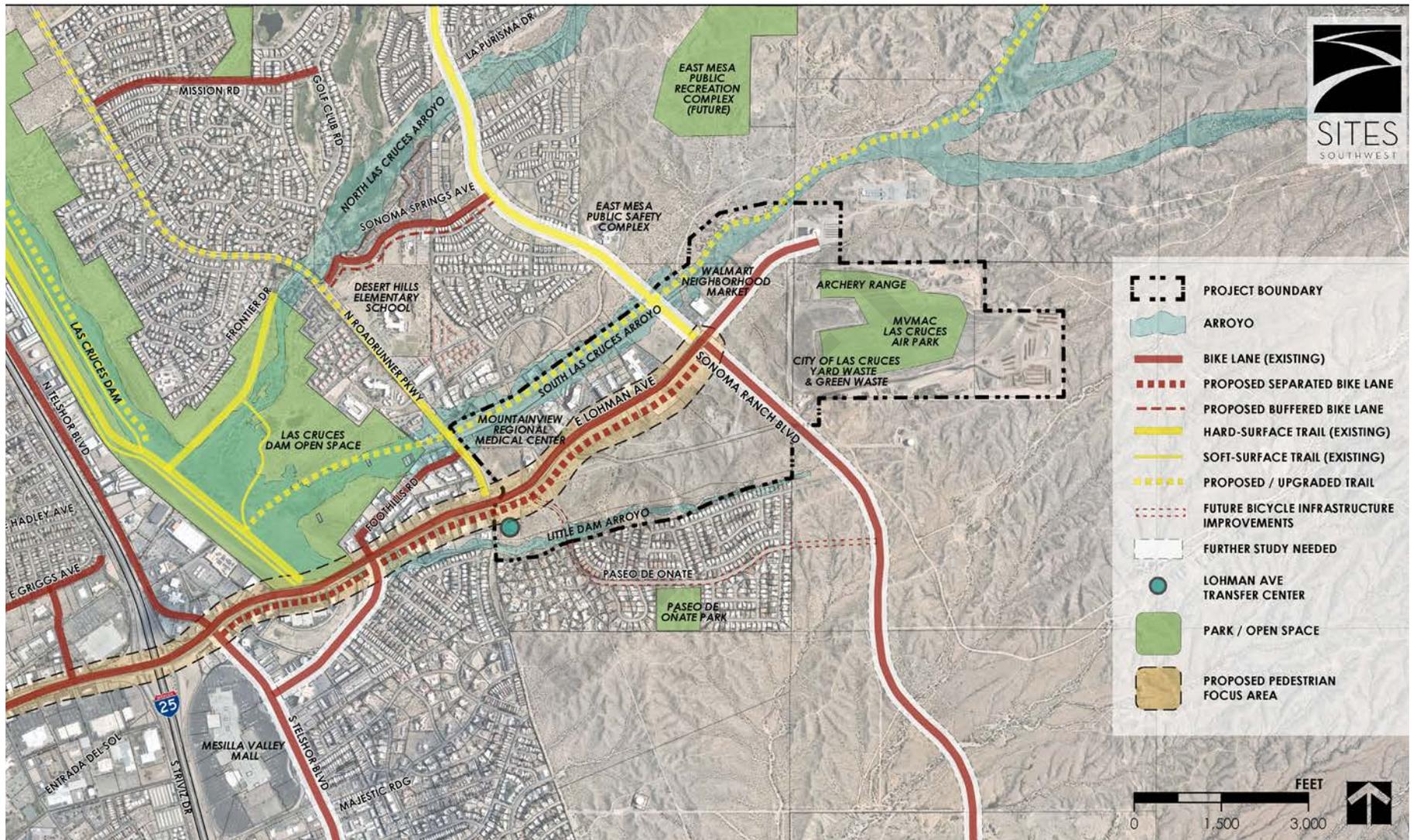
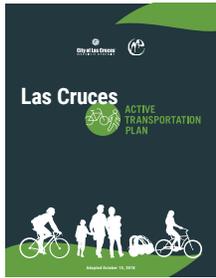


Figure 7. Open Space & Active Transportation

## Mesilla Valley MPO, Mobility 2045 | CLC Active Transportation, 2018



The East Lohman planning team took a close look at active transportation planning efforts in both the **Mesilla Valley MPO - Mobility 2045** plan as well as the **City of Las Cruces Active Transportation Plan (2018)**. The active transportation inventories and proposed upgrades from these plans were combined within the context of the East Lohman planning area (see Fig. 7, p14). There are several key areas both within and surrounding the East Lohman area that have been identified for bike and pedestrian infrastructure improvements. These include East Lohman Avenue, South Las Cruces Arroyo, Sonoma Ranch Boulevard, Roadrunner Parkway, and Paseo de Oñate.

The Mobility 2045 plan identifies two principal arterials that form a major intersection in the East Lohman area: East Lohman Ave and Sonoma Ranch Boulevard. The plan shows a proposed extension of East Lohman Ave, continuing past the reclaimed water treatment facility, east of Calle Abuelo. There are several major collector streets, including Paseo de Oñate, Sonoma Springs Ave, and Foothills Rd. Paseo de Oñate is designated for extension to Sonoma Ranch Blvd as a minor collector street.

With the extension of Calle Abuelo, future plans for East Lohman Ave, and extending Paseo de Oñate to open up a dead-end, the overall connectivity of the area will increase dramatically. The plans put forward in this document take into account these future improvements and, where possible, build further connections within the East Lohman planning area.

## Parks & Rec Master Plan, 2019

In the East Lohman planning area, there is currently one large recreation area in the eastern portion of the site (see Fig. 7, p14). As parks and recreation spaces go, it is somewhat non-traditional in that it is specific to two uses: 1) an airport and flight area for the Mesilla Valley Model Airplane Club; and 2) an archery park. The park is the only remote-controlled airplane airport in the Southwest. As these two places are accessed through the same road as the City of Las Cruces Yard and Green Waste Recycling Center, access to the park areas is granted through club membership.

There are a number of parks and recreation areas within two miles of the planning area. These include: the Las Cruces Dam Open Space (west), Paseo de Oñate Neighborhood Park (south), Veterans

Memorial Community Park (northwest), and Desert Hills Elementary School (north).

As the 2019 Parks & Rec Master Plan shows (see Fig. 8), the closest neighborhood park in the planning area is Paseo de Oñate park in the Canyon Point community to the south. As the Parkland Service Area Gap map shows, there are currently no neighborhood parks in the planning area and there are service gaps in the surrounding residential communities. The East Lohman Development Plan takes into account both the lack of accessible parks and recreation in the planning area as well as the potential for connections to nearby open spaces.

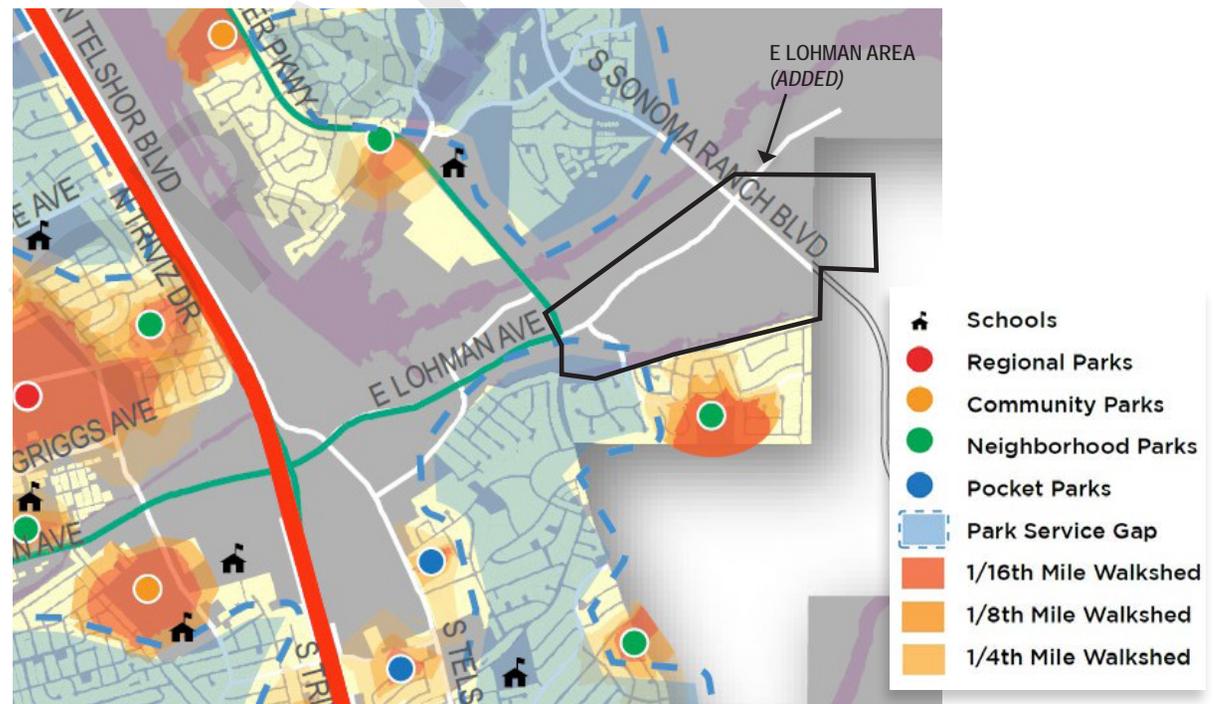


Figure 8. Parkland Service Area Gaps (from P&R Masterplan)

## RoadRUNNER Transit, 2019

Currently, there are two routes that run through the East Lohman planning area. Route 2 (in yellow, see Fig. 9) runs S Telshor Blvd, Foothills Rd, East Lohman Ave, to Sonoma Ranch Blvd. Route 3 (in purple), runs Foothills Rd, East Lohman, to Roadrunner Pkwy. There is currently a transfer point at Mesilla Valley Mall, providing access to Route 9 (in gray), which runs south and west toward New Mexico State University and downtown.

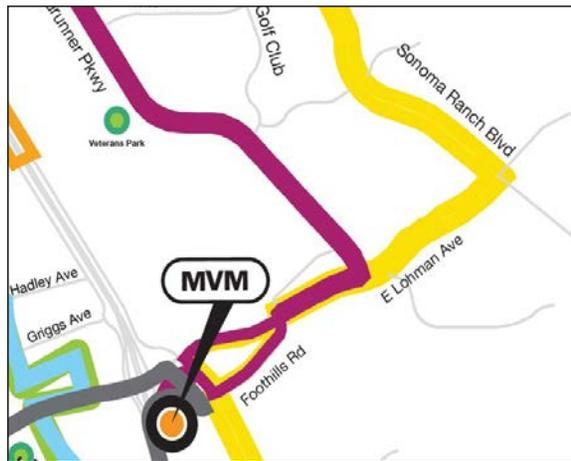


Figure 9. RoadRUNNER Transit Plan

Notably, there are plans for a new transfer center near the intersection of East Lohman Ave and Roadrunner Pkwy (see Fig. 7, p14). According to the RoadRUNNER Plan: "In the future it is anticipated that there will be the necessity of having another East Side Transfer Center, possibly located along East Lohman Avenue. The east side of the Las Cruces area is growing more than other areas and has a number of significant attractors (e.g. Memorial Hospital, East Mesa Branch of Doña Ana Community College). In addition, a relocated eastside transfer center could serve as focus for transit-oriented development."

The specific location of this transfer center has yet to be determined, allowing the East Lohman

Development Plan to incorporate its placement into the overall vision of the area. As a potential mobility hub, it's location stands to have a significant impact on pedestrian and active transportation travel for the entire planning area.

## Lohman Avenue Plan, 2000

As part of the 1999 Las Cruces Comprehensive Plan, the City created a number of area plans, including one for Lohman Avenue (see Fig. 10). A major component of the 1999 plan is the proposed establishment of a Gateway District in the Lohman Avenue area. According to the plan, "Lohman Avenue is considered a major gateway due to its location and prominence as a transportation corridor. [...] It is one of three busy entrances and exits to and from I-25 within Las

Cruces and one of the few existing major east/west thoroughfares within the City. [...] Its importance will only continue to grow."

As a Gateway District, the plan outlines a number of key design goals and objectives still very relevant to the East Lohman Development Plan:

- Reinforce New Mexican architectural vernacular
- Uphold a pleasant and attractive appearance; add visual interest
- Use variation and modulation to reduce mass of buildings
- Create a live-work-shop environment with a mix of uses

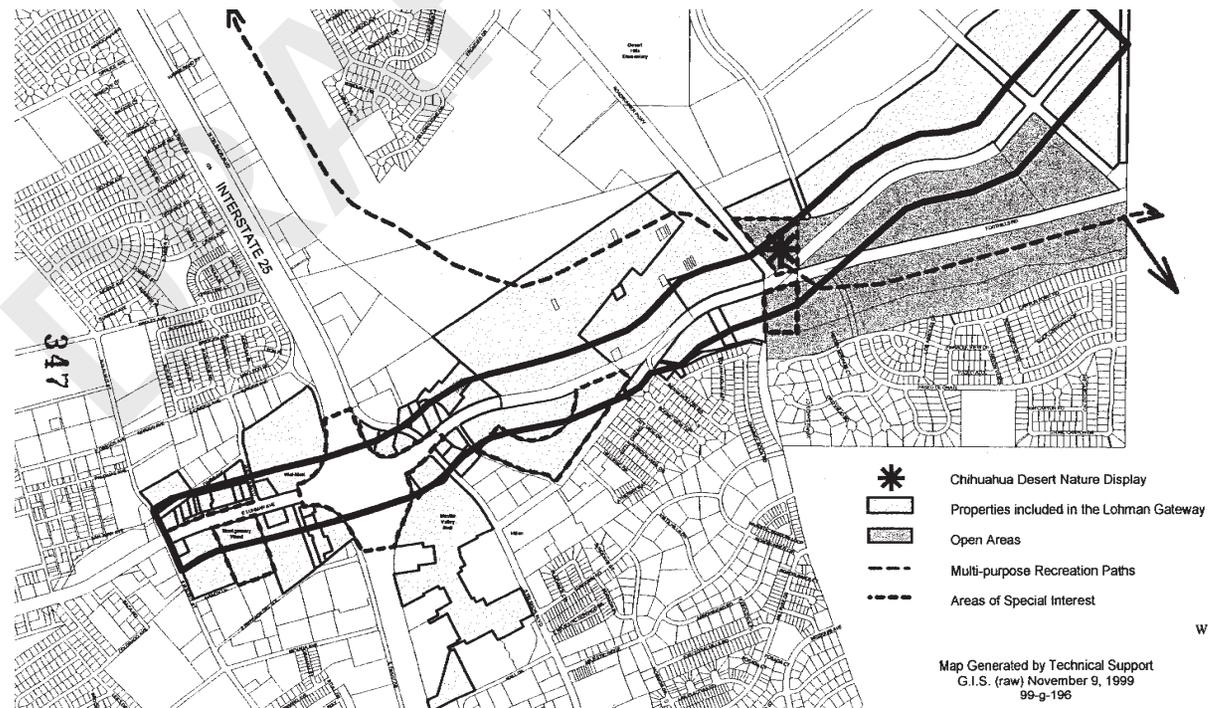


Figure 10. Lohman Ave Plan

## Complete Streets Ordinance, 2008

In 2008, the Las Cruces Metropolitan Planning Organization (MPO) passed the Complete Streets Resolution, a multimodal-focused transportation and urban design resolution for encouraging streets that integrate "walking, bicycling, and transit use while promoting safe and efficient operations for all." The resolution identifies several guiding principles and practices for complete streets in Las Cruces, including:

- Streets should be useable public open space corridors with generous landscaping and lighting
- Encouraging non-motorized transportation can have considerable positive health impacts for our community during a time when obesity, diabetes, and heart diseases are at epidemic proportions
- Transportation improvements should include an array of facilities: street and sidewalk lighting, street trees, landscaping, street furniture, pedestrian and bicycle safety improvements, access improvements in compliance with the Americans with Disabilities Act, and pedestrian access improvements to public transit facilities

As a potential Neighborhood Center with mixed-use corridors and hubs of activity, the Complete Streets Resolution and its recommendations have pertinent applications for the East Lohman Development Plan.

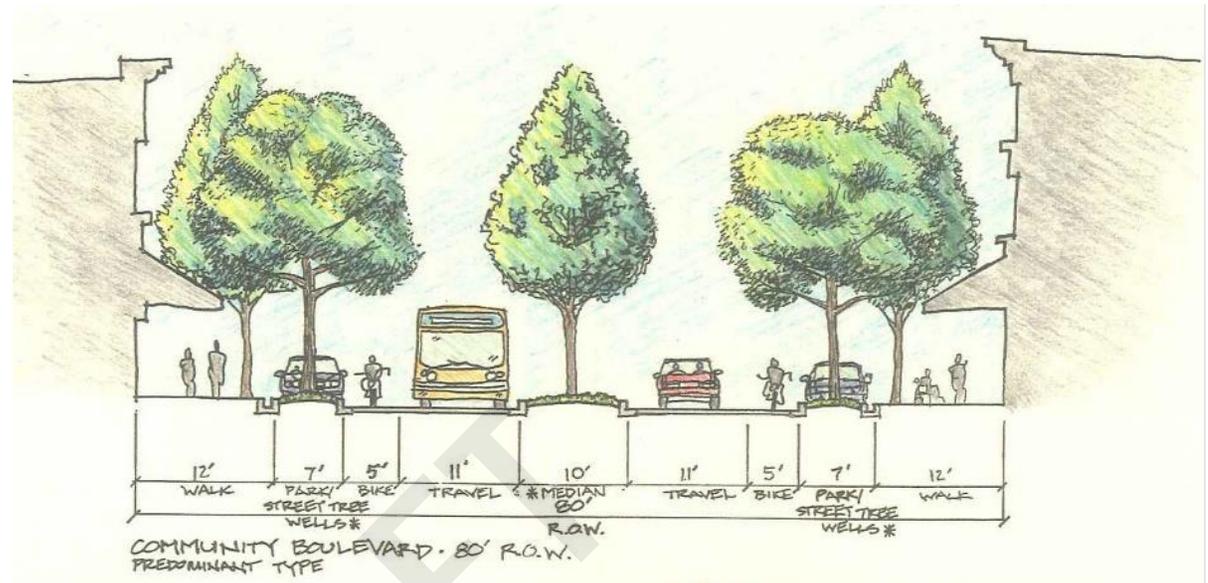


Figure 11. Complete Streets Example Section

# PHYSICAL CONDITIONS & ASSETS

## Land Use & Zoning

The majority of the East Lohman planning area is undeveloped desert shrubland and zoned for Planned Unit Development (PUD, shown in yellow-brown in Fig. 12). At the north edge of the planning area (along East Lohman Ave) is the MountainView Regional Medical center, partially zoned PUD and partially Office and Commercial. In addition to the hospital, these parcels contain numerous medical offices, smaller medical-focused businesses, and corresponding parking areas. The eastern portion of the planning area (yellow) is Doña Ana County land, zoned T2 for Rural. This area contains the large MVMAC Air Park, the archery range, and the City Yard and Green Waste Recycling Center.

Surrounding the site are a range of land use types. West of the project area, East Lohman Ave is a major commercial corridor, with corresponding Office and Commercial zoning along its entirety. Large retail stores - like Target and Ross - are mixed with office buildings, fast food and sit down restaurants. The general character of the development is car-centric, with broad streets and large parking areas between a busy thoroughfare and the setback businesses.

North and south of the site is largely zoned single-family residential, with detached, front-loaded, mostly single-story homes.

### Focus Area 1 - PUD Zoning

As discussed at the start of this section, the focus for this planning effort is the City-owned land south of East Lohman Ave, currently zoned as PUD. Currently, the PUD designation allows for significant flexibility in land use with regard to development type, density, placement of buildings, arrangement of open space, circulation facilities, and parking areas. The goal of the PUD is to balance benefits to the

surrounding community as well as for developers. Through the East Lohman Development Plan (in subsequent chapters), new and more detailed design recommendations are made within this PUD that correspond with the overall vision for the planning area.

### Lohman Avenue Overlay District

The City of Las Cruces has long recognized the importance of East Lohman as an entrance to the community. The Lohman Avenue Overlay District is a special zoning district that has a set of unique provisions and characteristics to meet a special purpose beyond general zoning districts.

The overlay district was created to implement land use and urban design policies based on the recommendations of the 2000 Lohman Avenue Plan. The overlay district - extending from the city boundaries to the east to Walnut Street to the west - includes all properties located within 350 feet from the edge of Lohman Avenue right-of-way. The architectural and urban design standards defined by the overlay have been considered in the creation of new character zones, introduced in Chapter 8.

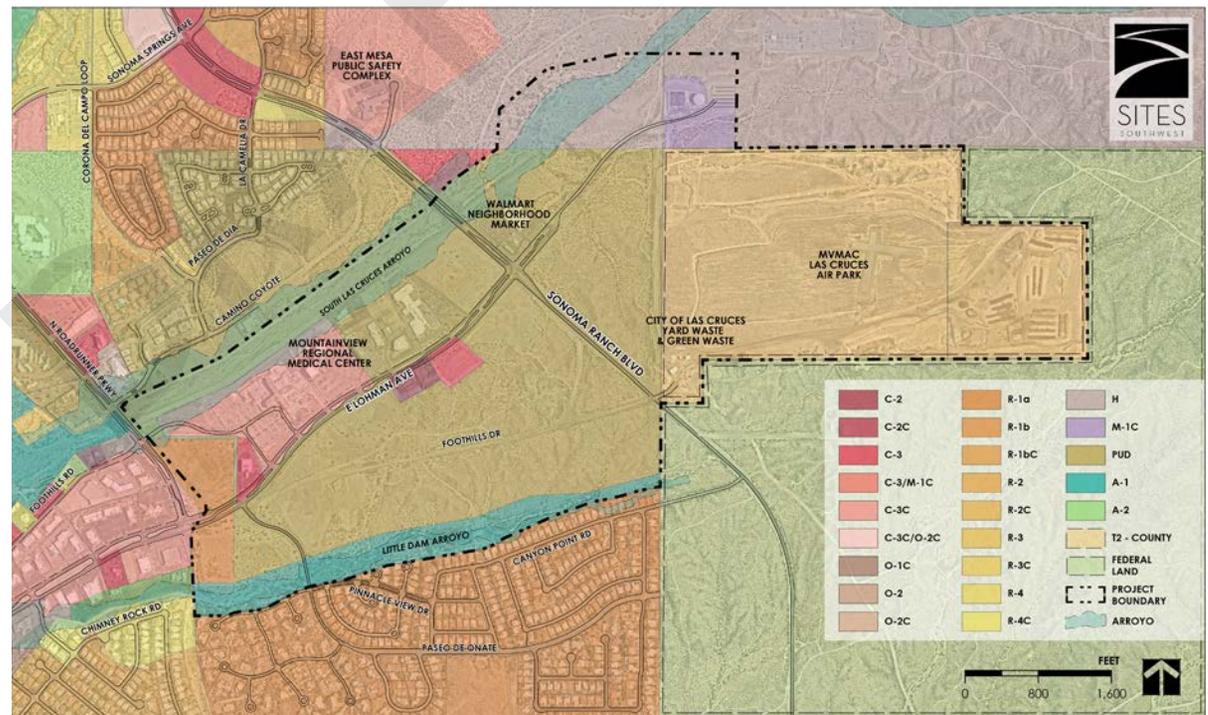


Figure 12. Zoning Map



Existing development along East Lohman Ave, west of Roadrunner Pkwy, is typical of the commercial character approaching the site from the west.



MountainView Regional Medical center as seen from Focus Area 1. The tallest of the medical complex buildings is 4-stories in height.



Looking south toward the Canyon Point residential areas beyond the Little Dam Arroyo.

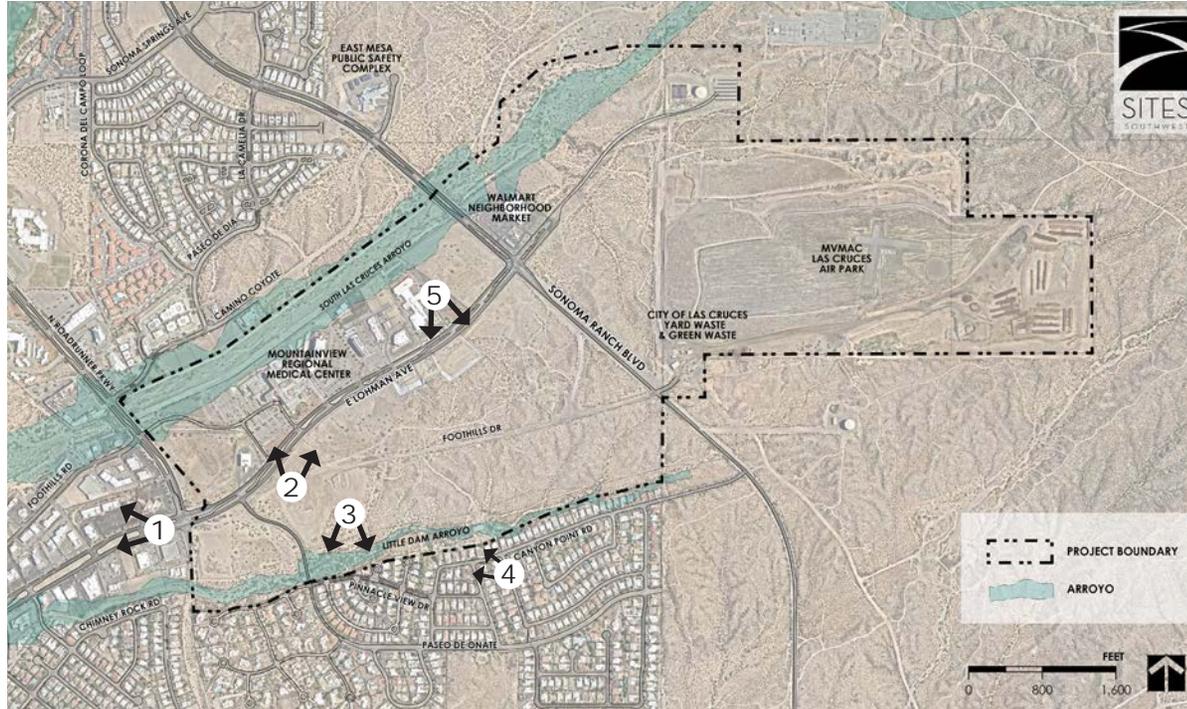


Figure 13. Existing Land Use Inventory



Front-loaded, detached, single family homes characteristic of the Canyon Point community south of the Little Dam Arroyo.



New commercial development along East Lohman Ave illustrates the steep slopes of the undeveloped hillside in the planning area.

## Land Ownership

The bulk of the focus area for this planning effort is publicly owned land, primarily owned by the City of Las Cruces (see Fig. 14). Along the north side of East Lohman Avenue, the MountainView Regional Medical Center is privately owned and mostly developed. At the intersection of East Lohman Ave and Sonoma Ranch Blvd, the parcels on all four corners are privately owned. However, with the exception of the Walmart Neighborhood Center on the northeast corner, these parcels are currently undeveloped.

### Private Ownership

MountainView Regional Medical Center owns the majority of private land to the north of the focus area. Leadership at MountainView would like to see

the East Lohman area become a medical campus that staff, patients and visitors can walk to for medical services and complementary amenities such as restaurants, small retail, lodging and housing.

Leadership also indicated that they have additional facility needs - including skilled nursing and physical therapy - and they would be interested in continuing this development across Lohman Avenue.

### Publicly Owned Land

The driver for this planning effort is the City of Las Cruces' goal for community-minded development of the land between East Lohman Avenue and the Little Dam Arroyo. With City ownership comes flexibility for creative planning and zoning efforts to capitalize on the positive growth and potential of the MountainView Regional Medical Center.

At the western edge of the planning area - the intersection of Roadrunner Parkway and East Lohman Avenue - are two parcels currently owned by the Bureau of Land Management (BLM). One parcel lies north of Lohman and east of Roadrunner Parkway, and the second is south of Lohman, between Roadrunner and Paseo de Oñate. The southern parcel has been designated as a priority area for a future RoadRUNNER Transit Center and the BLM is open to this future use and development.

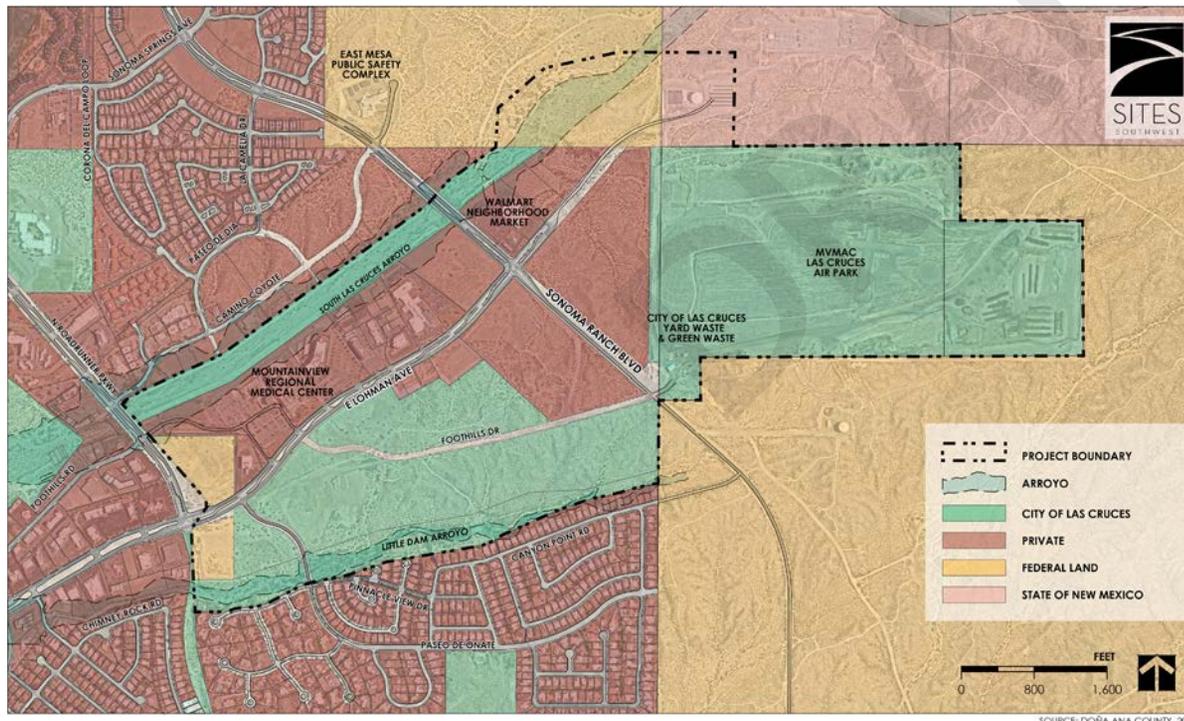


Figure 14. Land Ownership

## Environmental Conditions

The existing desert scrub vegetation, the arroyos, the views, and the dramatic changes in terrain present unique opportunities and constraints for the East Lohman planning efforts. The bulk of City-owned land sits on a relative plateau for the area, overlooking East Lohman Avenue and the medical complex to the north, Canyon Point neighborhood to the south, the Robledo Mountains far off to the west, and incredible views of the Organ Mountains to the east.

### Topography

One of the major considerations for feasible land development, preservation of open space, and design of roads and circulation is the dramatic topography of the East Lohman area (see Fig. 15). The steepest

grades on the site are those fronting East Lohman Avenue, directly across from the medical complex. As the developments currently under construction illustrate (see image #5, p 19), there is over 50 feet of elevation change from East Lohman Ave to the top of the plateau in Focus Area 1.

Atop the central portion of Focus Area 1, grades are relatively flat - between 0 to 8% grade - before gradually falling again toward the Little Dam Arroyo. As such, any road connections, new structures, and potential view obstructions will need to consider the grade changes for both entering the project area and navigating within it.

### Remediation Efforts for Landfill

In the past, the land on the west side of the site was used as a landfill (SE corner of E Lohman Ave

and Paseo de Oñate). When the City acquired the property, they began remediation efforts which are going to be concluded in early 2021. Fortunately, the contents of the landfill were primarily household waste with no evidence of toxic or dangerous materials. Efforts to screen the soil have minimized the removal of organic matter and lessened the impacts to the natural topography.

### Viewshed

One of the most compelling assets of the East Lohman planning area is the tremendous viewshed afforded by the plateau and the undeveloped land surrounding the site (see red arrows, Fig 16). To the north and west are the Sierra de Las Uvas and the Robledo Mountains in the distance. To the east, appearing much closer, are the Organ Mountains.

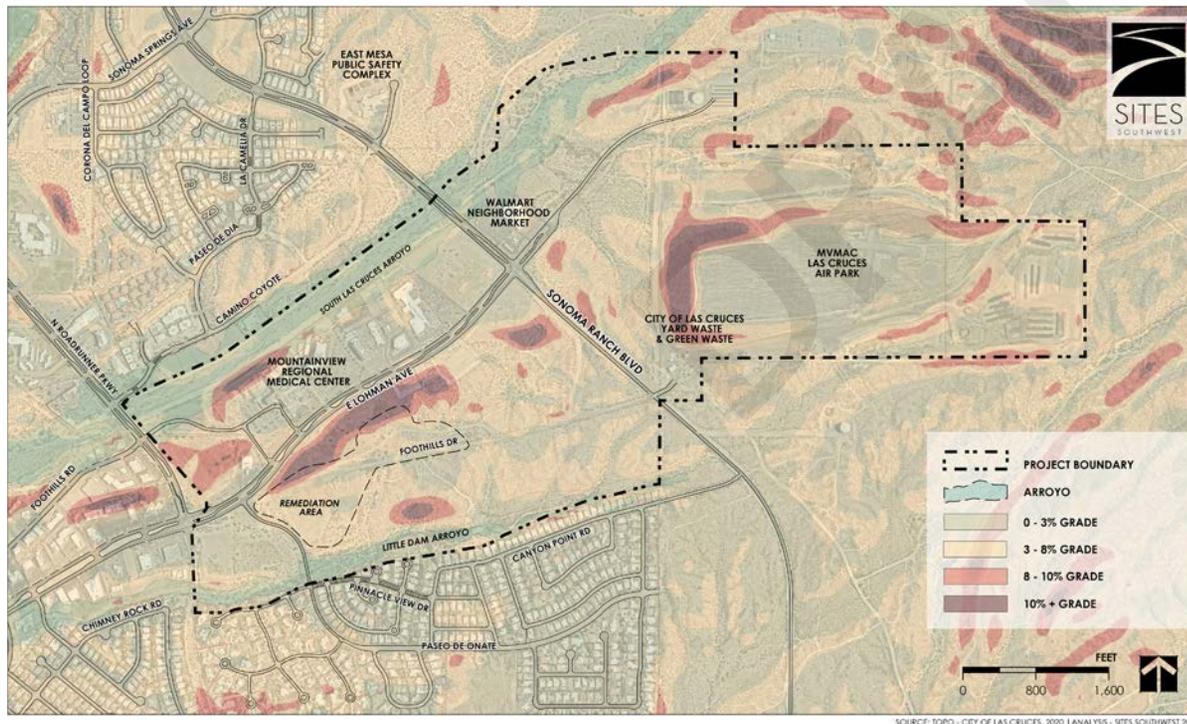
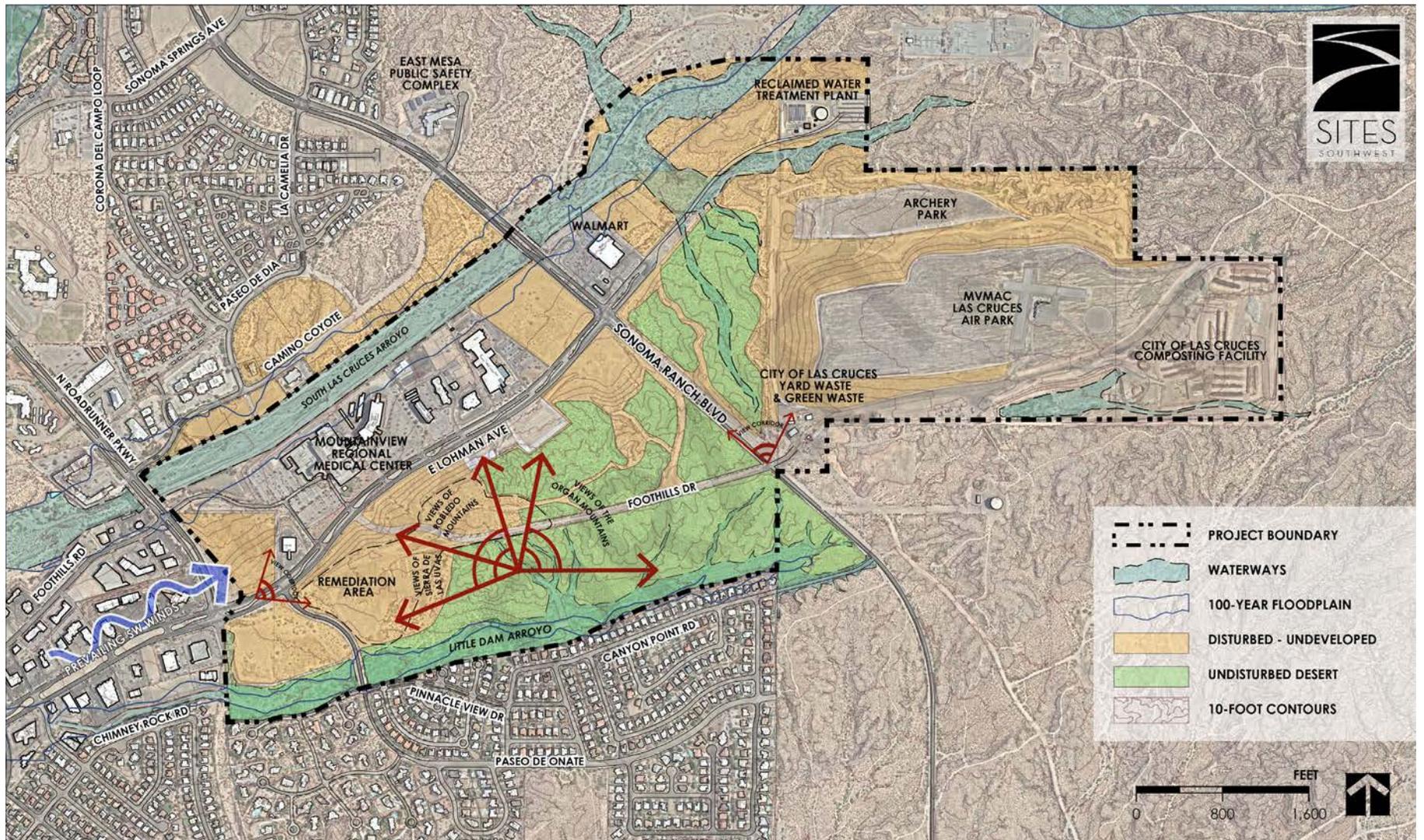


Figure 15. Slope Analysis



View of the Organ Mountains Looking East from the Planning Area  
Source: Sites Southwest

The site anchors the east edge of the City of Las Cruces, just seven miles from the foothills of the Organ Mountains (as the crow flies). With such proximity and limited development, views of the mountains stretch wide across the site. Regarding future development, these viewsheds will play a critical role for site orientation, open space alignments, building setbacks, and building height planning.



## Waterways

The planning area is framed by two large arroyos that drain east to west from the mountains toward the Las Cruces Dam Open Space. To the north, the South Las Cruces Arroyo is the larger of the two drainages. Starting just east of Sonoma Ranch Blvd (north of Walmart), the arroyo has been channelized and contains concrete embankments until it travels under Roadrunner Pkwy and drains into open space.

The Little Dam Arroyo anchors the southern edge of the East Lohman Planning Area. More naturalistic in character, the Little Dam Arroyo begins just east of the project site, winds along the north edge of Canyon Point, and enters a concrete channel and culvert before flowing under East Lohman Avenue. As Fig 16 illustrates, the watershed for the Little Dam Arroyo is fed by smaller drainages that originate at the top of the Focus Area 1 plateau. Due to the natural topography of the area, several of these drainages are relatively undisturbed and the ephemeral waterways have created the conditions for healthy stands of vegetation. The areas with more densely growing trees and shrubs naturally reduce the erosive force of flooding by slowing the flow of stormwater and capturing sediment carried by the floods.



Dense Stands of Healthy Vegetation within the Little Dam Arroyo  
Source: Sites Southwest

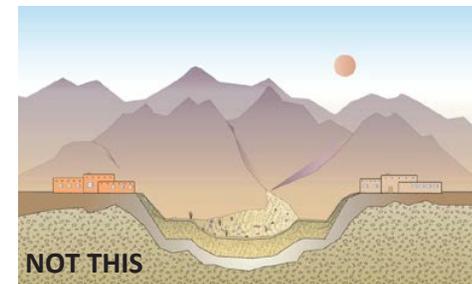
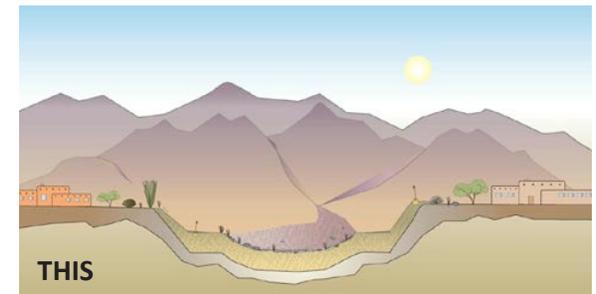
The City's Arroyo Preservation Plan, adopted in 2015, identifies a number of ways in which arroyo preservation and protection is key to sustainable development in the City as a whole – from flood control and water quality, to open space and habitat conservation. One of the recommended strategies in the plan is the use of buffers or open-space trails as protective measures for arroyo features in order to maintain their natural drainage patterns (see diagrams below). In the East Lohman area, the Little Dam Arroyo and the smaller drainages that feed it offer a unique starting point for identifying open space and habitat areas worth protecting.

## Existing Vegetation

The East Lohman planning area lies in the Desert Scrub & Grassland community of the Chihuahuan Desert ecoregion. Characteristic of this community, the vegetation in the area corresponds to the availability of water that comes with the system of natural drainages described above. There are large swaths of the planning area with relatively sparse, low-lying vegetation and few trees. This is typical of the upland areas along the plateau as well as the areas that are undeveloped yet have been disturbed in the recent past (for development, landfill remediation, or grading purposes). See areas highlighted in yellow, Fig 16.

Within and surrounding the arroyos, however, there are large, undeveloped desert areas with healthy stands of vegetation. These ephemeral waterways provide enough intermittent irrigation to sustain healthy stands of vegetation in the arid

climate, including trees such as: velvet mesquite, screwbean mesquite, acacia, desert willow; shrubs: creosote, fourwing saltbush, winterfat, jointfur, tarbush, soaptree yucca, prickly pear, sotol; and native grasses including: grama grasses, muhly grass, curlymesquite, saltgrass, and bluestem, among many others. These areas are concentrated around the Little Dam Arroyo as well the smaller drainages that feed into it. This vegetation – both within and surrounding the arroyo – provides unique habitat for many Chihuahuan Desert wildlife species.



Buffers would allow arroyos to shift and move naturally, with many benefits: added soil stability; less structural loss due to erosion/flooding; more desirable open space; more wildlife corridors and wildlife viewing opportunities; and preservation of native vegetation.

Source: 2015 City of Las Cruces Arroyo Preservation Plan

## Open Space

In the East Lohman planning area, there is currently one large recreation area in the eastern portion of the site. As parks and recreation spaces go, it is somewhat non-traditional in that it is specific to two uses: 1) an airport and flight area for the Mesilla Valley Model Airplane Club (MVMAC); and 2) an archery park. The park is the only remote-controlled airplane airport in the Southwest. As these two places are accessed through the same road as the City of Las Cruces Yard and Green Waste Recycling Center, access to the park areas is granted through club membership. Members of the MVMAC are given keys to unlock a gate at the access road off of Sonoma Ranch Blvd.

### *Nearby Parks and Open Space*

Within one mile of the East Lohman planning area, there are numerous parks and open spaces that offer important connections for future development. Just west of the site is the Las Cruces Dam Open Space, a City Park that includes the Las Cruces Dam, with a designated “desert trail” that overlooks the floodplain below. The trail runs several miles north and connects with the Alameda Arroyo Trail and the Outfall Channel Trail.

South of the site, part of the Canyon Point neighborhood, is Paseo de Oñate park - a small recreation space with a playground, seating areas, and a walking trail.

Creating the north and south borders of the planning area are two large arroyos (natural desert washes)



Las Cruces Archery Range  
Source: Sites Southwest

that drain west toward the Las Cruces Dam. Along the north, the South Las Cruces Arroyo creates a vegetated buffer between the medical complex and the residential developments north of them. In the 2018 City of Las Cruces Active Transportation Plan, the South Las Cruces Arroyo is identified for trail upgrades that would connect open space east beyond Sonoma Ranch Blvd to the Las Cruces Dam trails (see Fig 7, p 14). This could serve as a major connection between communities and open space areas for future development.

South of the planning area, as a buffer between the project area and the Canyon Point community, runs the Little Dam Arroyo. Currently, there are no designated trails along the arroyo.

However, as a natural desert waterway, its healthy stands of trees and dense vegetation make it a prime candidate for open space trails, offering east-west connection as well as north-south connections into the East Lohman area for the residential areas to the south.

The City of Las Cruces is in the process of constructing the East Mesa Public Recreation Complex less than one mile north of the planning area. As a public recreation area, the park will offer soccer fields, baseball and softball fields, a pickleball complex, and a traditional park with a kids playground. This will be a destination sports complex for the City of Las Cruces and its proximity is a major asset to the East Lohman planning area. Connections along the South Las Cruces Arroyo and elsewhere shall take into account this future complex.



# CIRCULATION & ACCESS

## Pedestrian & Bike Circulation

Safe and comfortable pedestrian travel is currently limited in the East Lohman area. Developments along East Lohman Avenue, the medical complex, and the residential neighborhoods are built around vehicular circulation. In commercial areas, buildings are set back from the street and are often surrounded by parking. In residential areas, most of the single-family detached homes are front-loaded, often with the garage closest to the street.

### *Connections, Safety and Shade*

In the Chihuahuan Desert environment and the automobile-dominated landscape of Las Cruces, three components are critical for pedestrian and bike travel: connections (nearby places to go), safety (from traffic) and shade (from the desert sun). Many existing communities, in Las Cruces and throughout the southwest, were designed largely for efficient travel by car. Under traditional zoning regulations, residential areas are often separated from commercial

and office areas. Subsequently, as car travel is a necessity, it makes sense to prioritize streets and parking. However, as the City shifts toward walkable, mixed-use developments, examining pedestrian circulation patterns and finding ways to retrofit them will be critical.

Along East Lohman Avenue, sidewalks run adjacent to the busy street and currently offer few amenities for pedestrians. While generous landscape areas are present - with tree canopy and potential protection from the sun - they are mostly setback, closer to the parking areas. As the image below shows, this creates for long stretches of sidewalk between commercial areas that are exposed to street noise and hot conditions.

In the residential areas, such as Canyon Point and Sonoma Ranch Village, shade coverage is mixed. Some areas have regularly-spaced shade trees in the right of way or in medians, offering comfortable sidewalk travel. In other places, the landscape is

dominated by gravel front yards and right-of-ways, radiating heat and creating a challenging pedestrian environment throughout much of the year.

Existing development patterns in the East Lohman area follow traditional separation of land uses, with commercial centers and office buildings concentrated along East Lohman Ave while residential subdivisions are setback on the other side of the washes to the north and south. This creates for quiet neighborhoods on the one hand, but significantly limits connectivity for pedestrian and bike circulation as destinations are often too far for travel by foot or bike.

In the **2018 Active Transportation Plan and Mobility 2045**, a number of areas in the East Lohman planning area have been identified for bike and pedestrian improvements (see Fig 7, p 14). These include:

- East Lohman Ave: proposed separated bike lanes; designation as a “Pedestrian Focus Area”. According to the plan, “these areas should be prioritized for investment in safe and comfortable pedestrian infrastructure such as sidewalks, crosswalks, trails, and street trees. These focus areas also address the need for safe access to transit with an emphasis on streets with a history of crashes.”
- Sonoma Ranch Blvd: There is an existing multi-use trail running north of E Lohman Ave; the existing lack of facilities running south (through the project site) were called for further study
- Paseo de Oñate: future bike improvements
- Multi-use trails on Roadrunner Parkway and South Las Cruces Arroyo connect to Organ Mountains and Las Cruces Dam open space trails.



Existing Pedestrian Infrastructure Along E Lohman Ave  
Source: Google Earth

## Vehicular Circulation

The site is anchored by the principal arterial East Lohman Avenue, which currently runs from the reclaimed water treatment plant on the east end of the project area west toward I-25, continuing all the way to Calle de El Paso on the west edge of the city. Within the planning area, East Lohman Avenue is four lanes with separated bike lanes, curb and gutter, sidewalks, and a broad median with turning lanes. Speeds on East Lohman Avenue are 35 and decrease to 25 within the medical center zone.

Two major intersections along East Lohman Ave create the primary boundaries for Focus Area 1: Roadrunner Parkway and Sonoma Ranch Boulevard. Just east of Roadrunner Parkway is an intersection with Paseo de Oñate, a collector street that runs south into the Canyon Point residential area.



Roadrunner Parkway is a minor arterial road, four lanes, with a center median and turning lanes (see image below). The road currently runs north-south between East Lohman Ave and I-70 to the north.

Sonoma Ranch Boulevard is a principal arterial road. North of East Lohman Ave, the street is four lanes with a center median and turning lanes, sidewalk

on the east side and a multi-use path on the west. South of the East Lohman Ave intersection, Sonoma Ranch Blvd narrows to two-lanes, with no median. The road runs to Dripping Springs Road (just south of Centennial High School), north past I-70 to Peach Tree Hills Rd.



Paseo de Oñate is two lanes with sidewalks and no bicycle facilities. Currently, the street ends at Stone Canyon Dr. In the Las Cruces Metropolitan Planning Organization Transport 2040 plan, there is a proposed extension of Paseo de Oñate to connect with Sonoma Ranch Blvd. Foothills Drive is an informal access road that bisects the project site from east to west.



### Emergency Access

East Lohman Avenue serves as the emergency access to MountainView Regional Medical Center. Any facility improvements or access changes will need to take into account the existing emergency facilities, speed limit and use.

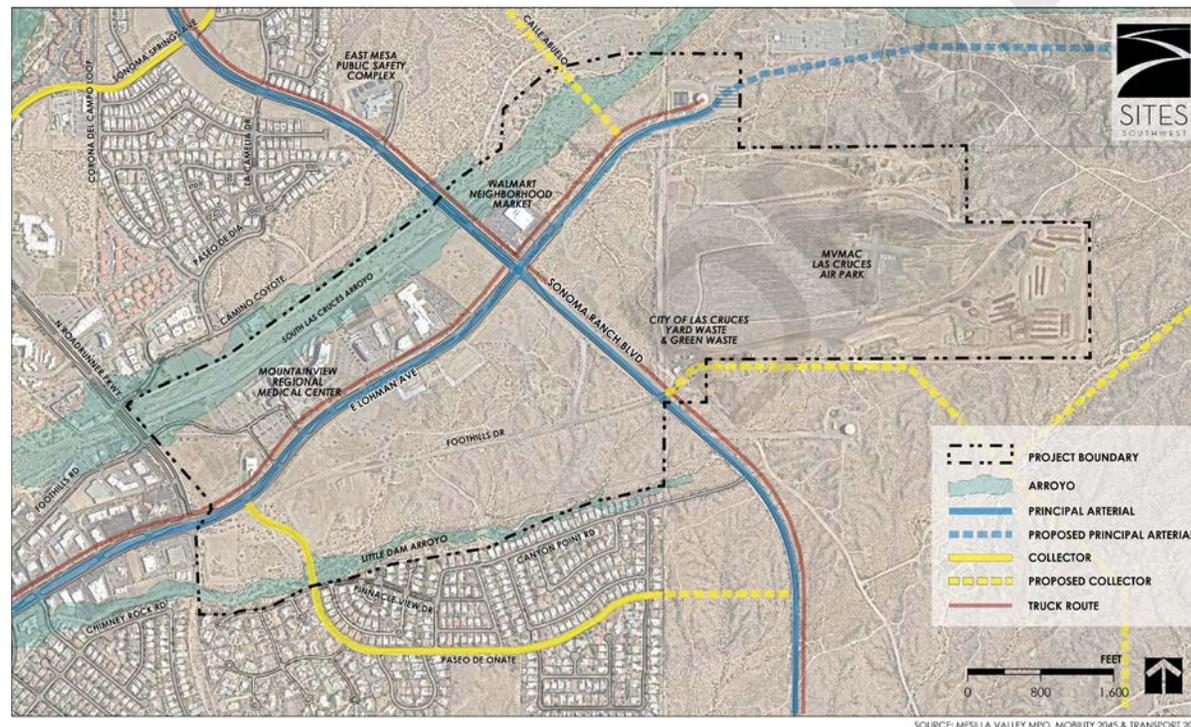


Figure 17. East Lohman Vehicular Transportation

# INFRASTRUCTURE

## Utilities

Within the planning area, the majority of existing utilities run along transit corridors, primarily East Lohman Avenue and Sonoma Ranch Boulevard (see Fig. 18). Existing utilities include: water, gas, and sewer. Running west from the Reclaimed Water Treatment Plant along East Lohman Avenue and teeing at Sonoma Ranch Boulevard is a reclaimed water line. With easy access into Focus Area 1, reclaimed water offers an alternative source for landscape and open space irrigation in future developments. Within Focus Area 1, there is an existing high-pressure gas line and a utility easement along the proposed but not yet constructed Foothills Drive right-of-way.

## Stormwater

Efficient stormwater infrastructure is important to alleviate concerns about safety and property damage. Infrastructure includes pipes, culverts, inlets, canals, drains, bridges, dams, levees, and flood control structures and gates. Pipes and culverts are typically embedded structures that allow water to flow underneath barriers such as roads, railroads, trails, or similar water barriers. Channels are typically man-made pathways used to redirect water flow.

The project site is bounded to the north by the South Las Cruces Arroyo and the Little Dam Arroyo to the south. The project area south of East Lohman Avenue is elevated twenty to thirty feet higher than the adjacent roadway and slopes generally from east to west. The southern area slopes towards the Little Dam Arroyo. North of East Lohman Ave the properties slope generally to the north to the South Las Cruces Arroyo. A storm drain system is located in East Lohman Ave that consists of a series of inlets and the storm drain pipe outlets into the South Las Cruces Arroyo.

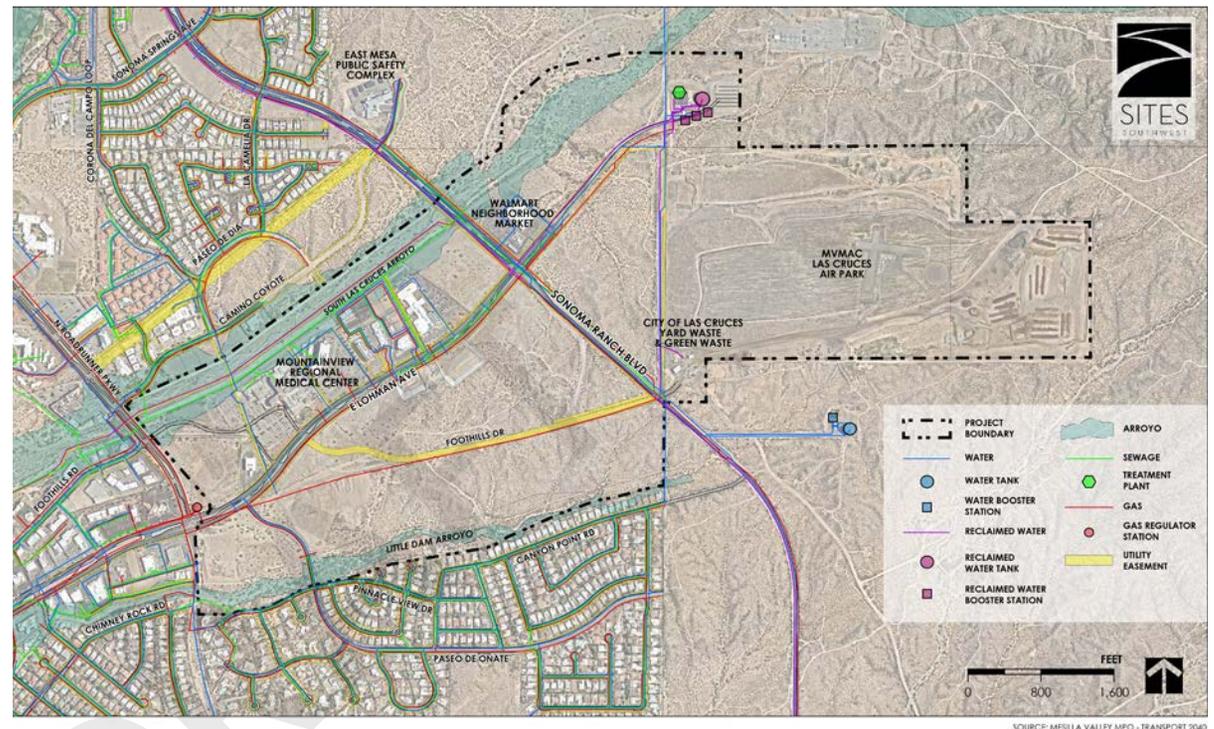


Figure 18. Existing Utilities

Per the “Land Development Code” (Part III of the City of Las Cruces Municipal Code), Soil Conservation Service (SCS) Method criteria shall be used for development equal to or greater than three acres (1.214 ha). Hydrologic analysis of basins using SCS method can be performed using software such as HEC-HMS. On-site retention or detention is required for all sites. Detention ponds must detain the one percent chance rainfall allowing the predeveloped flow or less to flow off the development.

## Power and Fiber

El Paso Electric Company is the provider for electric power within the City. Much of the electrical grid

is within the roadway right-of-way. Many cable companies manage underground networks of cable and fiber infrastructure used to boost internet speeds for all residences and businesses. Xfinity and CenturyLink are the major providers for cable, fiber optic, DSL, fixed wireless, and mobile wireless infrastructure.

# URBAN DESIGN

## Opportunities and Constraints

The East Lohman focus area was evaluated for various urban design opportunities and constraints. These elements begin to give structure and organization to the site. All are considerations in the plan scenarios that were developed during the planning process.

### Walkability -----

When thinking about the human scale of the site, it is helpful to imagine distances according to what most people will be willing to walk before looking for a vehicle. A pedestrian shed, measured as a distance of roughly a quarter mile around a central node, is one way to measure this. As noted in the figure, the East Lohman area covers about two pedestrian sheds.

### Topography —————

Both opportunity and constraint, the site has several areas with very steep topography. In all plan scenarios, considerations should be taken to work with these natural slopes and their corresponding drainage paths.

### Adjacencies —————

Any new development on this site should be sensitive to the presence of existing neighborhoods to the south. Participants at the community meetings and survey respondents expressed a desire to maintain the views of the mountains as much as possible. All illustrative plans should make efforts to preserve view corridors.

### Utility Easement —————

Currently, the utility easement for the site is aligned with Foothills Drive, an unimproved access road that bisects the area.

### Landmark —————

The corner of East Lohman Avenue and Paseo de Oñate presents an opportunity to create an iconic landmark for the new development. This elevated ridge creates a naturally pronounced point, which could be used for neighborhood branding.

### Mountain Views —————

Bisecting the focus area, elevated land offers a potential ridge top with fantastic views of the Organ

Mountains. Relatively flat at the top, this area should be considered for public space and wider corridors that preserve these views.

### Arroyo Trail Connections —————

The Little Dam and South Las Cruces Arroyos act as southern and northern boundaries for the development area. These, along with other natural drainage paths and undisturbed habitat, should be considered for potential pedestrian/bicycle trails.

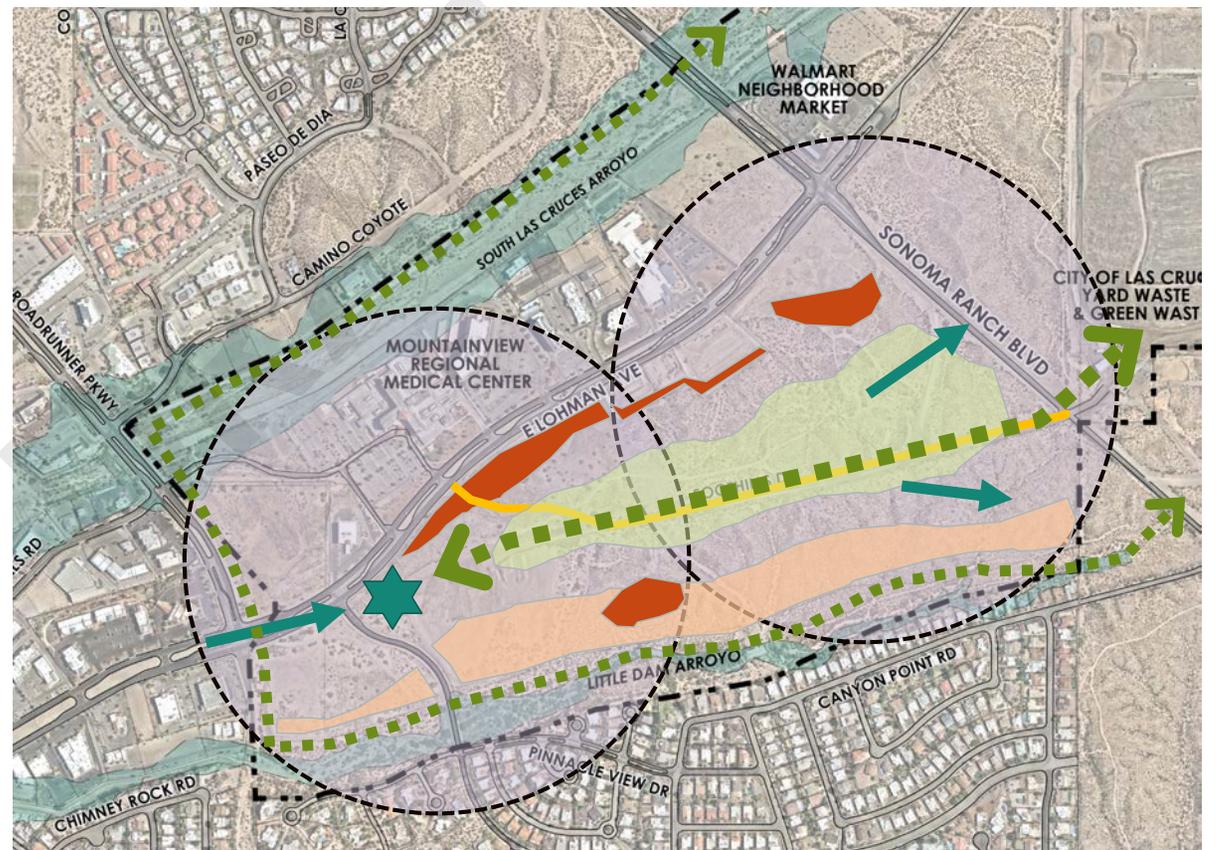


Figure 19. Site Constraints and Opportunities

# 4 MARKET ANALYSIS

*The purpose of the land use, market and real estate analyses are to form a cohesive real estate strategy that benefits the immediate area of the site and the City of Las Cruces as a whole. This understanding will inform development recommendations that are not only responsive to near- and long-term market opportunities, but also promote vitality, a sense of community, economic stability and growth, and sustainable value.*

*The Sonoma Ranch area, which encompasses the plan area, has been one of the fastest growing residential areas in Las Cruces for the past 20 years. To better understand the impact of the community, demographic data was collected first, followed by a careful analysis of economic, lifestyle, and real estate trends. This information was used to determine real estate development opportunities for the East Lohman Development area. The information was collected from existing sources like census data and other public and private sources. Information gathered built the foundation for a quantitative analysis of real estate development opportunities.*



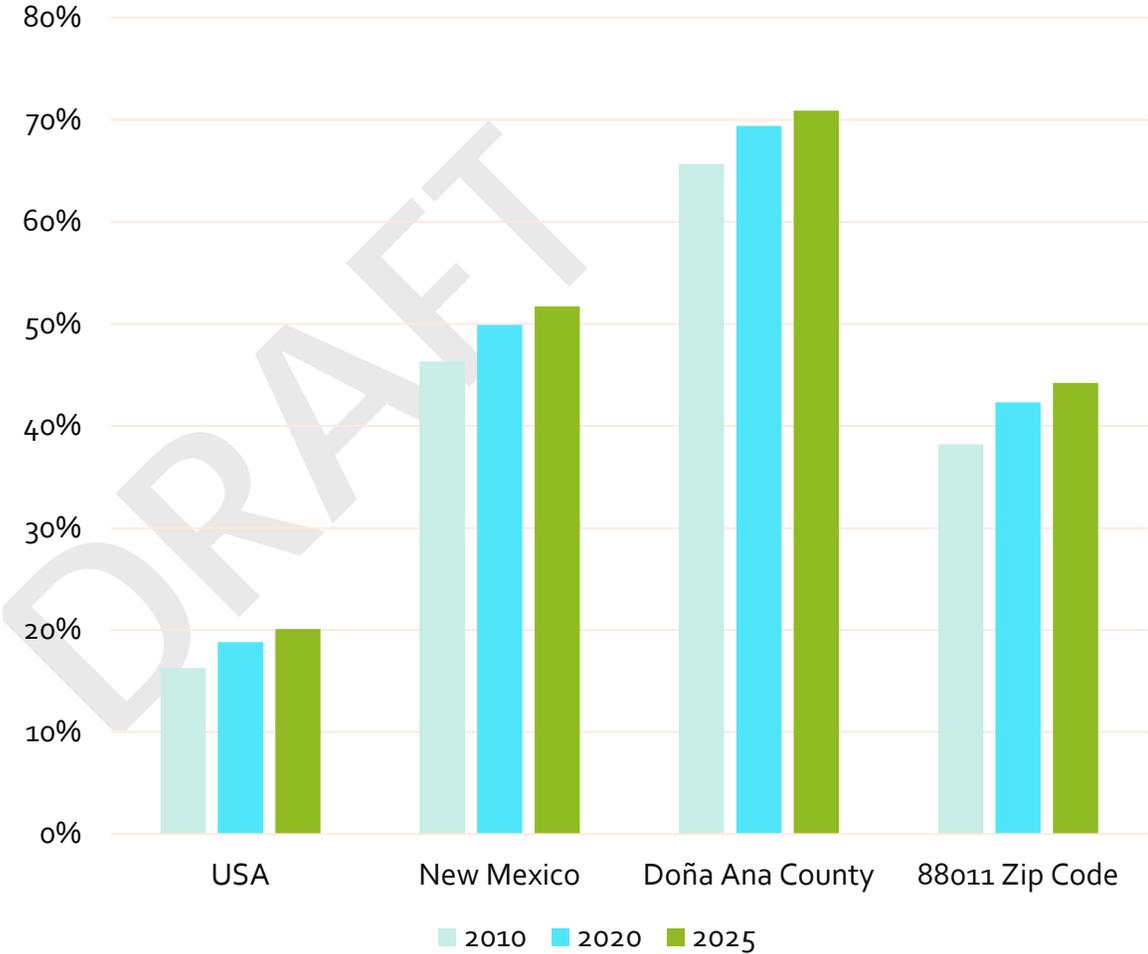
# SOCIOECONOMICS AND DEMOGRAPHICS

## Population Overview

Doña Ana County has seen its population grow in recent years, particularly for residents under 25 and over 55. This can be largely attributed to the impact of local educational institutions, abundant health services and a relatively low cost of living while maintaining, overall, amenities that support quality of life. The education and healthcare sector has accounted for approximately 50% of total employment growth over the past two decades, which has driven the population growth.

Furthermore, the primary users of education are residents under the age of 25 and the primary users of health services are residents over the age of 55. Like all metropolitan areas, household incomes vary, with incomes in Doña Ana County being relatively lower than the state and U.S. However, residents of zip code 88011, which encompasses the East Lohman Development area, have significantly higher household incomes. Median household incomes within the 88011 zip code are 53 percent higher than median incomes within Doña Ana County (2020, Esri).

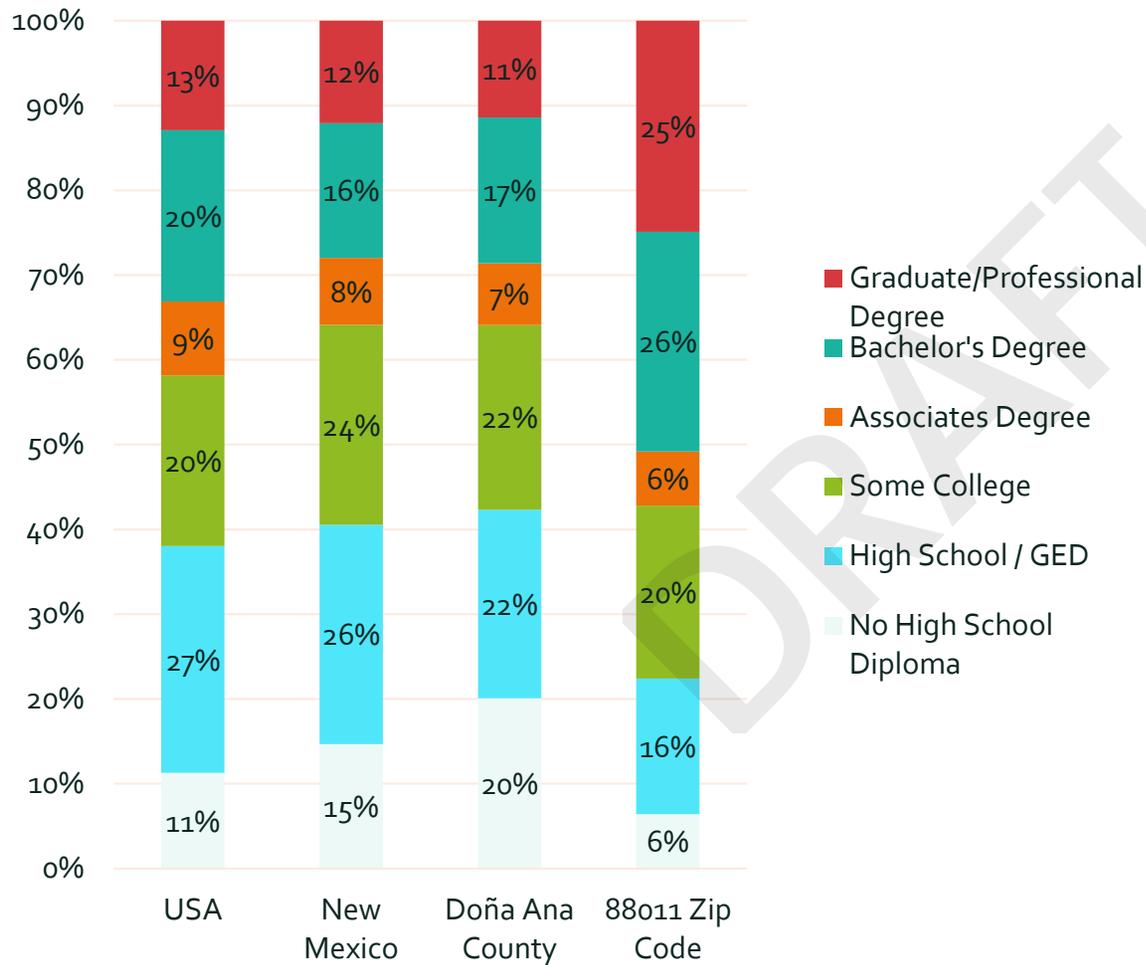
Percent of Population of Hispanic Origin; 2010, 2020, & 2025



Source: U.S. Census Bureau; Esri Business Analyst

## Distribution of Educational Attainment (Population 25+)

2020



## Race & Ethnicity

A significant share (70 percent) of Doña Ana County's population is of Hispanic origin, with the share of Hispanic households expected to continue to experience strong growth in the coming years. Though representing a much smaller share of the overall national population (18.8 percent), people of Hispanic origin are among the fastest growing populations in the U.S.

## Education & Workforce

Relative to the USA and the state of New Mexico, the population of Doña Ana County tends to have lower educational attainment. Only 36 percent of Doña Ana County residents have an Associate's degree or higher, compared to 42 percent in the nation. However, within zip code 88011, which encompasses the East Lohman area, Sonoma Ranch and surrounding neighborhoods, includes a highly educated population with more than 50 percent of residents attaining at least a Bachelor's degree. While 88011 contains a high share of 55+ households, 52 percent of zip code households are below the age of 55, which still represents a sizable workforce.

Continuing collaborations with the Bridge of Southern New Mexico and the Borderplex Alliance, as well as the City of Las Cruces Economic Development Department, Las Cruces Public Schools, DACC, NMSU, Workforce Solutions and Workforce Connections will be integral to increasing educational attainment, retaining young professionals and drawing connections to the local economy and employment opportunities.

Source: U.S. Census Bureau; Esri Business Analyst

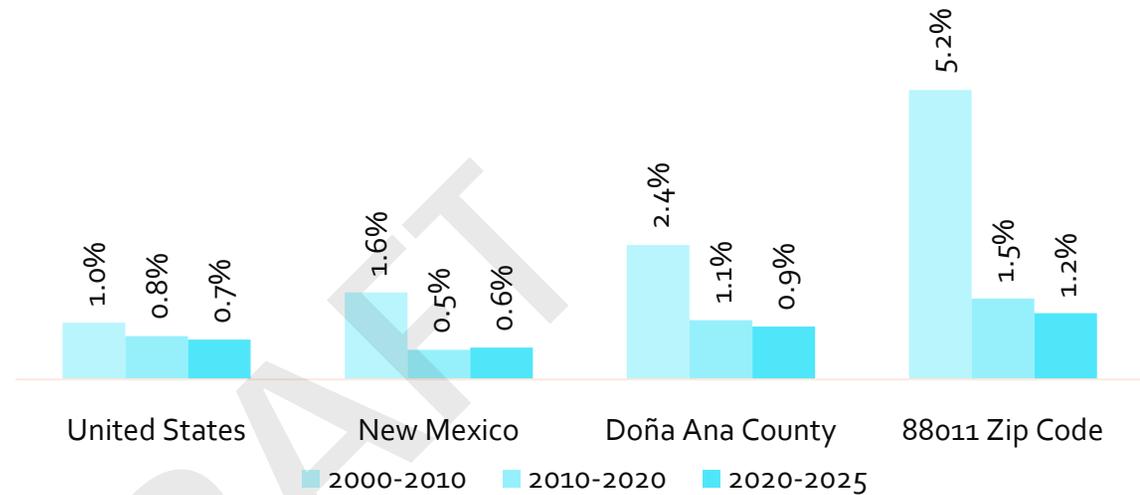
## Household Characteristics

Over the past 20 years, Doña Ana County has grown at a faster rate than the nation and New Mexico. While growth is expected to moderate across all geographies, growth in Doña Ana County is expected to continue to exceed the nation. The 88011 zip code has experienced some of the fastest growth in the region. The current average household size in 88011 is 2.25 people and Doña Ana County is 2.73 people.

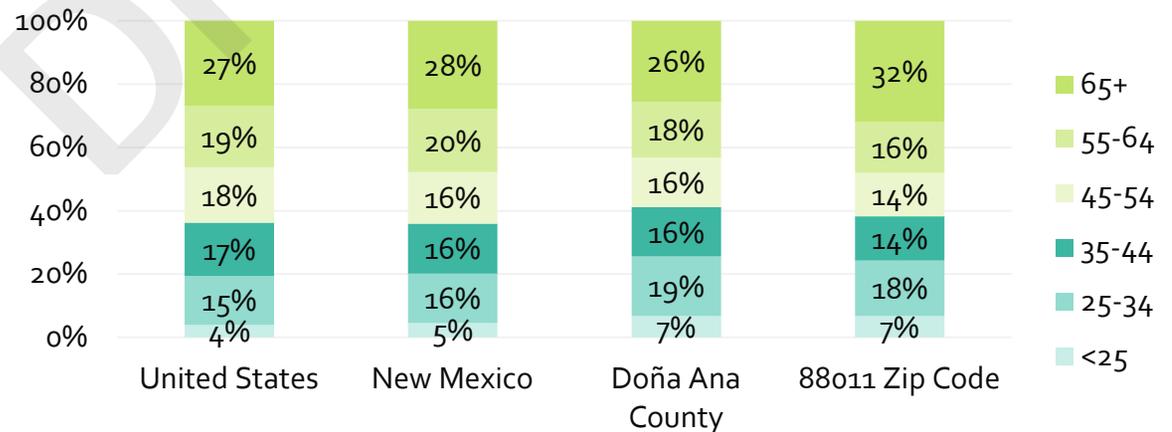
Due to the presence of NMSU, the region has a large share of households under the age of 25 - 6.8 percent of county households are under the age of 25, compared to just 4 percent across the nation. The disproportionate number of younger households can be explained, in part, by the presence of the second largest university in the state, with many of these households consisting of students or post graduates.

Moving forward, households over the age of 65 are expected to represent that fastest growing segments, though it is projected that the 35-44 age segment will also experience strong growth in Doña Ana County. Offering employment opportunities and targeting community services toward this young professional and middle age group will be key to balance growth in the region.

### Annual Household Growth Rate; 2000-2025

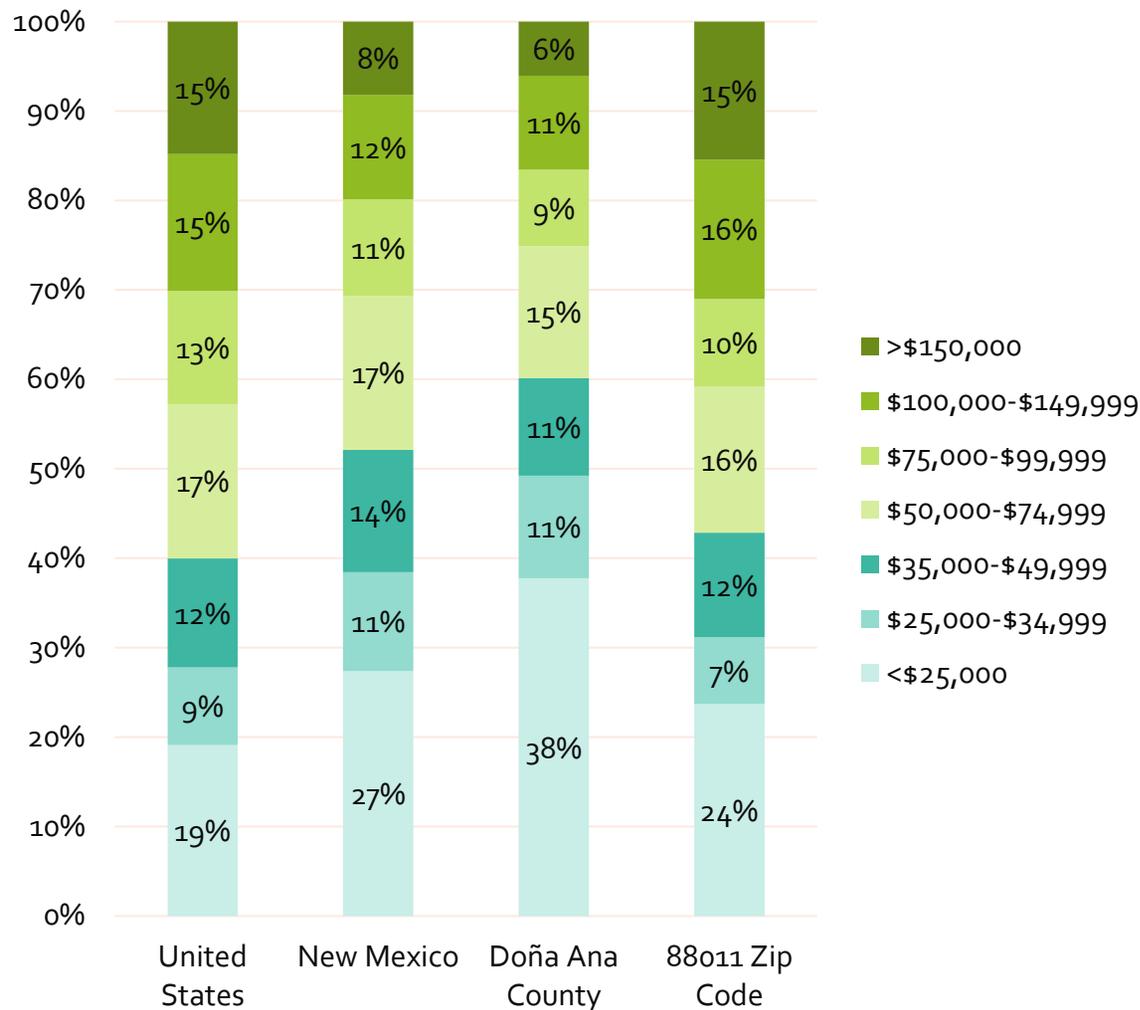


### Household Distribution by Age; 2020



Source: U.S. Census Bureau; Esri Business Analyst

Household Distribution by Income; 2020



### Economic Characteristics

As noted in the figure to the left, households in Doña Ana County tend to be less affluent than the nation and the state, though this can be explained in part by the high concentration of lower income students and seniors. Despite lower household incomes in the region, the East Lohman area is adjacent to neighborhoods with relatively higher household incomes in Sonoma Ranch.

Source: U.S. Census Bureau; Esri Business Analyst

## Regional Economics

Doña Ana County has added, on average, 930 annual new jobs from 2000 to 2019. During that same period, Las Cruces MSA averaged 1,200 annual new households, leading to a declining jobs-to-household ratio, given the growing retiree population.

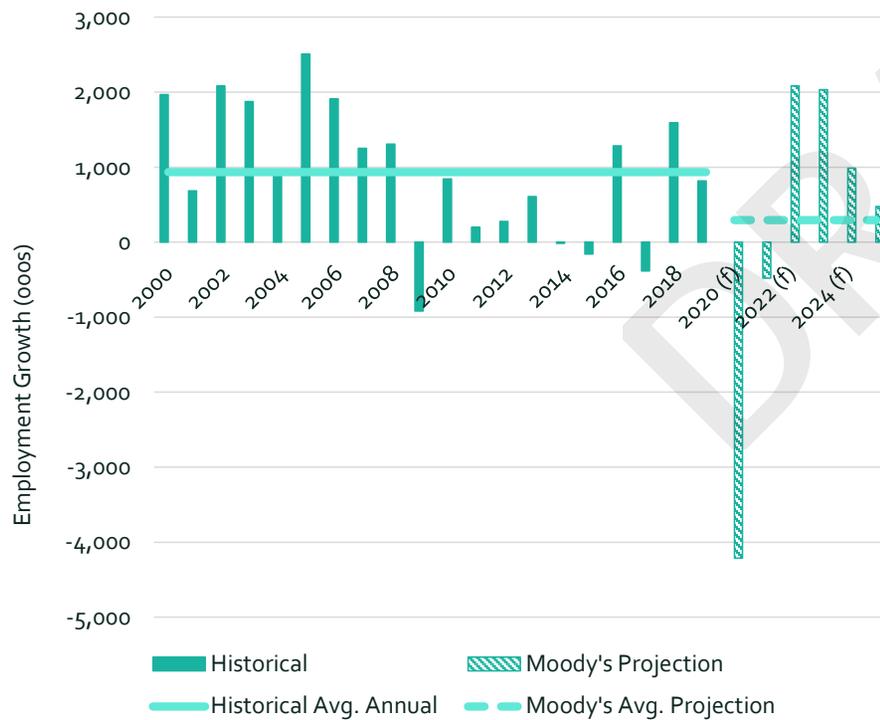
However, the region is expected to be disproportionately impacted by the COVID-19-induced recession, due to the area's strong reliance

on the education and healthcare, as well as leisure and hospitality sectors, which were among the hardest hit employment sectors due to COVID-19.

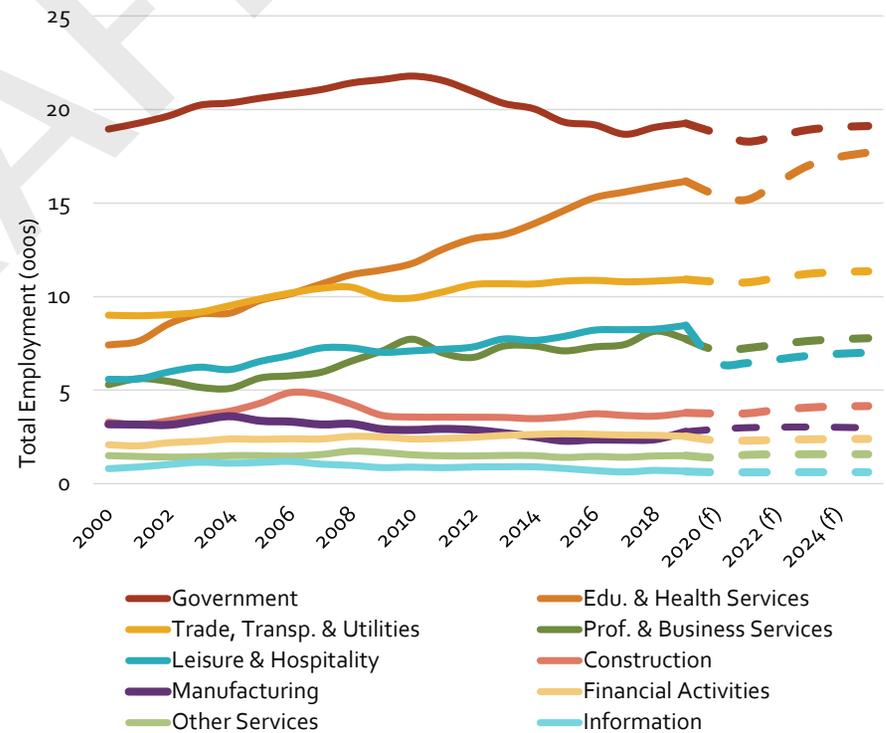
The regional economy is fueled in large part by the government, education and health services, and trade, transportation, and utilities. Combined, these sectors account for 63 percent of the total jobs in Doña Ana County. Due to travel restrictions and economic shutdowns during COVID-19, government,

education and health services and leisure and hospitality sectors are expected to experience the sharpest job losses between 2020 and 2021. While personal travel is projected to see gains over the next few months, the sector is projected to recover more slowly given reduced demand from business travel. These conclusions are based on Moody's Analytics data, a financial services company that focuses on economic research and provides employment projections for the nation and specific metropolitan statistical areas.

Historical and Projected Employment Growth Doña Ana County; 2000-2025



Historical and Projected Employment by Sector; Doña Ana County; 2000-2025



Source: Bureau of Labor Statistics; Moody's Analytics

# REAL ESTATE TRENDS

## Opportunities

1. Potential attraction in national and bi-national markets for employers/tenants seeking to retain employees who desire live-work-walk-play neighborhoods
2. NMSU, Med Center and Private Sector, all could take advantage of such best-in-class employee attraction and retention context to expand overall job market in Las Cruces
3. Jobs for NMSU and Med Center should be targeted in new and expanded sectors such as Population Health Research, rather than current targets so as to be complementary not competitive with other programs and locations

## Impact by Land Use

In June 2020, RCLCO surveyed a wide range of real estate executives across the country on their views pertaining to the impact of COVID-19 on specific land uses. Industrial, medical, and housing (rental and for-sale) are expected to be the least impacted, while large-scale retail, hospitality, and office are expected to face significant headwinds; however, real estate dynamics are rapidly changing.

The graph below displays the distribution of survey responses gauging sentiment by land use, with respondents indicating the level of impact COVID-19 will have on each land use, ranging from Dramatic to No Impact.

National Real Estate Sentiment by Land Use (June 2020)

	Dramatic	Severe	Moderate	Minimal	No Impact
Retail - Regional Mall	46%	39%	13%	2%	0%
Hospitality	35%	33%	21%	9%	2%
Retail - Big Box/Power Center	17%	35%	31%	13%	3%
Office	15%	29%	32%	17%	7%
Retail - Lifestyle	14%	39%	33%	12%	3%
Senior Housing	12%	32%	29%	18%	8%
Student Housing	11%	38%	32%	15%	4%
For-Rent Residential	8%	16%	29%	24%	23%
Retail - Convenience/Necessity	8%	24%	30%	25%	13%
For-Sale Residential	7%	23%	34%	25%	11%
Rental Apartments	4%	17%	42%	28%	9%
Healthcare/Medical Office	1%	9%	31%	34%	24%
Industrial	1%	5%	13%	30%	51%

2020 Survey of National Real Estate Experts

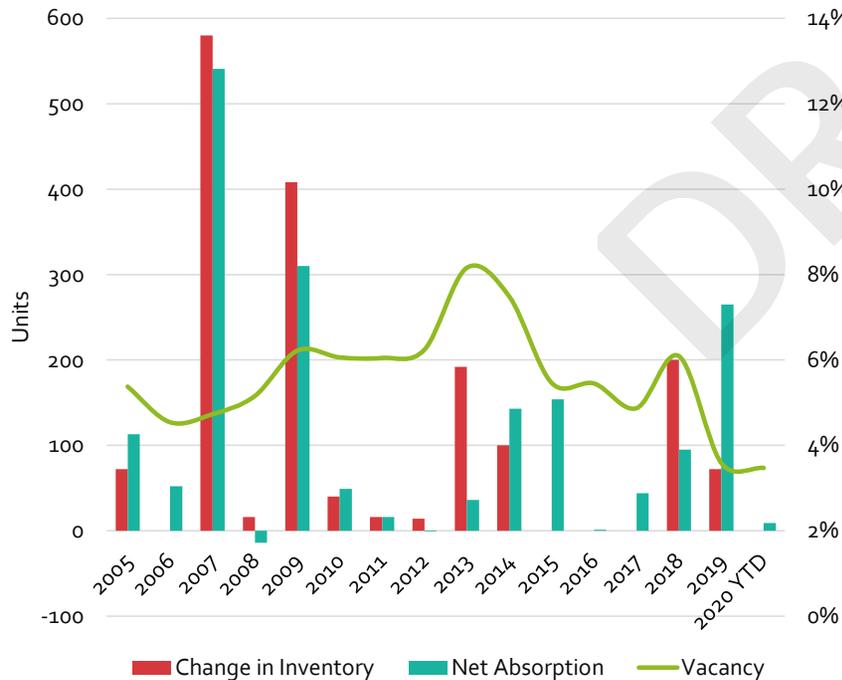
## Rental Housing Trends

New apartment deliveries have been relatively depressed following the significant delivery of new units between 2007 and 2009. The limited delivery of new rental apartments in the past five years has contributed to low market-wide vacancies. Given the low vacancy rates and annual rent growth of 2 percent to 3 percent, as well as projected future household growth in the region, there is likely an opportunity for additional rental housing of various forms (multifamily, townhome, single-family detached, age-restricted). The market depth is outlined in the table on p 37.

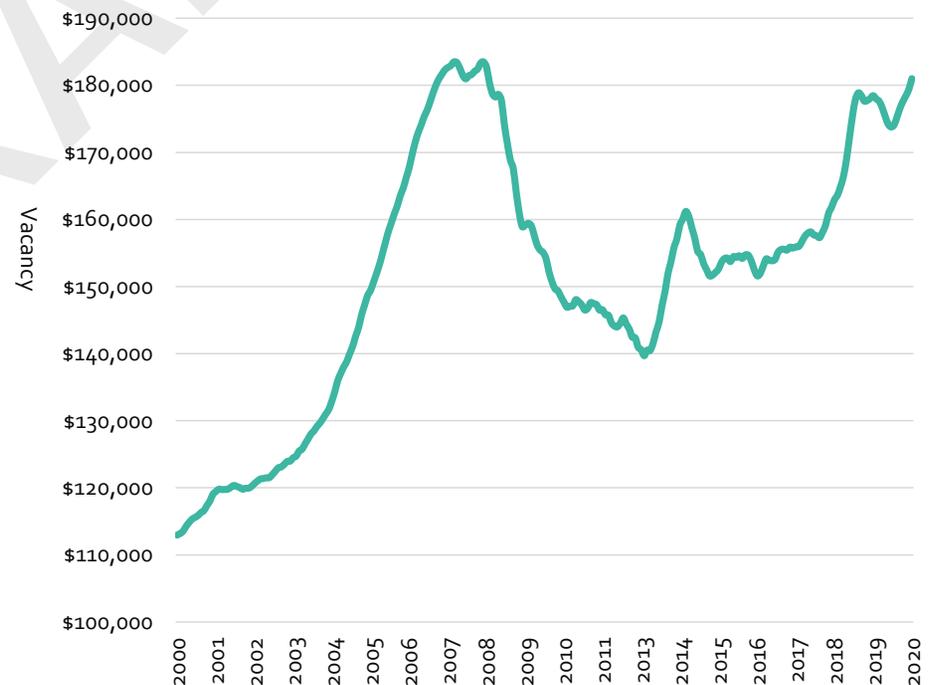
## For-Sale Housing Trends

Despite the regional job losses and increased unemployment, home prices continue to increase in Doña Ana County, with home prices up approximately 2 percent year-over-year, and nearly 10 percent over pricing two years ago. Though home prices have continued to increase since bottoming in 2013, home values remain below the previous peak of 2007-2008. Low interest rates and household growth have continued to fuel demand for for-sale housing; while there could be some softness in the market if job losses are sustained, long-term housing prospects remain strong.

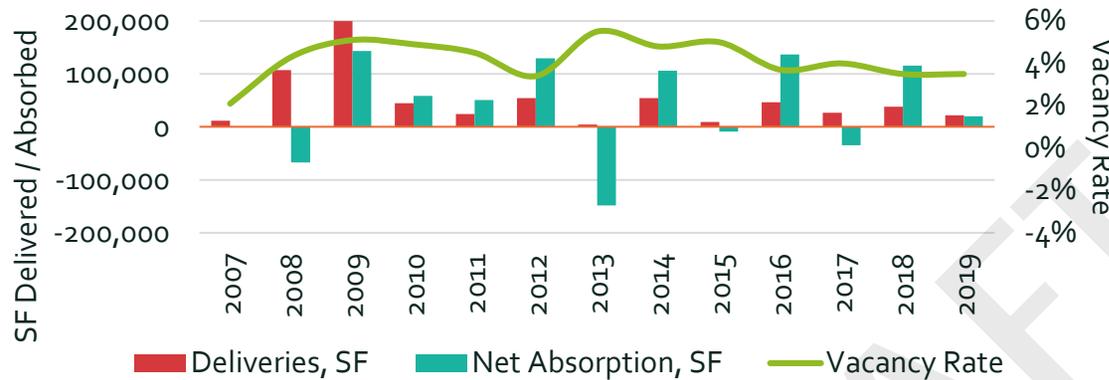
Completions, Absorption, and Vacancy; Doña Ana County; 2005-July 2020



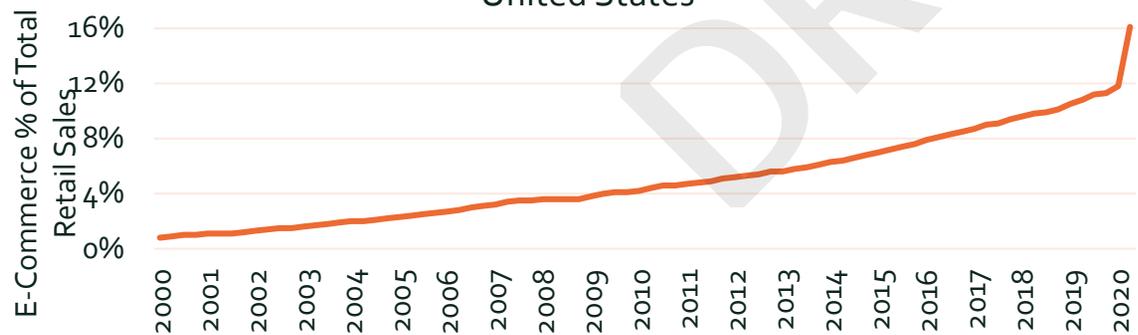
Zillow Home Price Index; Doña Ana County; 2000-August 2020



Completions, Absorption, and Vacancy; Doña Ana County; 2007-2019



Share of Retail Sales Occurring on E-Commerce Platforms; United States



### Retail Trends

Since the Great Recession, retail deliveries have been limited, leading to declining vacancies rates across the market. However, the rise of e-commerce continues to disrupt the brick-and-mortar retail marketplace, with almost 16 percent of total spending now occurring online, with this trend likely to continue increasing as more consumers spend more time and money online. Despite these land use trends, the site is well-positioned to capitalize on strong local dynamics, including a gap in retail availability along East Lohman, continued household growth, and sizable daytime population at the medical center. Given the lower sentiment for large-scale retail offerings and constrained retail demand, the strongest opportunity is likely for small-scale retail, consisting of neighborhood services and restaurants.

### Office Trends

Office-using employment only accounts for approximately 15 percent of Doña Ana County's employment base, which drives limited demand for new office space. Despite relatively healthy vacancy rates, regional office rental rates have declined for the past three consecutive years indicating some underlying weakness in the market.

Given the limited office-using employees in the region and the numerous other public projects trying to target office development, East Lohman's best opportunity for office is to target medical office users. Partnerships with the adjacent medical center and/or NMSU should be considered to drive demand from new-to-market tenants.

## Senior Housing

The 88011 Zip Code contains the highest concentration of senior housing facilities in Doña Ana County, given the area's proximity to MountainView Regional Medical Center and Memorial Medical Center. Though households over the age of 75 represent 11 percent of total households in the County, this cohort is projected to experience rapid growth (3.5 percent annually), driven by existing households aging in place and new households drawn to the area's low cost of living and appealing climate. Taking into account the growing concentration of

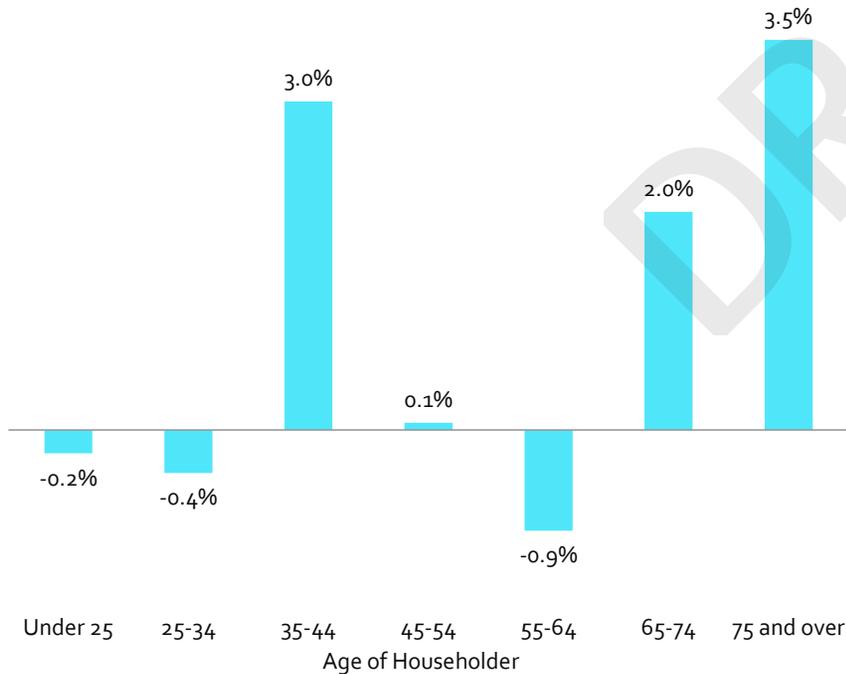
households over the age of 75 and the site's proximity to healthcare providers, there is likely an opportunity for senior housing (independent living, assisted living, nursing care, memory care, and/or CCRC).

## Hospitality

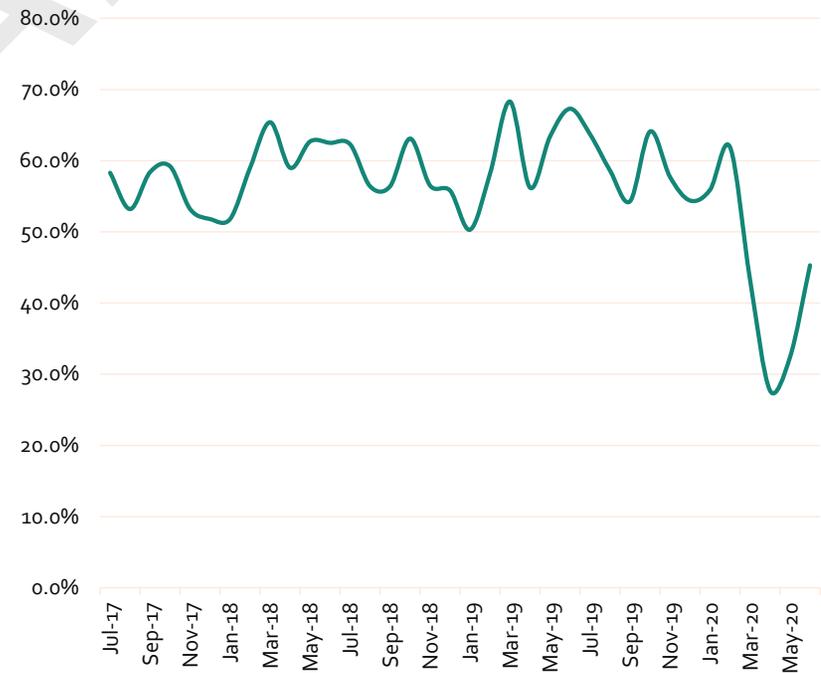
Hospitality fundamentals have been significantly impacted due to the COVID-19 lockdowns and recession, with occupancy rates dropping as low as 27 percent in April 2020. Even prior to the outbreak of COVID-19, market-wide occupancies in the local market were low, averaging 60 percent, while even

prior to the outbreak of COVID-19, market-wide occupancies in the local market were low, averaging 60 percent, while most operators underwrite occupancy rates exceeding 65 percent, indicating broader challenges in the local market. Despite these challenges, most large-scale medical centers in New Mexico offer at least one hotel within one-mile of the hospital, serving patients and families; however, there are currently no hotels near MountainView Regional Medical Center. Once market fundamentals recover, there could be an opportunity for a medical-oriented hotel in the mid- to long-term.

Projected Annual Growth Rate by Age of Householder; Doña Ana County; 2020-2025



Historical Hotel Occupancy Rates; City of Las Cruces; July 2017-June 2020



# MARKET OPPORTUNITIES

## Market Supportable Demand

Based on the assessment, it is recommended that the East Lohman development area pursue a plan for mixed-use neighborhood, offering a diverse range of housing and complementary commercial uses to the MountainView Regional Medical Center.

This development should bear in mind that the greatest demand over the next ten years is for housing, both rental & for-sale, and that commercial uses should be driven by on-site households and adjacent MountainView Regional Medical Center.

PRODUCT	DENSITY	TIMING	AVG. ANNUAL ABSORPTION	SUPPORTABLE SCALE (2030)
<b>Market Rate Housing</b>				
<b>For-Sale</b> <i>Single-Family Detached ("SFD")</i>	5-6 DU/AC	Near-Term	18-21 Units	155-170 Units
<b>For-Sale</b> <i>Missing Middle (Townhomes, Duplexes, etc.)</i>	8-12 DU/AC	Near-Term	27-30 Units	220-245 Units
<b>Rental Housing</b> <i>Multifamily, Garden Apartments</i>	20-30 DU/AC	Mid-Term	40-45 Units*	315-350 Units
<b>Rental Housing</b> <i>SFD, SFA, Plex, Etc.</i>	8-12 DU/AC	Near-Term	25-28 Units*	205-225 Units
<b>Affordable Housing</b>	15-30 DU/AC	Near- to Mid-Term	Dependent on funding; units should be integrated within the development	

PRODUCT	DENSITY	TIMING	SUPPORTABLE SCALE (2030)
<b>Commercial</b>			
<b>Senior Housing</b>	20-30 DU/AC	Mid- to Long-Term	90-130 Units
<b>Medical Office</b>	0.2-0.3 FAR	Near-Term	20,000-40,000 SF**
<b>Neighborhood Retail</b>	0.2-0.25 FAR	Mid- to Long-Term	30,000-50,000 SF
<b>Hospitality</b> <i>Limited Service, Extended Stay, Etc.</i>	20-25 Keys/AC	Mid- to Long-Term	120-240 Keys

DRAFT

# 5 PUBLIC ENGAGEMENT

*Sustained public engagement and outreach are essential to creating a plan that will be embraced by the community. This input helped identify opportunities, challenges and a potential network of local support that would shape the vision for the East Lohman area. Engagement methods including stakeholder meetings, an online survey and public design charrette are described in the following pages.*

DRAFT

The screenshot shows the 'NEWS' section of the City of Las Cruces website. At the top, there is a navigation bar with 'HOME ABOUT PARTICIPATE NEWS'. The 'NEWS' title is in large orange letters. Below it, there is a 'All Posts' filter. The first news item is titled 'Check out the East Lohman Preferred Plan Community Workshop' and includes a map of the East Lohman area with various zones highlighted. The second item is 'See Updated S Lohman' with a 3D architectural rendering of a modern street scene. The third item is 'Check out the East Lohman A' with a detailed map showing different colored zones. The fourth item is 'Share Your Vis Area' with an aerial view of the East Lohman corridor and surrounding areas. Each news item includes a profile picture of the author, a date, and view/comment counts.

City of Las Cruces  
HOPEFUL. HONORABLE. HUMAN.  
HOME ABOUT PARTICIPATE NEWS

## NEWS

All Posts

**Check out the East Lohman Preferred Plan Community Workshop**  
TUESDAY, APRIL 13 | 3-5:00 PM

**See Updated S Lohman**

**Check out the East Lohman A**

**Share Your Vis Area**

# STAKEHOLDER ENGAGEMENT

In August 2020, three stakeholder meetings were held at the East Mesa Complex in Las Cruces. Several representatives from the business, residential, real estate, and economic development communities around East Lohman were invited to share their ideas for the area in person or via Zoom. The purpose of the meetings was:

- to understand the goals and aspirations of the surrounding community and stakeholders;
- to identify any issues that could affect the future development of this site early on; and
- to gain a more thorough understanding of the local real estate market and the role that East Lohman could play in the success of the Sonoma Ranch and East Lohman areas.

These small group meetings were followed by virtual calls with a broader group of stakeholders aligning to each group affiliation.

Additional meetings were held with targeted stakeholders as the plan developed from January through March 2021.

## Work Session

On November 9, 2020, a Zoom Work Session was held with Las Cruces City Council and Planning and Zoning Commissioners to go over the findings from the existing conditions research and stakeholder interviews and to review the key issues, opportunities, potential range of uses, scale, design, and connectivity. In addition to being open to the public, stakeholders who participated in the focus group were invited to participate.



### Group 1: Brokers, Developers, Finance Experts, Community Developers

This group aimed to provide context for real estate market opportunities and perceived barriers to growth. Local and regional development trends were also explored by this group.



### Group 2: MountainView Regional Medical Center Representatives and East Lohman Business Community

As stakeholders who have already invested in the area, the goal of this group was to understand the plans and intentions for future development. Further, this group provided insight on what land uses and possible development might complement the current offerings on the East Lohman corridor.



### Group 3: Economic Development Community

The purpose of this group was to understand how the East Lohman Development Plan can align with city and regional economic opportunities. Additionally, the group provided context for possible incentives and finance tools currently utilized by the City.

# COMMUNITY ENGAGEMENT

Beyond stakeholder meetings, community engagement and input were solicited primarily through virtual methods, given considerations for health and safety during the COVID-19 pandemic. A project website and online vision survey were created to achieve these goals.

## Website

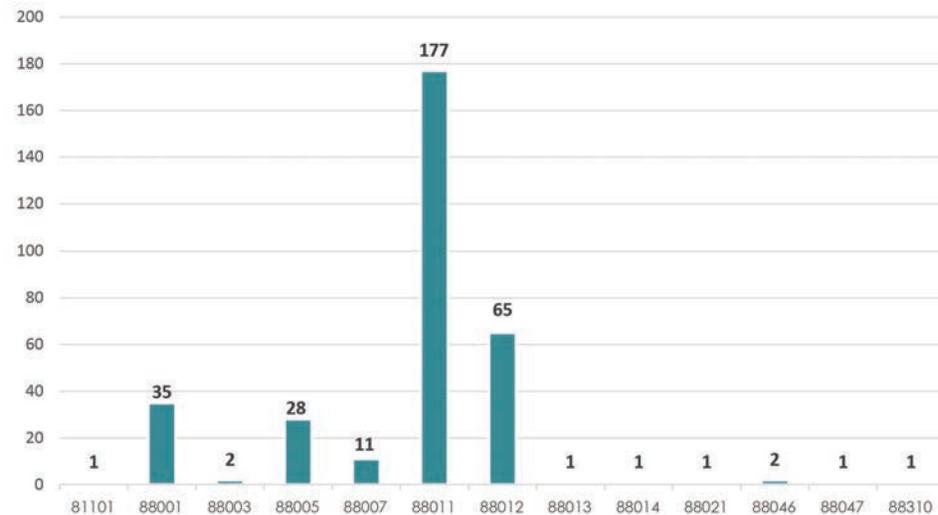
The project website, [www.PlanEastLohman.com](http://www.PlanEastLohman.com), was created and launched in August 2020 to provide context for the plan, keep the public up-to-date on the process of plan development and connect interested stakeholders with ways to get involved and share input including:

- A link to the vision survey
- Invites and links to virtual community meetings
- Public comments feed for open ideas and discussion about the plan

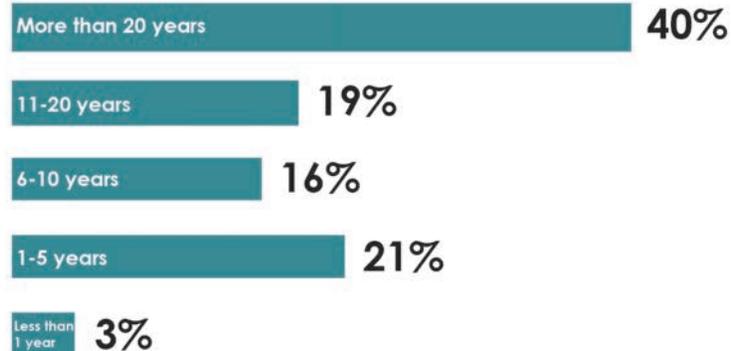
## Survey

The community vision survey had 17 questions and received 370 responses. 54 percent of the respondents have a home in the project area zip code (88011). Many of the respondents are longtime residents of Las Cruces, with over 40 percent living here more than 20 years.

In what zip code is your home located?



How long have you lived in Las Cruces?



# COMMUNITY ENGAGEMENT

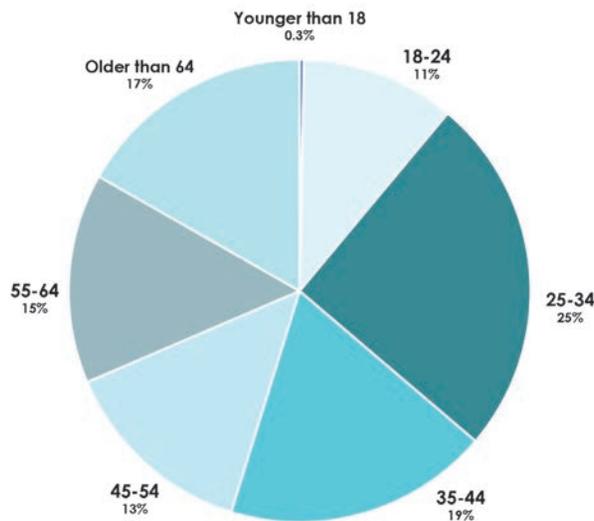
Though just 12 percent of the respondents work in the project area (either along East Lohman Avenue, Roadrunner Parkway, or Sonoma Ranch Boulevard), an additional 26 percent of participants work in a business just outside the area.

Respondents represented all age groups with a relative even distribution, as shown in the Figure below.

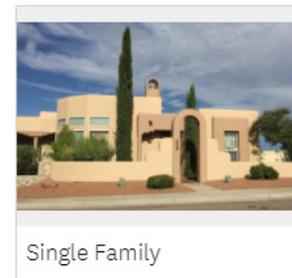
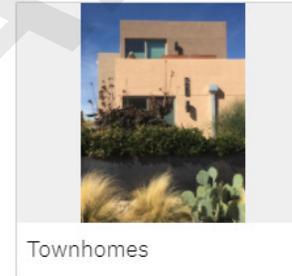
Many of the questions in the survey asked for the respondents' preference between a list of design and development options. For these questions, respondents were able to choose more than one option. An example question that was asked is shown below.

Key vision survey responses and results are noted through the Plan. To review the full survey responses, please refer to the Appendix.

What age are you?



## 5. What types of residential development do you think are appropriate in the ridge top and south slope area? (Select all that are appropriate.)



# DESIGN CHARRETTE

To begin articulating possible design scenarios for the plan, a multi-day design charrette was held December 14-16, 2020 with a final meeting on January 6, 2021. A charrette could be described as a design workshop intended to rapidly advance and provide quick feedback on concepts. Briefly outlined below, the design charrette will be further discussed in Chapter 6.

## Community Meetings

The first three days of the charrette included meetings with previous stakeholders and the general public. The goal of the initial meeting was to bring the community up-to-speed with findings and themes from the existing conditions analysis. This information was used to quickly create possible scenarios for land use and design concepts. The final meeting, held on January 6, was co-hosted by Las Cruces District 6 Councilor Yvonne Flores.

The goal of this meeting was to gain public feedback on three refined land use scenarios and nine associated ideas for implementation in the East Lohman area.

## Scenarios

Three themed scenarios were developed over the course of the charrette:

### *Scenario 1: Population Health*

With a focus on health-related services and a healthy living environment, the Population Health Scenario strives to complement existing services and build on the needs of nearby institution, MountainView Regional Medical Center.

### *Scenario 2: Traditional Neighborhood*

This Scenario blends diverse housing options with dedicated common space, including a linear promenade that preserves views toward the Organ Mountains.

### *Scenario 3: Conservation Neighborhood*

The Conservation Neighborhood offers a light impact neighborhood that preserves natural drainage paths and habitat. This plan also offers more detached housing than the other two plans.

## Polling

During the final charrette community meeting, Zoom polls were used to gauge quick impressions from the public regarding the scenarios and ideas that were discussed. The results of the poll will be discussed in Chapter 6.



Figure 20. Community Meetings via Zoom

# PLAN VISION

Based on the various methods of engagement a vision for the East Lohman Development Plan materialized which centers on the following goals and opportunities:

- 1** Build upon existing medical uses.
- 2** Provide a mix of housing types.
- 3** Integrate with existing terrain, arroyos, vegetation, trails and walking paths.
- 4** Build healthy, sustainable buildings and infrastructure.
- 5** Become a mixed-use neighborhood center serving area residents and regional medical needs.

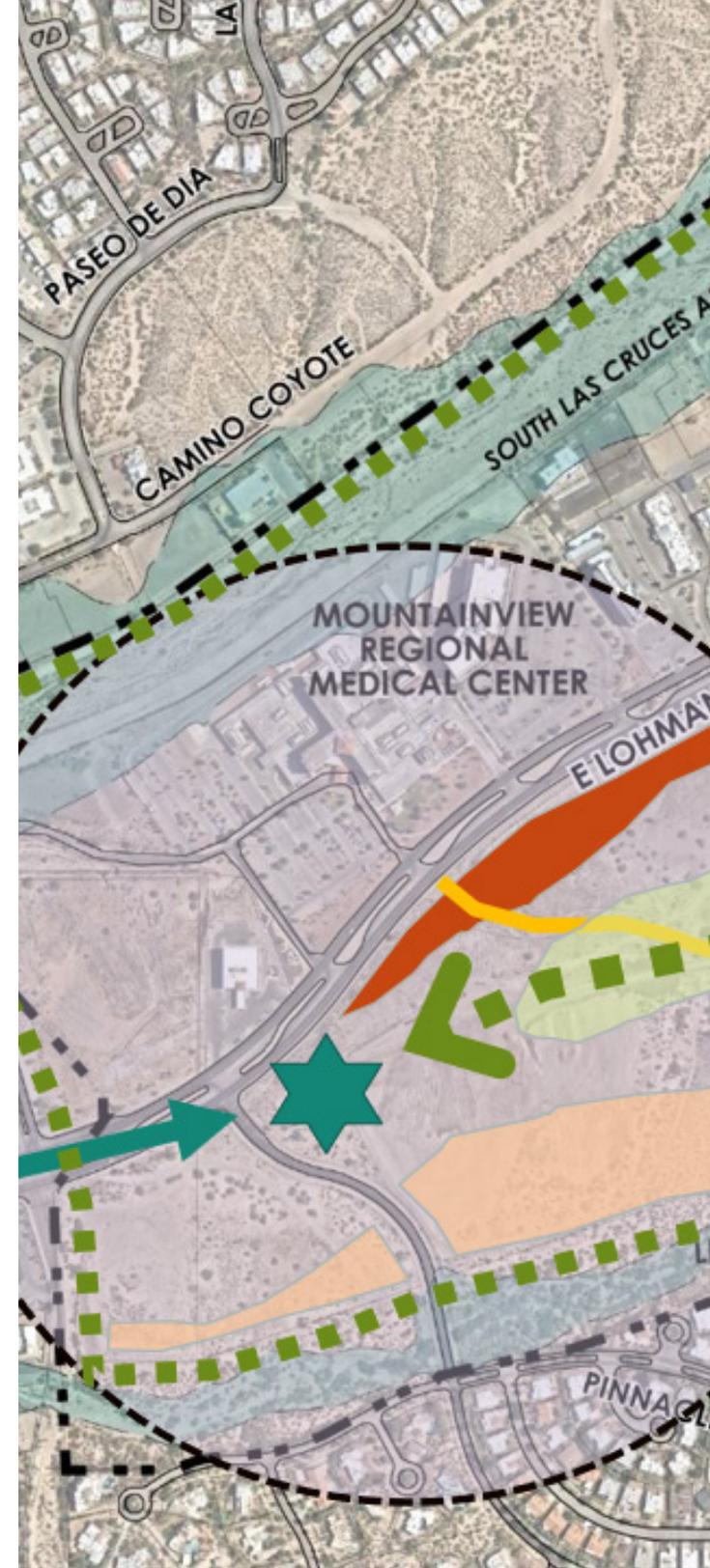


Figure 21. Downtown Las Cruces

# 6 DESIGN WORKSHOP

*Following the analysis of the existing technical, demographic, and market conditions and public engagement with community stakeholders and the City Council, conceptual plans were developed for the East Lohman Development Plan area. These concepts have been developed as plans, illustrations, and graphics that illustrate preferred land uses, design character, community amenities, and strategies to integrate the development into the surrounding area.*

*A key component of this stage is the Design Workshop (charrette) with the community, stakeholders, city staff and leadership. The charrette process, findings and outcomes will be discussed in the following section.*



# DESIGN CHARRETTE

With initial site condition evaluations, real estate and market analysis and stakeholder interviews concluded, the team worked with City of Las Cruces staff to host a multi-day community design workshop, or charrette, to begin the process of arriving at a preferred plan scenario and project recommendations.

A community design charrette is a tool that is often used to quickly iterate on ideas with input from stakeholders who will be most impacted by the outcome.

Information and invitations to the design workshop were advertised on the project website and on social media. The final day of the workshop was also promoted through flyers that were distributed to District 6 residents and businesses.

## Community Meetings

### Day 1 - December 14

The first community meeting was held on a Monday evening with an audience of primarily key stakeholders who were interviewed early in the process. The purpose of this time was to 1) review existing conditions; 2) present preliminary survey results; 3) present market demand analysis; and 4) discuss potential scenarios.

### Day 2 - December 15

The second day of the charrette, the project team hosted a virtual meeting to explain the project in real time and allow community members to ask questions and provide input on the developing scenarios. Participants were also provided a summary of preliminary vision survey results and were encouraged to complete the survey if they had not already.

**City of Las Cruces**  
MOUNTAINS OF OPPORTUNITY

HOME ABOUT PARTICIPATE NEWS CONTACT

Please participate in the design charrette where we'll draft and refine the development scenarios.

- December 15th from 4:30-6:30 pm:** Discuss development scenarios

Join Zoom Meeting  
<https://zoom.us/j/92170617960?pwd=a09rcVVaRUtKNWF0MitkUmtEcEVOQT09>  
Meeting ID: 921 7061 7960  
Passcode: 310544

- December 16th from 5:30-7 pm:** Refine draft development scenarios

Join Zoom Meeting  
<https://zoom.us/j/92707104209?pwd=QnREdnlYLTJ5INlk2bktlekRDWmdZQT09>  
Meeting ID: 927 0710 4209  
Passcode: 939506

- January 6th, 2021 at 5:30 pm:** Provide your feedback on the development scenarios and help select a preferred development scenario.

Join Zoom Meeting  
<https://zoom.us/j/95749718641?pwd=RTQwMVZTSXdqZEptYm9TOXNvMytSQTO9>  
Meeting ID: 957 4971 8641  
Passcode: 307305

If you're not able to join us on the 6th, you can review a presentation of the scenarios and take a poll following the charrette.

Keep up to date here: [PlanEastLohman.com/Participate](http://PlanEastLohman.com/Participate)

f t in e

Figure 22. Design Charrette meeting promotion



Figure 23. Design Charrette presentation slide

#### *Day 3 - December 16*

After the design team had a chance to incorporate feedback from the previous day, more refined versions of the three design scenarios were presented at the third virtual community meeting. During this meeting, the team also shared design considerations that would be included in all scenarios, in addition to the unique elements of each plan. In general, participants were enthusiastic about the ideas presented, so far. Feedback centered on a desire for maintaining open space and natural connections, capitalizing on the opportunity for mixed-income housing and prioritizing the pedestrian experience within new development.

#### *Day 4 - January 6*

After the third public meeting, the design team took time to develop each scenario plans and expand on key ideas that were associated with each scenario. This final meeting was held during Las Cruces Councilor Yvonne Flores's regularly scheduled monthly meeting for District 6 constituents. Councilor Flores co-hosted the meeting, introducing the project and reinforcing the importance of resident input during the plan development process. Throughout the meeting polling was used to gauge participant preference for ideas and scenarios. Results of the polls are described below.

### **Outcome**

The result of the Design Workshop included three plan scenarios and nine related design concepts which, though emphasized as connected to the following respective scenarios, could be explored independent of each scenario. These ideas and public feedback from the final meeting were used to arrive at the final recommended plan.

# SCENARIO 1

## Scenario 1: Population Health

The first scenario builds on neighboring assets, namely the presence of the MountainView Regional Medical Center. It accommodates a mixture of health-related uses that promote healthy living throughout the community. To achieve these goals, this plan highlights three key ideas that were introduced for public consideration and feedback.

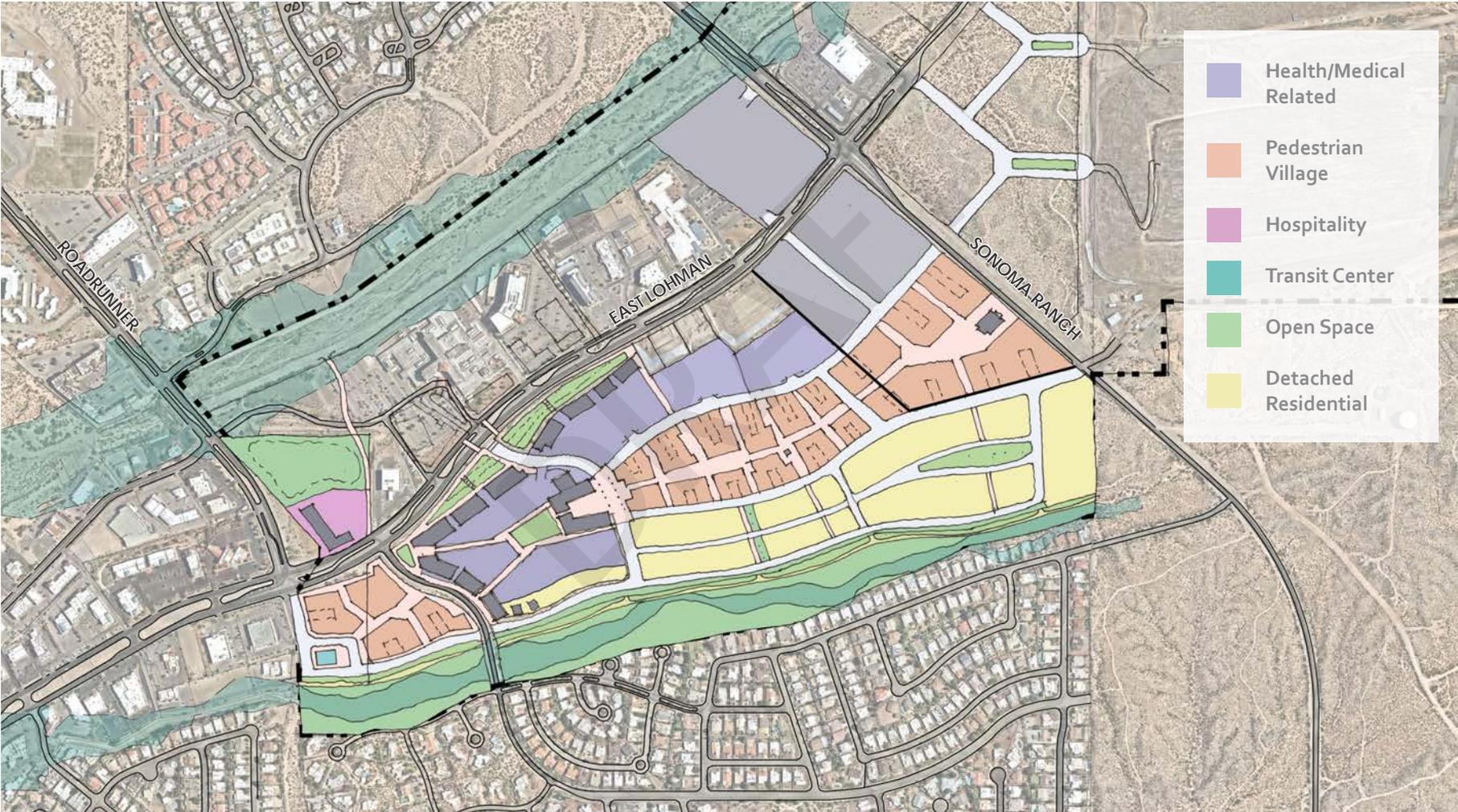


Figure 24. Population Health Scenario Plan

## Focus on Health

The land that abuts East Lohman Avenue - across the street from the hospital - has been reserved for a mix of health and medical-related facilities. Another important feature included in this plan is an area on the north side of East Lohman Avenue designated for a small hotel that could serve patients and visitors coming to the medical center. Beyond areas reserved for medical services, research and office space, this plan strives to incorporate tools for healthy living within residential areas, as well.



## Pedestrian Village

To achieve the goal of holistic, healthy living, the majority of residential areas in scenario 1 are structured as a pedestrian village, with most of the circulation paths dedicated to pedestrians and bikes. Housing units are diverse in size and arrangement and situated on smaller lots, favoring ample shared and interconnected outdoor space, rather than large, private yards. Removed from vehicular traffic, these spaces are safe for residents and visitors to enjoy and, with fences and barriers removed, they promote greater social interaction and community cohesion. The image below illustrates what a pedestrian street may look like in this scenario.



## Micromobility Loop

To further decrease dependence on automobiles, scenario 1 highlights trails for bikes and a micromobility loop that would stop at key nodes throughout the development area, including MountainView Regional Medical Center, future hotel, RoadRUNNER transit center and the neighborhoods. As development is completed, this route could be expanded to include commercial and recreational nodes to the north and east of the Focus Area. This loop would be serviced by a small, slow-moving autonomous shuttle that would securely move people between the hospital, housing and neighborhood commercial centers.



# SCENARIO 2

## Traditional Neighborhood

The Traditional Neighborhood scenario offers a conceptual master plan that is focused on a walkable neighborhood with an emphasis on missing middle housing and maintenance of key viewshed of the Organ Mountains. These three ideas are further explored below. This scenario also includes key nodes, including a civic anchor on the east end of the green promenade, a neighborhood plaza on the west side and a neighborhood gateway at the corner of East Lohman Avenue and Paseo de Oñate.

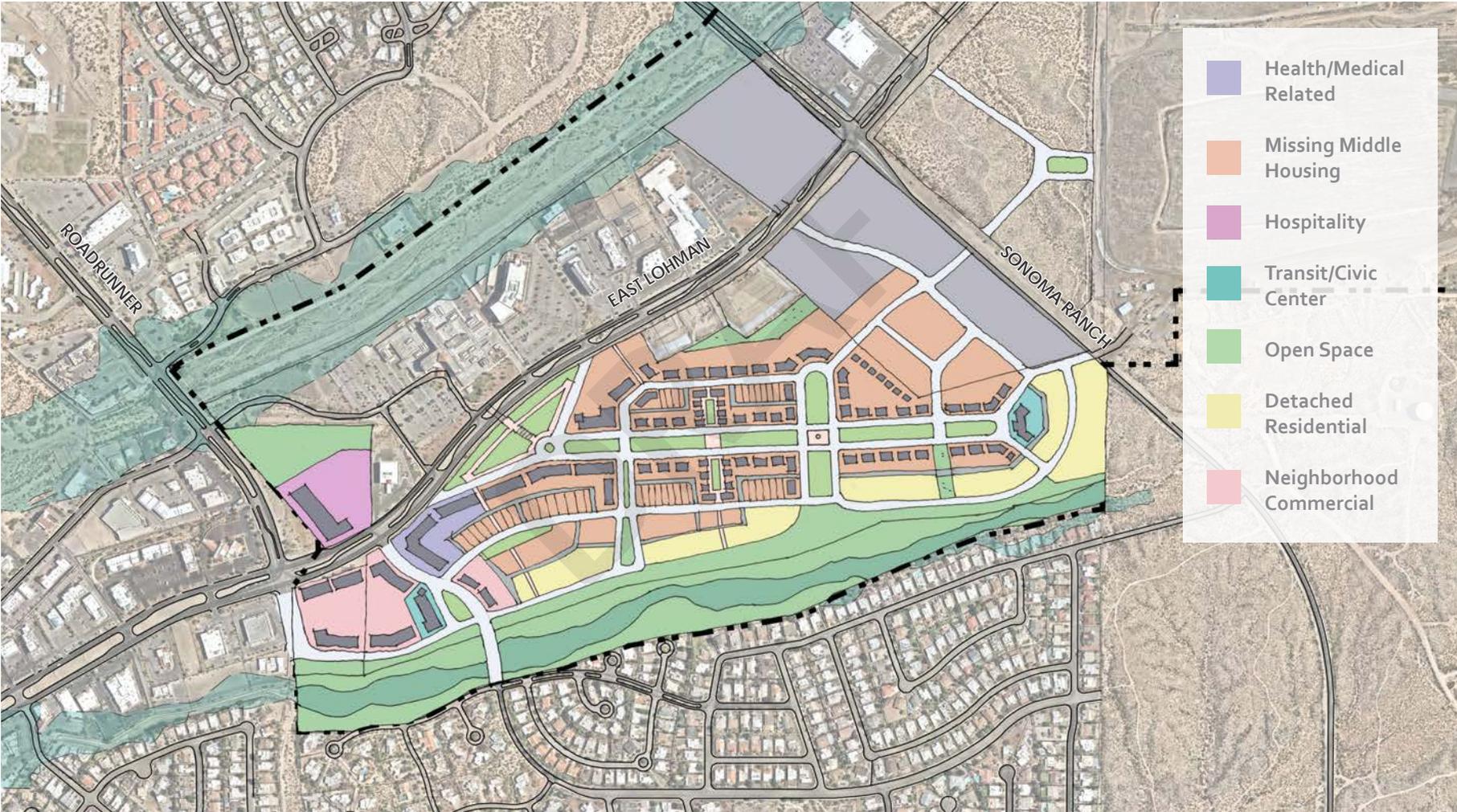


Figure 25. Traditional Neighborhood Scenario Plan

## Promenade

The Focus Area 1 is situated on land that has excellent views of the Organ Mountains to the east. This scenario includes a prominent linear promenade that protects this viewshed and provides public greenspace for residents and visitors to enjoy. The promenade offers the additional benefit of stormwater management and drainage through thoughtful landscaping and swales that could service a native tree canopy.



## Terraced Entry

The second idea highlighted in this scenario is the inclusion of a terraced entry along the steep north side of the area, fronting East Lohman Avenue. Rather than simply manipulating the grade to serve the development, a terraced entry would improve the steep embankment with paths, seating, and landscaping which both provides pedestrian amenities and resolves drainage concerns. Both stairs and sloping paths are included for accessibility.



## Missing Middle Housing

The concept of missing middle housing is important in all scenarios, but this plan devotes the most land to this type of residential development. Missing middle housing fills the gaps between single-family housing and apartment buildings. It allows for diverse housing options at a range of values. This flexibility is key to accommodate a range families and individuals at varying life stages and income levels. Based on the market analysis, missing middle housing could serve staff and residents working at MountainView or families and seniors that might benefit from health-related services nearby.



# SCENARIO 3

## Conservation Neighborhood

The final scenario is driven by careful consideration of current environmental conditions. This plan prioritizes a light impact neighborhood, preserving natural drainage and habitat with a focus on detached residential housing and minimal neighborhood center amenities. Connections, both vehicular and pedestrian, follow the natural terrain and preserve as much undisturbed desert landscape as possible. Three ideas that support these goals are explored below.



Figure 26. Conservation Neighborhood Scenario Plan

## Habitat and Arroyo Preservation

Central to this scenario is the intention to maximize land that is reserved for habitat and arroyo preservation. This preservation will allow for natural drainage areas to be maintained and for developed areas to take advantage of native desert landscaping. In addition to providing environmental benefit, this land would also be connected by pedestrian or bike paths for residents to enjoy and easily access nearby commercial and medical centers.



## Detached Residential

In alignment with nearby neighborhood developments, this idea devotes more space to detached housing, rather than missing middle alternatives. Though detached residential units will be prioritized, lots for these homes will not necessarily be larger, given the amount of land devoted to preserved and shared greenspace.



## Neighborhood Center

Servicing the residential developments in this scenario is a neighborhood center focused along Paseo de Oñate. This center would comprise a cluster of small businesses and a shared greenspace. Following vision survey results and area market analysis, businesses might include cafés, restaurants, and limited retail surrounding an outdoor public space.



# OUTCOMES

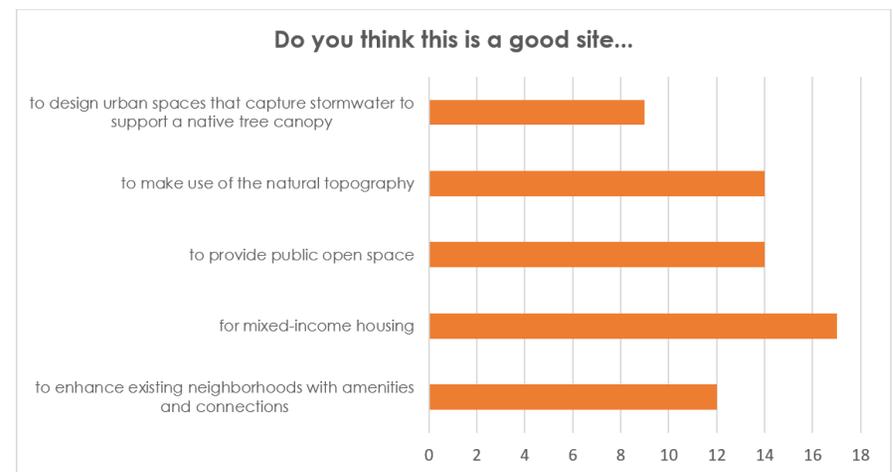
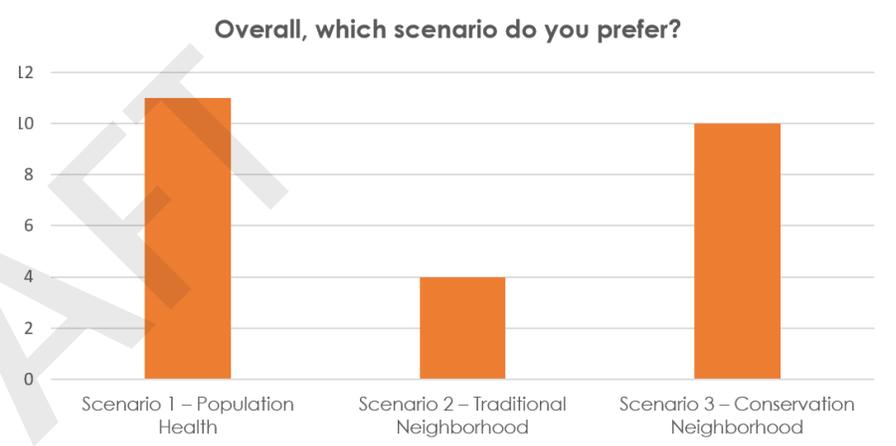
Zoom polls were used to allow participants to quickly respond to the presented scenarios and development ideas. For idea preference, questions asked for a ranked response using the following scale:

- 5 – I love this idea!
- 4 – I like this idea
- 3 – I’m neutral
- 2 – I’m not crazy about this idea
- 1 – I don’t like this idea!

An average score was determined from the responses. Interestingly, all ideas ranked favorably to meeting participants, with a couple ideas rising to the top of the priority list. The results were as follows:

IDEA	SCORE
Habitat and Arroyo Preservation	4.33
Neighborhood Center	4.28
Pedestrian Village	4.12
Terraced Entry	4.04
Missing Middle Housing	4.00
Promenade	3.87
Mircromobility Loop	3.86
Focus on Health	3.38
Detached Residential	3.19

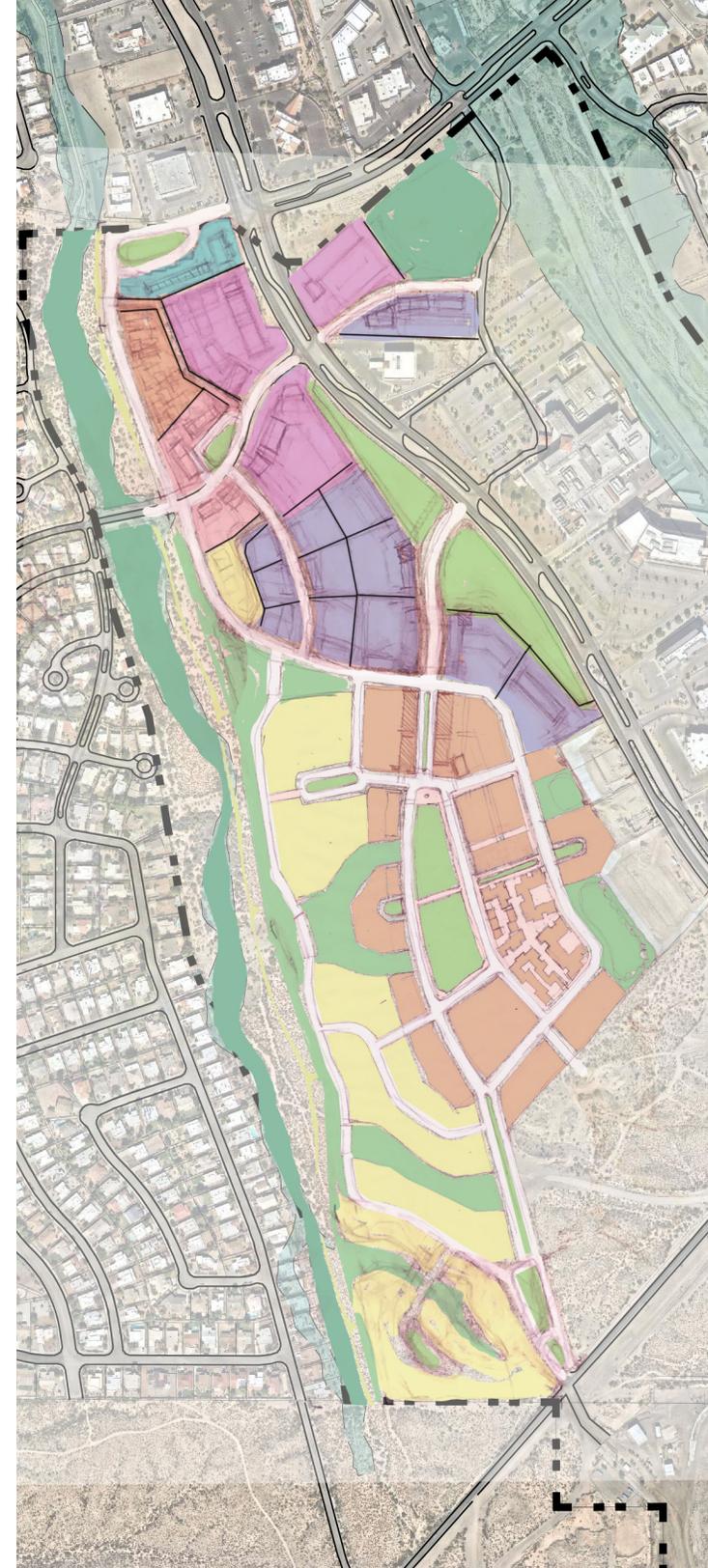
After all scenarios and ideas were presented, participants were asked to respond to the following questions, 1) Overall, which scenario do you prefer? and 2) Do you think this is a good site...: to design urban spaces that capture stormwater to support a native tree canopy, to make use of natural topography, to provide public open space, for mixed-income housing, to enhance existing neighborhoods with amenities and connections. The images below illustrate the results.



# 7 RECOMMENDED DEVELOPMENT PLAN

*Input from the design charrette, vision survey, stakeholder meetings and existing conditions analyses was used to inform the design of the final recommended development plan for the East Lohman area. The following section describes the physical components of the recommended plan and how the community's vision is illustrated by a variety of plan elements and ideas. When taken as a whole, these elements build a distinctive plan identity for the East Lohman Development Plan that prioritizes attainable, multigenerational housing, amenities and services for healthy living, and an interconnected network of environmentally appropriate open space for residents to enjoy.*

*It is important to note that all recommendations that follow will be subject to refinement based on impact studies and analyses that result from future phases of development. Additionally, guidelines for land use, character and network design for land that is privately owned are based on the market analysis and urban design best practices provided in this report. However, final decisions remain with those landowners.*



# CONCEPTUAL SITE PLAN

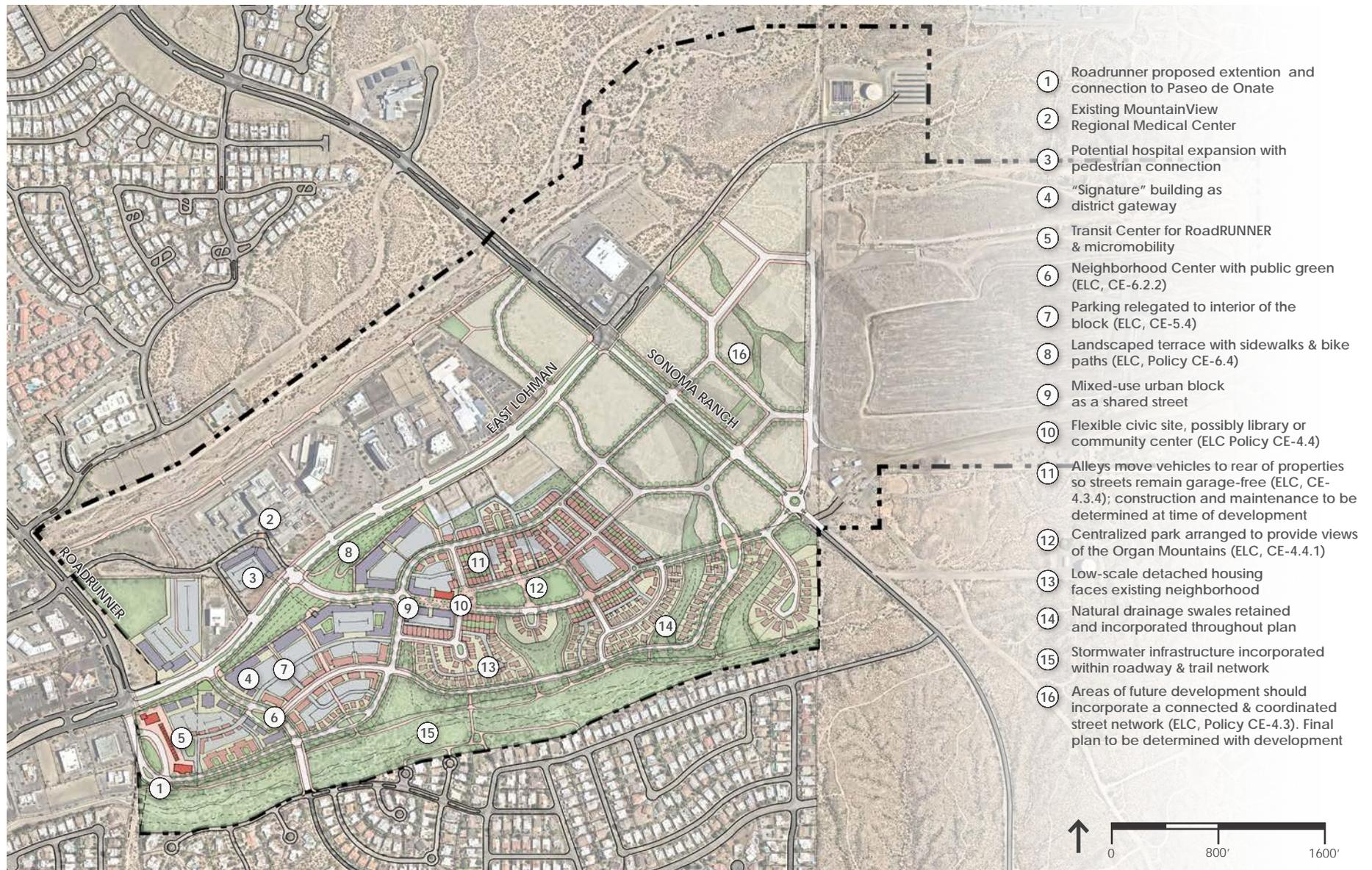


Figure 27. Recommended Conceptual Site Plan

## Recommended Land Use

### Health Services ■

The land abutting the preserved green along East Lohman Avenue is recommended for health services including additional hospital office space, specialized health centers, senior services and living, and medical research. There is a small portion of land north of East Lohman Avenue that has also been reserved for this purpose.

### Mixed Commercial/Hospitality ■

It is recommended that the land along Paseo de Oñate be reserved for commercial at the ground floor, with residential on the upper floors. This area comprises the heart of the neighborhood center. Here, we envision a neighborhood-scale street, providing small retail and restaurants that meet area resident and visitor patient needs. Additionally, the land along Foothills Road will be reserved as a small neighborhood center with restaurants and retail, leading into the heart of the new development. This area could also have a public institution anchoring the space, such as a library or a community center. The parcel northeast of the Roadrunner-East Lohman Avenue intersection and the land at the southeast corner of Paseo de Oñate and East Lohman could accommodate one or two boutique hotels geared toward patients and visitors of MountainView Regional Medical Center, existing alongside small retail and restaurants.

### Missing Middle Housing ■

The heart and majority of land in the East Lohman Development Plan is dedicated to a diverse set of missing-middle housing. Missing-middle housing are residences that fall between single-family housing and multi-unit apartments. They include townhouses, duplexes, triplexes, fourplexes, courtyards, cottages, and live-work spaces. By merit of their diversity in scale, design and density, these housing types offer a range of affordability and can accommodate many

life stages and needs. In the recommended plan, missing-middle housing is clustered close enough to health services and neighborhood retail to make this area highly walkable.

### Detached Housing ■

The land along the southern edge of the planning area, near the Little Dam Arroyo, has been reserved for detached housing. Relatively less dense, this area is intended to serve as a transition to the preserved desert landscape and single-family housing development beyond. Importantly, detached housing can mean single-family, but we are also including duplexes, accessory dwelling units and cottages in this housing typology.

### Open Space ■

Finally, one of the primary desires voiced by the community through public engagement was to maintain open space for recreational use and gathering. As much as possible, the preservation of topography, natural habitats, arroyos, and natural drainage flows have been maintained throughout the plan. These spaces form an interconnected trail network that provides a robust circulation system for residents by foot or bicycle.

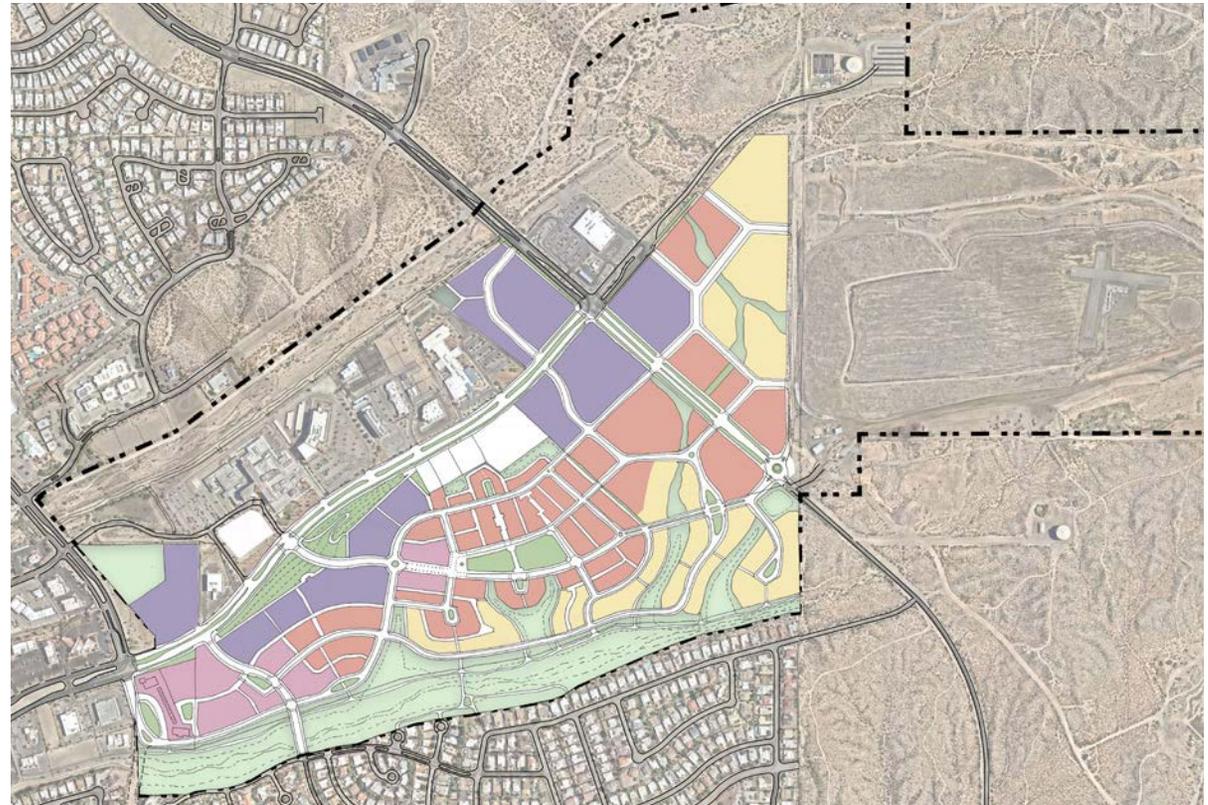


Figure 28. Recommended Land Use Plan

# PLAN VISION

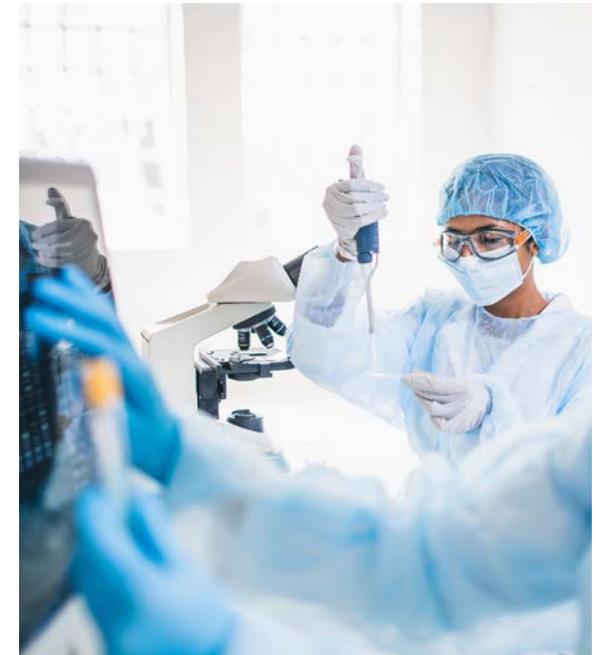
The vision for the East Lohman Development Plan is illustrated through the following four goals:



Figure 29. Vision: Build on Medical Uses

## Build on Existing Medical Uses

Given the proximity of the development site to the MountainView Regional Medical Center, it made sense to build upon the institutional foundation that the hospital has created in the area. In early interviews, MountainView stakeholders indicated a need for additional space to house complementary medical services. There are also several examples of not-for-profit hospitals across the country partnering with municipalities to develop attainable housing for both staff and their patient population. Case studies and considerations for similar development partnership are discussed in Chapter 8.



## Provide a Mix of Housing Types

Providing a diverse mix of attainable housing is the crux of the East Lohman Plan. Following recommendations from the market analysis, the majority of land is dedicated to bringing about this goal and meeting a critical need for the City of Las Cruces. According to the City of Las Cruces 2021-2025 Consolidated Plan, there is a shortage of nearly 4,500 affordable rental units in the city. Additionally, there has been a net increase of 11 percent of seniors (over 65) living in the city from 2010 to 2019. Presented with this information, we understand that developing a diverse set of homes that allow residents to age in place, close to medical services and in proximity to amenities that encourage healthy living is a high priority for this plan.



***Attainable Housing*** is a term used to refer to housing that is market-rate (i.e. not publicly-subsidized) and that is priced so that the average household is not spending more than 30 percent of their gross income on housing costs.



Figure 30. Vision: Diverse, Attainable Housing



## Integrate with Terrain, Arroyos, Vegetation and Trails

During the design workshop, participants ranked “habitat and arroyo preservation” as the highest priority idea to incorporate into the plan. The proposal integrates the preservation of existing, natural elements is intertwined with bike and pedestrian trail development, creating a network of usable open space. This open space serves both people and the environment, maintaining natural drainage paths and allowing for the conservation of natural desert landscape. When view the plan area as a whole, this open space moves from the south, organically extending from the Little Dam Arroyo into the more structured and densely development residential and commercial areas to the north.



Figure 31. Vision: Integrated Trails and Connections

## Become a Mixed-Use Neighborhood Center

Nearly 80 percent of vision survey respondents expressed a desire to see more neighborhood-scale commercial amenities, including restaurants, cafes and small retail. The plan recommends developing Paseo de Oñate in such a way that it becomes a neighborhood commercial corridor with mixed residential uses. This part of the plan sits adjacent to the transit center, allowing Las Cruces from across the city to visit and enjoy the services offered here. A secondary neighborhood node, or what we are describing as an urban block, sits along the primary spine of the development area, connecting to East Lohman Avenue near the entrance to MountainView Regional Medical Center.



Figure 32. Vision: Mixed-Use Neighborhood Center

# PLAN IDENTITY

Three qualities begin to capture the values and development ideas characteristic of the vision for the East Lohman Area. The first is a commitment to diverse and attainable housing for all life stages. The second is the creation of an interconnected neighborhood that enables healthy living through a collection of associated amenities. Lastly, the development includes a network of environmentally appropriate open space and green infrastructure which allows for careful integration with the unique desert landscape and highlights the sweeping views of the surrounding area. The nine design concepts that were introduced during the community workshop begin to exemplify these overarching plan qualities.



Figure 33. Plan Ideas

## Diverse and Attainable Housing for all Life Stages

Throughout the planning process, we heard from residents, elected officials, city staff and other stakeholders that there is a great need within the City of Las Cruces to build attainable housing for residents. The East Lohman Development Plan should demonstrate how diverse and affordable housing can be thoughtfully integrated within a neighborhood, allowing residents at all income levels to share and live within close proximity to valuable community amenities. The three ideas below illustrate ways that attainable housing has been incorporated into the East Lohman Development Plan.

### Missing Middle Housing

As noted in the Recommended Land Use section, missing middle housing is any residential type that falls on the spectrum between detached, single-family houses and multi-unit apartment complexes. There are several examples of medium density housing, which, due to their compactness, arrangement and variety of size, incorporate affordability for a range of incomes. Not only did this idea rank favorably during the community charrette, when asked what the overall site might be best used for, “mixed-income housing” received the most votes in a list of five opportunities.



“I really like a focus on missing middle housing and mixed income/age housing. It makes for a good neighborhood dynamic.”

### Transitional Detached Housing

A portion of the residential area that lies closest to the Little Dam Arroyo and Canyon Point neighborhood has been reserved for less dense, detached housing, which includes single-family, primary residences with accessory housing units, duplexes and cottages. When looking at the overall housing needs in the City of Las Cruces, over 60% of housing stock is single-family detached (2019, ACS), though for many Las Cruceans, the cost of these homes is out of reach. Many city residents are carrying a housing cost burden greater than 30% of their income. A vital goal for the East Lohman area is to encourage housing development that begins to fill this need, while creating balanced development that is sensitive to existing landscape and neighborhoods surrounding the area. This transitional detached housing strikes a balance between these two goals.



## Pedestrian Village

The pedestrian village is intended to provide an alternative to the all too prevalent default in present residential development, the single-family home. The concept takes inspiration from the emerging trend of “car-free” communities. The pedestrian village re-orient's our notions of public and private space, blending these areas with a network of shared ground, preserved for humans and bikes, rather than vehicles. This shared space gives opportunity for more social interaction with neighbors, safe movement through the neighborhood and to destinations beyond, and a blend of attainable housing options.

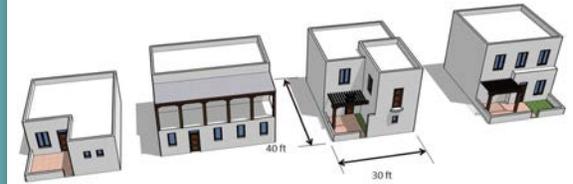
The village can be entirely car-free, or may incorporate shared parking courts that limit the intrusion of the automobile into the shared pedestrian realm, creating an environment especially well-suited for children and seniors alike.

The prototype development model shown here utilizes dwelling units of various sizes that all fit within the same 30 x 40 building footprint. Thus, a single lot may accommodate houses ranging from approximately 800 to 2000 square feet. Duplex units could also be accommodated within this footprint. The units may be attached or detached and combined with semi-private open spaces at the front or rear of the unit.

Various ownership and rental structures could be considered. Units could be sold as fee-simple properties, i.e., as townhouse units on small lots. Or, to provide an even more affordable product, the structures can be sold with the land held by a community land trust. Dwelling units could also be rented with or without subsidies.

The pedestrian village is an aspirational concept that provides a safe, sustainable, and affordable solution for today's housing needs.

### Illustrative Housing Models



### Pedestrian Village Areas



## Healthy, Interconnected Neighborhood

The home, neighborhood and overall environment that one lives in can have an enormous impact on current and future health outcomes. For the East Lohman Development Plan, the goal is to create the conditions that allow residents to choose healthy behaviors and access health services by integrating these amenities throughout the plan. A network of pedestrian and bicycle trails are incorporated to allow easy access to these destinations.

### Focus on Health

For the East Lohman Development Plan, the focus on health is emphasized in two ways. First, a large portion of developable land near East Lohman Avenue has been reserved for a variety of hospital-complementary uses which could include additional medical offices, complementary health services and specialized clinics, assisted living and senior services and medical research. Second, the nature of the plan design with its relative density, mix of land uses and network of trails and open green space encourage healthier living practices and outcomes for residents. The benefits of this focus on health are clear for both nearby MountainView Regional Medical Center and the community at-large. The hospital can fully integrate wrap-around services for patients and into the neighborhood, while patients, residents and staff can easily meet their needs, improving their health outcomes and overall quality of life.



### Micromobility Loop

Building on the construction of the transit center on the west side of the East Lohman area, the plan recommends the designation of a micromobility loop that will assist residents and visitors with easily accessing high-activity destinations throughout the plan. Elements of the micromobility loop could include shared bikes, e-bikes and scooters, in addition to a small bus or slow moving, autonomous shuttle. In early phases of development, primary destinations could include retail and restaurants along Paseo de Oñate, the hotel, MountainView, senior living and the central public green space. As development continues, the loop could be expanded to include additional medical services and retail along East Lohman Avenue, including the Walmart Neighborhood Market.



“I think more trails and streets with bike lanes surrounded by a few retail shops and restaurants and cafes make it a destination for outdoor recreation.”

### Neighborhood Center

A key element of the overall plan is the inclusion of pedestrian-scale neighborhood center along Paseo de Oñate. This center would include a cluster of small businesses and restaurants oriented around a shared green with residential units on the floors above ground-level retail. The infrastructure of the street, sidewalk and green would be designed to create flexible gathering space for the community. The vision survey voiced a desire from residents to see more restaurants with outdoor dining and neighborhood retail and the market analysis confirmed this need at a small scale.



## Network of Environmentally Appropriate Open Space and Green Infrastructure

Within the East Lohman area, there is a large portion of undisturbed desert habitat, particularly along the western portion of the site and moving south along the Little Dam Arroyo. There is also a section of steeply sloping topography along East Lohman Avenue. The illustrative plan strives to preserve and connect these natural features, providing low impact, green infrastructure interventions to maintain natural integrity and provide space for residents to enjoy.

### Habitat and Arroyo Preservation

Preservation of existing habitats and arroyos ranked highest among participant priorities during the design charrette. As such, a significant portion of land has been held for this purpose. Low Impact Development (LID) design principles have been incorporated to protect natural terrain and drainage paths, resulting in more sustainable stormwater management and vital habitat conservation. A web of trails allows residents to carefully utilize this space to traverse the area and connect to neighborhoods and regional attractions beyond the East Lohman area.



### Terraced Entry

One of the most unique features of the plan is the proposed terraced entry which hugs East Lohman Avenue and provides a strategy for preserving and improving the steep embankment leading into the development. The terraced entry will feature a winding pedestrian path and landscaped contour swales, designed to capture water and stabilize the slope. The sloped pedestrian trail will feature intermittent seating and connect to sidewalks leading to additional health facilities and a small mixed-use urban block at the apex development.



### Community Park

The promenade that was featured in the Traditional Neighborhood Scenario has been adapted in the conceptual site plan to a central community park. Roughly two acres in size, this green space is oriented roughly east-west, establishing view corridors to the Organ Mountains. This park lies at the heart of the plan, connecting health and mixed-use space to residential areas, providing a valuable gathering place for residents.



“Keeping this area partially undeveloped for trails and open space would be nice so long as it’s protected.”

# CIRCULATION

## Street Network

The plan below provides a recommended street network for the East Lohman area. The design of the street system begins to define the relationship between private development blocks and public right-of-way. The street network also creates a series of walkable blocks and design considerations that provide space for the flow of vehicle, bicycle and human movement. Design for streets should follow NACTO guidelines, incorporating traffic calming devices. These may include: mini roundabouts (scaled to context), raised tables at pedestrian crossings, flush curbs with bollards and planters, narrow traffic lanes, street trees, change in pavement material, intermittent on-street parking and street deflections (non-rectilinear alignment). Final design and maintenance of street network to be determined at the time of development.

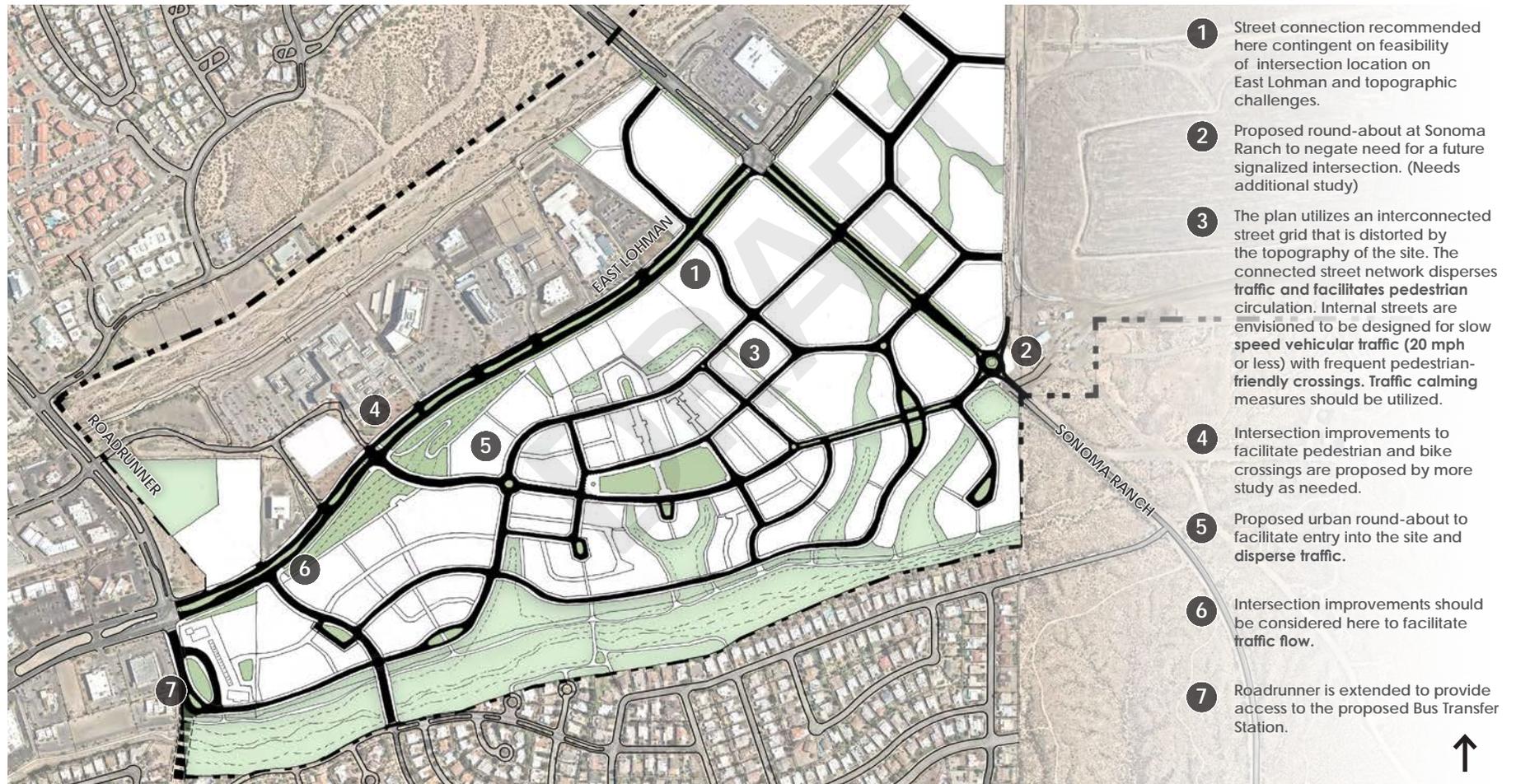


Figure 34. Street Network

## Active Transportation Plan

All streets within the plan include design considerations for motorized and non-motorized activity. The Active Transportation Plan below provides recommendations for how these streets and trails connect, providing a multitude of options for users to move around the site. In addition to inclusion of complete street conditions, it is highly recommended that streets are properly designed from the onset with elements and space that ensure safer roadways for all users. In alignment with Elevate Las Cruces recommendations, this plan provides “a system of convenient pedestrian bicycle facilities to ensure connectivity between parking, adjacent streets and all on-site facilities.”

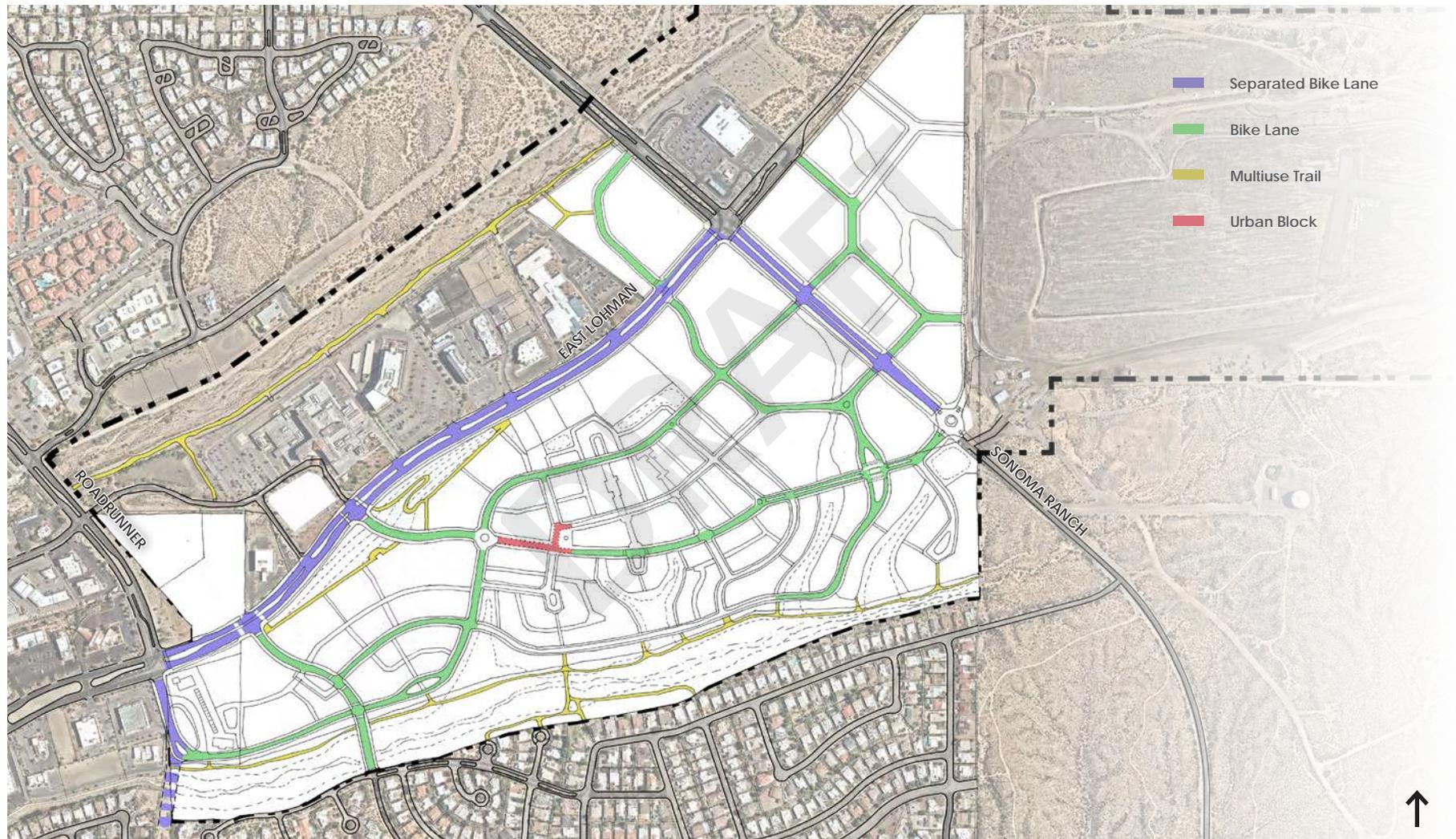


Figure 35. Active Transportation Plan

# Pedestrian Network

The connective tissue that binds all elements of the East Lohman Development Plan is an extensive pedestrian network. The illustrated plan below incorporates Goal CE-5 from Elevate Las Cruces, and Policy CE-5.3 in particular. This public space includes broad sidewalks, trails along the arroyos and drainage paths, and paseos through the pedestrian village. Additionally, a section of the central corridor has been designated as an urban block, or a street that could be closed off for pedestrian-activity only for special events. The team recommends that the City of Las Cruces Parks and Recreation Department be responsible for the review of any future trails proposed within this Plan.



Figure 36. Pedestrian Network

# OPEN SPACE

Residents and community stakeholders expressed a clear desire to maintain dedicated open space as part of the plan. This public space has been incorporated through the preservation of drainage paths and corresponding trails, small pockets of green space within the neighborhood center and a large 2-acre park that takes advantage of the highest point in the site, allowing for views of the Organ Mountains and gathering within the more dense residential area. This network of accessible social open spaces align with Elevate Las Cruces, Goals CE-7 and CE-14.

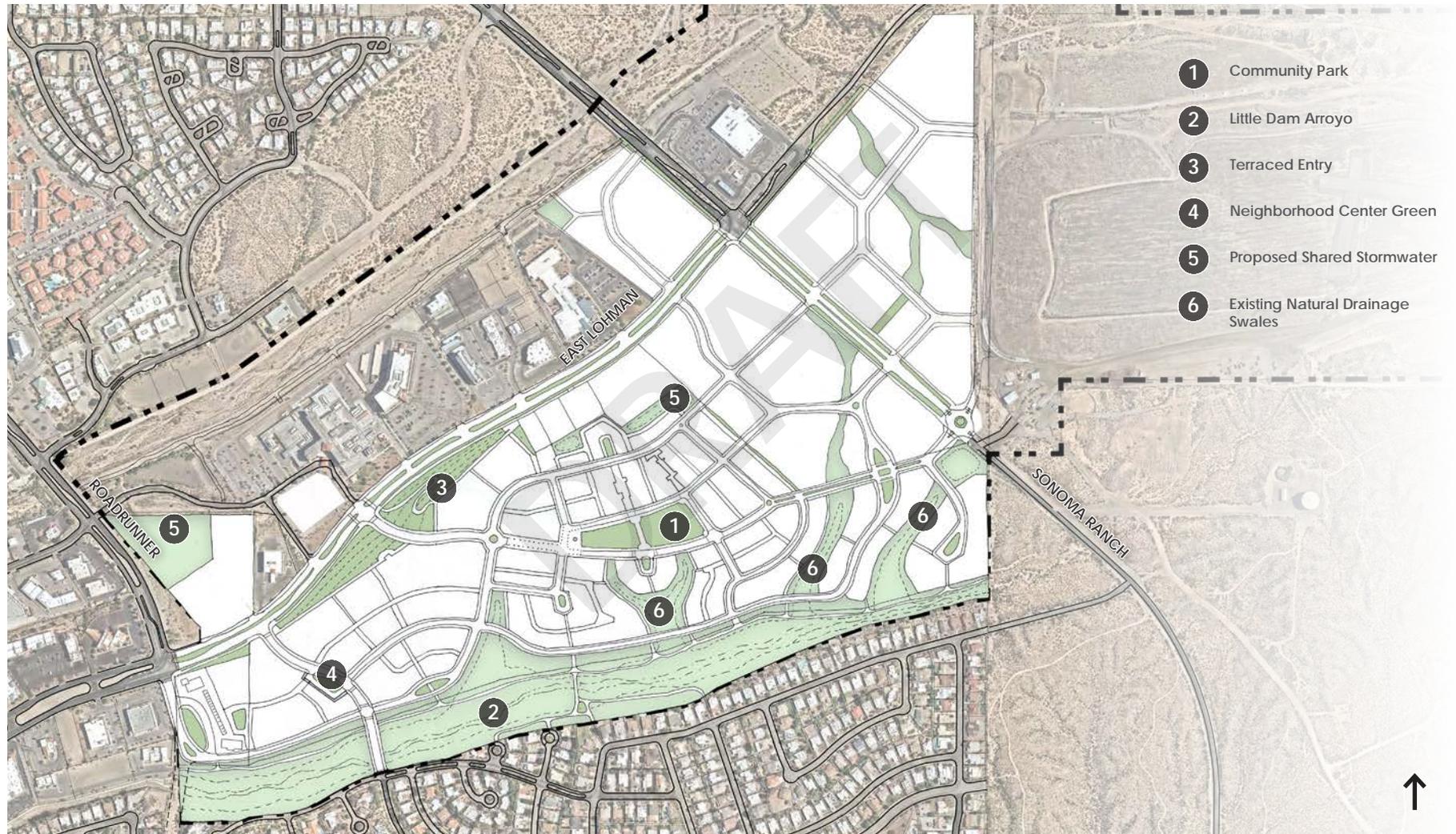


Figure 37. Open Space

# 8 IMPLEMENTATION

*A feasible implementation framework should provide the guidance needed for City of Las Cruces staff and leadership to realize the vision for the East Lohman Avenue Development Plan. This section includes strategies and recommended actions for both the public and private realms. Guidelines for the City have been divided into suggested activities to prepare the site for future development, strategic investments that will uphold the integrity of the vision and financing tools to help fund these investments, as well as assist with gap financing for developers. The second half of this chapter is dedicated to outlining a regulatory framework and guidelines for future developers.*

DRAFT



# CIVIC REALM GUIDELINES

## Preliminary Design and Feasibility

We understand that the conceptual illustrative site plan described above is one possible scenario for future development. Several actions must be taken to determine plan details and overall feasibility. It is recommended that the City of Las Cruces conduct preliminary design and feasibility studies for major

infrastructure components including:

- Schematic Roadway Design
- Traffic Impact Study
- Drainage Analysis
- Preliminary Engineering
- Cost Estimates
- Relocation of Gas Line

In addition to these steps, there are four strategic investments that the City of Las Cruces can make to

help ensure the plan vision is implemented in the way that is most beneficial to the public, while creating a ready foundation upon which future development can take place. For each investment, particularly those that relate to thoroughfares, context-sensitive approaches recommended by Elevate Las Cruces should be followed through implementation and build-out.

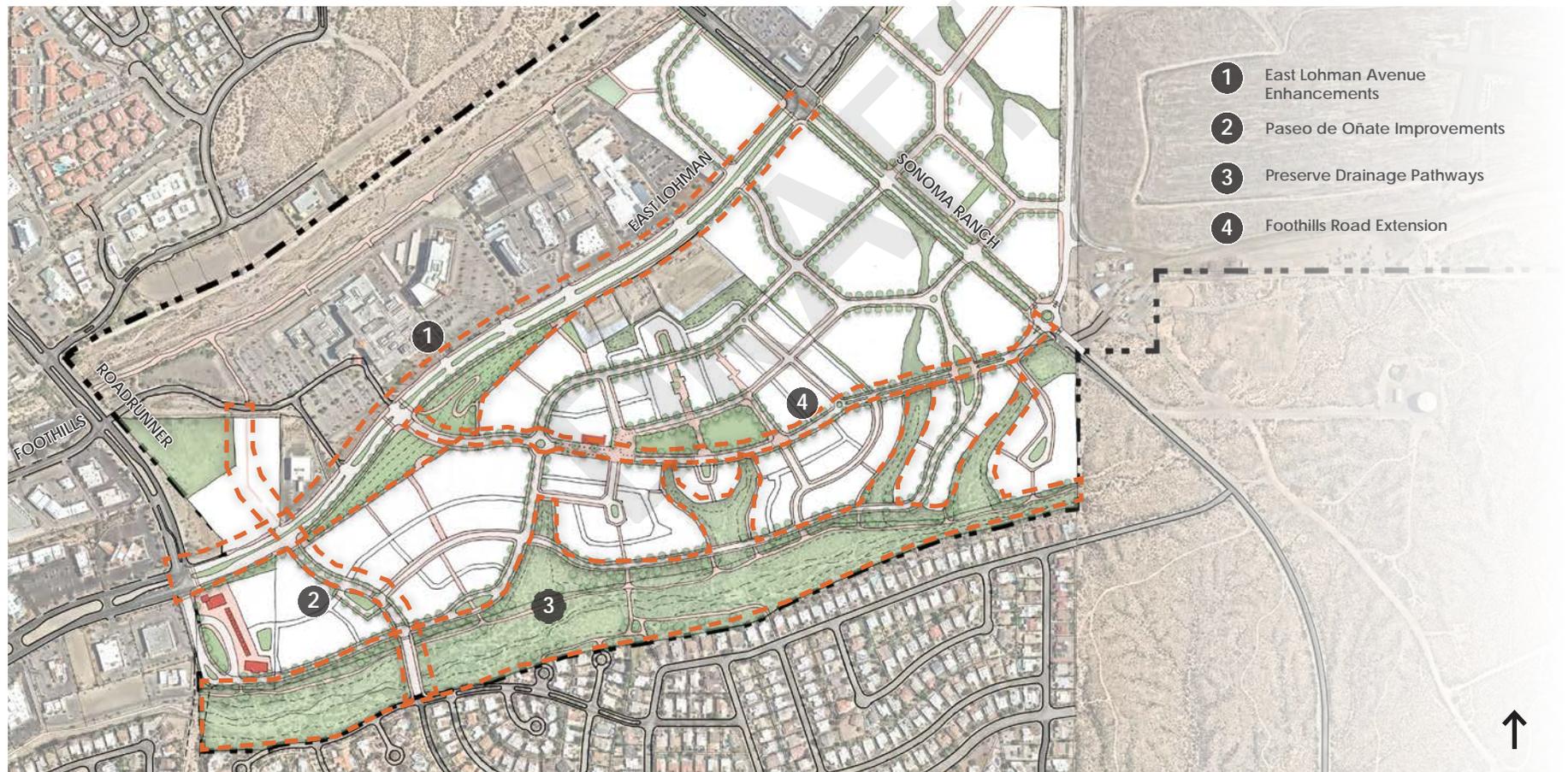


Figure 38. Strategic Investments

# Strategic Investments

## East Lohman Avenue Enhancements

Following guidance from plans previously adopted by the City of Las Cruces, including the 2018 Active Transportation Plan and Mobility 2045, it is recommended that steps are taken to create a safer non-motorized experience along East Lohman Avenue through the creation of separated bike lanes and signalized crossings for pedestrians. Incorporating design principles for Complete Streets (streets that have been designed for all modes of transportation, including walking, bicycling, riding the bus and driving) these enhancements should prioritize the needs and safety of pedestrians, while maintaining the flow of vehicular traffic.

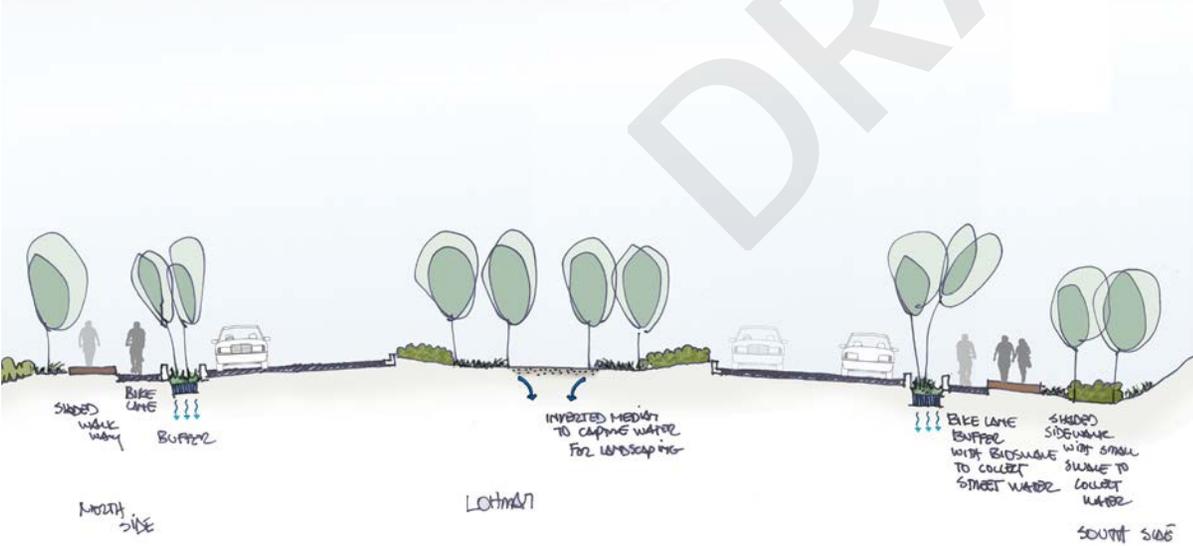
As shown in the section below, green infrastructure elements should be included in the enhancements along East Lohman Avenue. Swales with native desert landscape treatments are recommended in the buffers between the bike lane and street to help capture and slow water drainage. Along the section

of East Lohman Avenue with the terraced entry, this landscaping should be included throughout the steps moving up the slope.

Respondents to the vision survey indicated a strong preference for lighted crosswalks along East Lohman Avenue. The plan recommends adding a traffic signal with pedestrian infrastructure at the main entrance to the new development and the entrance for MountainView Regional Medical Center. It is highly recommended that a secondary pedestrian crossing be added at the intersection of Paseo de Oñate and East Lohman Avenue.

The above improvements should be prioritized; however, with future expansion of the MountainView Regional Medical Center, a cost-benefit analysis should be conducted to determine the potential pedestrian/cyclist demand compared to the cost of installation of a pedestrian bridge across East

Lohman Avenue. This elevated walkway could take advantage of the varied topography near the entrance to the East Lohman area, and could provide a safe, direct route between existing health service destinations and the future health campus.



Current conditions: East Lohman Avenue  
Source: Sites Southwest

### *Paseo de Oñate Improvements*

To facilitate the development of a neighborhood center, which includes small retail, restaurants and gathering spaces for the public, a number of improvements are necessary for Paseo de Oñate. The addition of bike lanes will connect proposed arroyo trails and additional bike lanes on local street throughout the East Lohman plan area.

Pedestrian facilities, including sidewalks, are also recommended. These should be a minimum of six feet wide to allow for comfortable passage of two people walking side-by-side or a wheelchair.

As noted in the previous section, these decisions should ultimately be made after conducting a traffic impact analysis.



### *Preserve Drainage Pathways*

As described within the Existing Conditions chapter, the East Lohman area is located between two major arroyos and has natural drainage paths and undisturbed desert habitat and vegetation throughout the site. The western and southern portions, in particular, remain mostly untouched, except for a few informal pedestrian and bicycle paths.

The recommended development plan strives to maintain these paths as much as possible. Within the sections where development is advised, steps are taken to incorporate low impact development principles, green infrastructure and preserve water detention areas, as needed.

Examples of Low Impact Design that should be incorporated in the East Lohman area include:

- Green Streets
- Street Trees
- Bioswales and Vegetated Swales
- Rain Gardens
- Bioretention Curb Extensions and Sidewalk Planters
- Permeable Pavement
- Bioretention cells
- Water Quality Swales
- Interrupted Runoff Flow Paths
- Sidewalk Trees and Tree Boxes
- Direct runoff to pervious areas
- Preservation of open space
- Minimization of land disturbance

### *Foothills Road Extension*

Foothills Road currently passes in front of Mountain View Hospital and intersects with East Lohman. The proposed extension becomes the main circulation spine of the proposed master plan. The extension should be further studied from a feasibility standpoint, especially in regards to the change in elevation from East Lohman Avenue to the development site (approximately 50 foot change in elevation). Once the preliminary design and feasibility are determined, the City may make an informed decision as to whether the street should be part of a capital improvements plan, or be implemented by a private developer in a partnership with the city.



## Financing Tools

### *PID*

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 create a PID for portions of the East Lohman development to levy an assessment on future users to help pay for infrastructure to serve the development.

### *IRB*

Industrial Revenue Bonds (IRBs) are tax exempt bonds issued for economic development projects. The City of Las Cruces can issue Industrial Revenue Bonds for the expansion and relocation of commercial and industrial projects, such as utilities infrastructure. IRB financing is available for land, buildings, and equipment for headquarter office buildings, warehouses, manufacturing facilities and service-oriented facilities not primarily engaged in the sale of goods and commodities at retail. IRB-financed projects are exempt from ad valorem tax for as long as the bonds are outstanding and title to the project is held by the issuing agency. Bonds may be issued in different series with variable principal amounts, interest rates and maturities to accommodate the acquisition of assets with different useful lives. This tax abatement tool may make the most sense to utilize for future healthcare development in the Health Campus Zone.

### *GRIP*

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 generating over \$5.0 million in annual sales volume can receive up to 75 percent of local GRT generated by the project over the period of development. Given the scale requirements for this development tool, this may only be applicable for a future healthcare-related or hospitality development partner.

### *TIDD*

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 can generate tax increment to pay for eligible public improvements. A TIDD can 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.

### *LEDA*

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. LEDA allows cities to pass a local ordinance that enables them to earmark proceeds from 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), which provides grants to local governments for economic development projects and initiatives.

### *LIHTC*

Low Income Housing Tax Credits (LIHTC) provide direct federal income tax savings to individuals or corporations that invest funds in rental housing developments with apartments set aside for low-income households. To use this tax incentive, developers typically form limited partnerships with investors who contribute equity capital in exchange for tax savings. Once an allocation is made and construction is completed, tax credits can be claimed annually for a ten-year period. For the purposes of this plan, it is recommended that any qualifying income-restricted units be well-integrated with market-rate units. This could also be a useful tool for senior apartments or missing middle housing.

### *ICIP*

Infrastructure Capital Improvements Plans (ICIP) are another tool by which the City of Las Cruces can seek funding for infrastructure projects. Although limited, these funds can be used as matching funds to secure larger grants and/or loans from outside agencies.

## Branding and Marketing

### Branding

The East Lohman Development Plan is designed to create a mixed-use, walkable neighborhood that provides healthy living amenities, diverse residential design and preserves a unique desert landscape on the edge of Las Cruces. Promoting a cohesive and easily understood neighborhood brand which reflects these unique features and the community goals that have been set through the planning process is important for the promotion of the community vision to potential developers and future residents.

To simply capture the sense of place, the team recommends utilizing a name for the neighborhood development. ELOH (shorthand for East Lohman) allows easy recollection of the proximity of the development to East Lohman Avenue, a gateway to the City of Las Cruces from the outside and the Organ Mountains and outdoor recreation offered beyond the city. The benefits and unique qualities of this place can be best summarized by the following themes:

**Healthy Living** | In both design elements and the target amenities for the space, ELOH prioritizes healthy living at all scales. Core health services anchor the plan and provide services to residents, while the overall density and adjacencies of residential areas to commercial amenities and employment provide opportunities multi-modal movement.

**Habitat Conservation** | Nearly a third of the neighborhood is contentiously preserved green space made available for public use and enjoyment. Using natural arroyos and water paths to inform the location of trails and open space that extend the idea of the backyard into an interconnected network of paths that encourage walking and cycling.

**Mixed-Use** | Following both the market analysis and recommendations set forth by the Elevate Las Cruces

comprehensive plan, the ELOH Neighborhood Center integrates diverse housing with neighborhood scale commercial offerings, all anchored by the health-related amenities. Two areas focus neighborhood commercial and restaurants/cafes along Paseo de Oñate and the centrally located Foothills Road. The main neighborhood open space allows for overflow of public gatherings east from the urban block along Foothills.

### Marketing

Once a unique brand has been established for the development area, this vision and illustrative brand can be used to market the plan to potential developers. Marketing includes activities, policies, and processes for creating, communicating and delivering the brand and vision for ELOH to customers, visitors, operators, and prospects.

It is important to make sure that potential developers adhere to the vision of the plan. Ideally, this developer(s) will have a track record of creating successful mixed-use projects that adhere to the values and design associated with walkable urban spaces. Experience collaborating through successful public/private partnerships is also highly desirable in a future developer.

## Development Governance

### Administration

If the East Lohman Plan is to be successfully implemented, a dedicated management structure is required to act as the central point of contact between the City, County, State, MountainView Medical Center, and other public, non-profit, and private developers. **This management structure would coordinate and streamline programs, direct investment, and provide the day-to-day operations support to implement the vision for East Lohman.** Given the goals of the initiative and the cost of investing in major infrastructure, the City needs to

commit to a long-range plan for implementation. This commitment will be in the form of dedicated staff support, infrastructure support, analysis of development incentives and divestment structure and patience to allow for a longer-term market maturation to attract certain types of development. After the adoption of this plan, there are several intermediate next steps that will be required before the plan can be implemented successfully. Some of the key next steps include:

- Establish the zoning for the area (and surrounding parcels based on coordination with private land owners) through a planned development or form-based framework provided in the recommendations of this plan.
- A high-level study of the cost of major infrastructure including any traffic impact analysis, drainage studies, and utility assessments should be undertaken. This will provide the City with information needed to come up with a feasible development strategy.
- A fiscal analysis that helps the city come up with a feasible divestment and/or master developer negotiation strategy based on community goals, development costs, timelines, rents, and market absorption.
- Create a dedicated governance structure with city and other entities that would lead and direct the coordination of the public improvements and private development for the plan area. The entities involved would be:
- City of Las Cruces: The City of Las Cruces is responsible for establishing the policy framework for the East Lohman Plan, including the adoption of this initiative. The City is also the major entity that would provide public services and infrastructure for all development. Any public incentives would also need to be approved by the City Council. The City would also be responsible for directing the design and maintenance of all public infrastructure to

- implement the vision for the East Lohman area. The City also provides development review and coordination of private development within the East Lohman area.
- Doña Ana County
- Mountain View Medical Center
- Chamber of Commerce
- Other: In addition to the above existing organizations, a PID board could be established based on future financial tools selected. To the extent possible, these new boards should be streamlined and staff support should come from the city to ensure coordination of all plan implementation efforts.

Of the above entities, the City of Las Cruces has the largest role to play in terms of supporting long-term implementation of this plan. The following list identifies some high priority items:

1. **Management of Public & Capital Projects:** Several major public projects are envisioned for the East Lohman area such as the improvements to Paseo de Oñate and East Lohman, preservation of the arroyo and natural drainageways, and development of affordable and work-force housing (including implementation of the pedestrian village). It is critical to identify an entity that will manage each of these major projects from concept to implementation to ensure adherence to the overall plan. Each project can have a different entity managing it, but it will be important to have an entity that is either public or is a public-private entity. Given that several of these projects relate to capital infrastructure, there is an immediate need to create a Capital Improvements Program for the East Lohman area that can identify which projects need to be led by the city and which projects can be undertaken by the developer. All public infrastructure projects need to implement the East Lohman Plan should be categorized

appropriately (streets, parks/trails, water, sewer, drainage, overhead utilities, etc.). Next, these projects should be prioritized based on the public and private projects planned. Finally, based on the financial strategies recommended, public funds will need to be allocated to the prioritized projects together with any additional funding sources that may be available (such as a TIDD or PID) in the future. The City would generally be the project manager to coordinate and spearhead a majority of public projects.

2. **Coordination of Private Development:** As the City comes up with a plan for the ultimate development and divestment of city owned property, the City will have to take a larger coordination role in working with private developers and other development partners such as the Medical Center and the University to become a seamless facilitator of development. Typically, in greenfield contexts, cities let private developers take the lead on the physical development of the land, but given how interconnected several of the goals of the East Lohman Development Plan are to successful implementation, it cannot be left at the hand of just the private sector. The City will need to retain a seasoned team made up of professionals who understand infrastructure, real estate, urban design, and planning to help guide them through a long-term implementation strategy.
3. **Incentive Policy:** Since the city owns the majority of the land under the East Lohman Area, it will be critical for the city to have several options as it relates to selling or leasing the land and informs the delicate negotiations related to the overall infrastructure cost, market rents, incentive structure and financing tools to create a true public-private partnership. The many important goals of the plan can only be implemented with city incentives and the City will need to understand development costs and benefits and which ones should be prioritized before moving

forward with a developers' agreement with one master developer or a series of developers.

The consultant team looked at different case study projects by other cities that have undertaken such an effort and the tools that they have used to implement them successfully. These are further explored in the next section.

## Development Case Studies

### Aggie Uptown

Las Cruces, NM | 200 acre planned mixed-use development

**Ownership/Management Structure** | NMSU owns the land and coordinates the creation of the planning document. Aggie Development Inc. was created as the development arm of NMSU. NMSU plans to lease, rather than sell, initial available land.

**Program** | Initial development would involve commercial and institutional uses including retail, active event space, medical offices, and assisted living. Future phases would include university functions & residential development. Housing mix would include student housing and senior living separated into two different neighborhoods. No affordable housing targets are identified.

**Phases** | The first phase is a 36-acre planned commercial development. Future phases identify potential for housing, mixed-use, and university functions

#### Timeline & Status

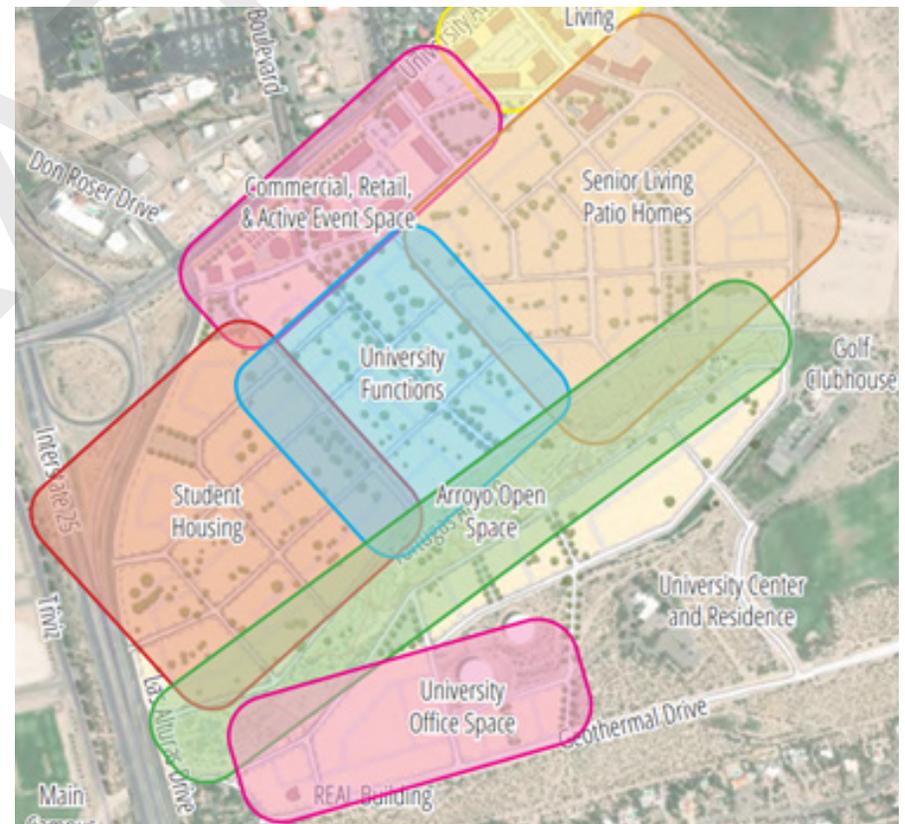
- 2016 – NMSU begins concept discussions
- 2020 – Report details phase 1 development plan
- 2021 – Preliminary infrastructure complete; lease negotiations ongoing.

**Financing** | Approximately \$2.5m in other land sales revenue was devoted to initial infrastructure improvements. Additional lease revenue will help fund future development phases.

**City's Role** | The City has not played a major role in the planning and development of the site.

#### Lessons Learned

- Phased development is cost effective and focused, deferring future planning and financial decisions till appropriate.
- Selling assets can allow for capital improvements and “activation” of a development.
- First phases focus on higher ROI tenants – with the presumption that earlier revenues can support the development of future phases.
- The developer is controlled but separate from the institution. This allows the institution to focus and establish vision and goals and relies on a privately controlled developer to realize that vision.



## Amador Proximo

Las Cruces, NM | 50+ acre planned “Community Blueprint” for a potential mixed-use & affordable housing neighborhood

**Ownership/Management Structure** | City-led planning exercise with various private ownership - one party owns approximately 31 acres. An affordable housing project was proposed as a potential development within the planning area. There is no particular developer or property manager.

**Program** | Amador Proximo was originally conceived as a mixed-income housing project. Other mixed use, housing, and commercial spaces would be encouraged as the market demand allowed. Housing would consist of low-density single family to high density multi-family uses.

**Phases** | No development phases were identified within the plan.

### Timeline & Status

- 2015 – City-led Community Blueprint Plan

**Financing** | Low-income housing tax credits were proposed (not granted) as a way to develop affordable housing. The existing and adjacent road was improved by NMDOT based on the blueprint. Tax-increment financing, capital improvement program, and general obligation bonds are possible funding sources.

**City’s Role** | The City led the Community Blueprint process but has not been involved in land ownership, infrastructure financing, or direct development of the site.

### Lessons Learned

- Concept plans and Community Blueprints are important as a way to determine the potential types of development that may be appropriate.
- Plans without infrastructural investment or direct developer involvement do not clearly result in development.



## Holiday Neighborhood

Boulder, CO | 27 acre planned mixed use and affordable housing New Urbanist community

**Ownership/Management Structure** | The City of Boulder acquired land and transferred ownership to Boulder Housing Partners (housing authority for the City of Boulder). Boulder Housing Partners (BHP) managed a planning and design process, developed the land, and sold sites to private developers. BHP provided general oversight and management of the planned community after land sales to private developers. Private developers were responsible for developing, marketing, and selling uses within each of their respective sites. The Holiday Neighborhood Master Association progressively took over management as tenants occupied the sites.

### Program

- 333 residential units – 42% permanently affordable
- Cohousing/community managed residential
- 58,000 sf of small commercial spaces (no large anchor uses)
- Smaller units and private spaces, more common and community spaces
- Job to resident ratio: 1:15

**Phases** | No phases - Individual sites were developed simultaneously

### Timeline & Status

- 1997 – City purchase vacant land
- 1998 – City sells land to BHP
- 1999 – BHP completed a concept plan
- 2001 – Sustainable Design grant funds awarded
- 2002 – BHP partnered with six developers
- 2003 – Infrastructure completed, land sales to private developers begins
- 2008 – Project build-out of all sites completed

**Financing** | City of Boulder provided financial assistance allowing discounted, development-ready lots to developers. Low-income housing tax credits were used by BHP to purchase and retain 49 permanently-affordable housing units. Grant funds were awarded to create additional sustainable design features. Private developers purchased improved land (with roads, utilities, and entitlements), developed housing and commercial uses according to BHP specifications, and re-sold land and buildings to public and private individuals. BHP sold land to developers at a discount with attached requirements to build affordable housing units.

**City's Role** | The City acquired the land from a private landowner, transferred ownership to Boulder Housing Partners, and provided financial assistance to enable additional affordable housing.

### Lessons Learned

- Project leader dedicated to public good.
- Development partners based on expertise
- Cohousing has positive externalities
- Design was a critically-important consideration and helped with project success
- Everything takes longer than anticipated



## Mueller Austin

Austin, TX | 711 acre master planned residential and commercial community

**Ownership/Management Structure** | The City of Austin managed initial planning efforts and joined into a partnership with a private company, Catellus Development Corporation, acting as the master developer. A commission appointed by the City Council ensures compliance with the master plan. A council reviews all construction to ensure compliance with design guidelines. A property owners association maintains common amenities (pools, parks, and trails). A non-profit corporation manages an affordable homes program.

### Program

- 4,600 residential units – 25% affordable
- 3,500,000sf of commercial & institutional spaces (10,000 jobs)
- 140 acres of open space
- Partial involvement of a community land trust

### Timeline & Status

- 1984 – Community plan identifying potential redevelopment of an airport
- 1996 – City-directed visioning plan
- 1999/00 – Master planning efforts
- 2004 – Master Development Agreement signed with private developer
- 2007 – First commercial buildings open
- 2008 – First single-family neighborhoods completed
- 2009 – First multi-family community completed
- 2012-21 – Incremental development, considerable amount of vacant land

**Financing** | The City of Austin provided \$265 million in infrastructure costs. Additional tax incentives (Tax Increment Reinvestment Zone, Low-Income Housing Tax Credits) were utilized.

**City's Role** | The City developed an initial vision and goals. They maintained land ownership until builders are contracted, as well as, direct and indirect oversight regarding compliance with planning and affordability goals. Review and negotiation of proposed development

### Lessons Learned

- Reduced regulatory complexity through the establishment of a Planned Unit Development
- Master developer (private corporation) required to provide semi-annual reports to the public
- Distribution of oversight and a clear relationship between the City and the master developer is critical to success



## Sawmill Community Land Trust

Albuquerque, NM | 34 acres of redeveloped industrial land for affordable housing and economic development

**Ownership/Management Structure** | The Sawmill Community Land Trust (SCLT) holds the land in trust. Adjacent properties are in private ownership but have contributed to the redevelopment

**Program** | Land held in trust by SCLT. The first project was 93 single family ownership homes (99-year land lease, both income qualified and market rate units). The development now includes 46 units of senior housing that targets residents 55+ who earn 50% of the area median income (AMI) or below, 60 live-work rental units for artisans, targeted to residents who 60% or below of AMI, 166 multi-family rental homes in mixed-use buildings with market rate and affordable units, as well as mixed commercial and institutional use.

**Phases** | Started with residential buildings – evolved to include ground floor commercial uses in mixed use buildings; most recent projects in the area are privately developed commercial buildings on adjacent properties.

### Timeline & Status

- 1993 – City commits to redevelopment of an old industrial site
- 1996/1997 – Initial Studies Conducted & Sawmill Community Land Trust (SCLT) formed.
- 2001 – 93 single family homes with 99-year land leases, built in three phases
- 2005 – City completes MRA plan for the neighborhood
- 2006 – 60-unit loft apartments
- 2011 – 42-unit senior housing
- 2012 – 62-unit apartments and 16 ground floor commercial spaces
- 2014 – 47 apartments with ground floor retail/restaurant space
- 2016 – 57-unit apartment building
- 2017 – Spur Line Supply Co, private investment in retail space on adjacent property
- 2020 – Sawmill Market—private renovated warehouse, retail food court on adjacent property

**Financing** | First phase was 27-acre brownfield site donated by the City to the SCLT. \$250,000 brownfield cleanup grant. The land held in trust reduced housing costs and contributed to permanently affordable housing. Direct subsidies from the City of Albuquerque supported homeownership. Low Income Housing Tax Credits and funds from the City of Albuquerque Workforce Housing Trust Fund were used for affordable apartments and ground floor commercial spaces in

mixed-use buildings. \$200,000 in annual CDBG grants and other HUD funding supported CLT staff, capacity building and predevelopment work

**City's Role** | The City of Albuquerque acquired and transferred the original 27-acre site to the SCLT and has supported residential development through its Workforce Housing Trust Fund.

### Lessons Learned

- The land trust has maintained control of design quality and control of all projects on the land it owns.
- A mixture of income levels was achieved through a hierarchy of residential types and prices and also by continued SCLT ownership of the land.
- Building owners are bound by price escalation limits which balance returns on appreciating assets with the maintenance of affordability goals.
- Success has spurred extensive private investment and created a desirable place to live, work and play.
- Initial residential projects were a combination of small-scale apartments, senior housing and single-family home ownership. The affordable homeownership units included steep subsidies to attract the target population, including neighborhood renters and former residents who wanted to return.
- Low Income Housing Tax Credits were instrumental in financing housing projects.
- Commitment to design quality has paid off in the evolution of this highly desirable neighborhood.
- Subsidized housing on the site has not affected housing quality, demand for market rate units or private investment in trendy retail and restaurant space on the site and adjacent privately owned property.



## Case Studies Summary

Research was conducted into various “neighborhood-style” or “urban center” developments of large-scale land with dedicated public participation and support. Case studies demonstrate multiple best practices that can be applied to the East Lohman Development Plan. Examples of good management and administration include the phasing or separation of the development into sections; community visioning and planning processes; good public-private relationships; direct public investment; and patience. Examples of good design and development include a mixture of different uses and tenants; efficient and dense land use; and the careful consideration of land ownership and disposition strategies.

### *Management and Administration*

- Splitting up large areas into phases or sections is helpful both from a management perspective, but also as a way to ensure responsive and deliberate development. This can be done not only with final development plans, but also by focusing planning, conceptual designs and infrastructure improvements on specific phases or sections of the development area.
- Successful projects often rely on a public partner to conduct the initial planning and visioning processes essential to determining what types of development are desired and feasible.
- Successful public-private partnerships clearly delineate the rights and responsibilities of various partners. Public agencies or their designees provide community oversight, vision, and support for the project but hire, partner with, or sell the land to external organizations more oriented and experienced with land development.
- Successful projects require direct public investment, usually through the completion of infrastructure or other preliminary and time-consuming processes. Funds for initial

public investments can come from a variety of sources and can aim to produce downstream returns (e.g.: rent, land sales) depending on the resources, familiarity, and goals of the public agency.

- Large developments and planning areas often take longer to achieve success than expected. Depending on the context and project conditions, it often takes between several years and a couple decades to achieve a stable, working, and active neighborhood or urban area.

### *Design and Development Program*

- Successful development projects incorporate good urban design and functionality - often mixing residential and commercial uses, using progressive urban design principles, incorporating sustainable and multi-purpose infrastructure strategies, and achieving housing for a mixture of different income levels.
- Successful projects achieved more cost-effective development by requiring efficient, dense, and active land uses. Commercial tenants may generate more revenue and project returns and are often incorporated or phased-in strategically to help with project success. Smaller, more flexible, shared, and denser uses often result in greater project efficiency, project returns, adaptability, and a stronger tax base.
- Land ownership and disposition can work in different ways depending on the goals and context of the project. Both residential and commercial development can serve a variety of incomes; can be a variety of sizes; and can be rented, sold, or part of a community land-trust model. Land sales after entitlements and infrastructure are built can achieve higher returns on initial investment.

# PRIVATE REALM GUIDELINES

## Form-Based Zoning Framework

To realize the community-crafted vision for the East Lohman Development Area, a regulatory framework for future development is highly recommended. This goal of this framework is to ensure the creation of a high-quality development through rezoning and

design standards for each zone that align with the vision. This plan will create adjacency predictability, so that phased development can have assurances that later development will complement and enhance land uses and design standards. This framework will help grow the East Lohman area into a lively, mixed-use neighborhood center with a range of attainable

housing options and services that focus on healthy living for all ages. A major component of this goal for healthy living is creating a network of streets and trails that allow residents and visitors to safely move through the neighborhood and to destinations beyond.

<i>Development Standards</i>	<b>Civic</b>	<b>Lohman Gateway</b>	<b>Health Campus</b>	<b>Village Neighborhood</b>	<b>Detached Residential</b>
<b>Purpose &amp; Intent</b>	<ul style="list-style-type: none"> <li>Intended to provide a transit hub with associated community facilities such as a library and complementary retail and service uses to serve transit users.</li> </ul>	<ul style="list-style-type: none"> <li>Create a visual gateway at the intersection of East Lohman and Paseo de Oñate to mark the entrance to the new neighborhood; higher density development scaled to frame the wide corridor</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate location for larger scale medical and health related uses including senior living facilities; able to take advantage of the proximity to MountainView Center</li> </ul>	<ul style="list-style-type: none"> <li>Encourage a mix of missing middle residential development in the form of easily walkable residential blocks in close proximity to appropriate neighborhood commercial areas</li> </ul>	<ul style="list-style-type: none"> <li>Residential uses providing a transition between the mixed-use areas &amp; natural habitat; lower height buildings and naturalistic design preserves views and drainage</li> </ul>
<b>Mix &amp; Intensity of Uses</b>	<ul style="list-style-type: none"> <li>Community facilities, transit services, retail and service uses, upper story residential uses allowed.</li> <li>Building height: 3 story max.</li> </ul>	<ul style="list-style-type: none"> <li>Primarily retail and service commercial uses and residential uses including lodging uses and residential uses (except on ground floors fronting on East Lohman)</li> <li>Building height: 5 stories max.</li> </ul>	<ul style="list-style-type: none"> <li>Primarily providing for a range of health and medical-related uses with senior living, urban living, and supporting retail service uses.</li> <li>Building height: 4 stories max.</li> </ul>	<ul style="list-style-type: none"> <li>Primarily mixed types of residential uses from small apartments to live work to townhomes; retail, neighborhood service, and restaurant uses permitted on the ground floors of buildings</li> <li>Building height- 3 stories max</li> </ul>	<ul style="list-style-type: none"> <li>Primarily mixed types of small scale detached residential uses allowing up to 4 units per lot and accessory dwelling units</li> <li>Building height- 2 stories max</li> </ul>
<b>Development &amp; Design Priorities</b>	<ul style="list-style-type: none"> <li>Parking: Location should be behind or on side of building</li> <li>Need to accommodate bus bays and stacking and seamless connection to a future micro-mobility loop.</li> <li>Transit building to have presence and visibility along East Lohman</li> <li>Frontage of East Lohman treated differently from internal streets</li> <li>Network of pedestrian-oriented streets to connect adjacent development</li> <li>Pedestrian Oriented Streets designated for higher building frontages and streetscape improvements</li> </ul>	<ul style="list-style-type: none"> <li>Parking: Location should be behind or on side of building</li> <li>Frontage of E Lohman treated differently from internal streets</li> <li>Network of pedestrian-oriented streets to connect to the rest of the development and adjacent development</li> <li>Pedestrian Oriented Street designations with distinct design requirements</li> <li>Public and Private Open space – type, amount, design, location and performance standards</li> </ul>	<ul style="list-style-type: none"> <li>Terraced entry along East Lohman Avenue</li> <li>Parking: Location should be behind or on side of building</li> <li>Some flexibility on the block configuration to accommodate the grade changes and the need for internal connectivity of the health/medical uses in a larger block than recommended in other character zones.</li> <li>Pedestrian Oriented Street designations with distinct design requirements</li> <li>Public and Private Open space – type, amount, design, location and performance standards</li> <li>Reserve the opportunity for a future parking garage to accommodate parking needs</li> </ul>	<ul style="list-style-type: none"> <li>Parking: Location should be behind or on side of building</li> <li>Some flexibility on the block configuration to accommodate the concept of a pedestrian village as envisioned in the plan (possibly need to include standards specific to the development of a pedestrian village)</li> <li>Pedestrian Oriented Street designations with distinct design requirements</li> <li>Public and Private Open space – type, amount, design, location and performance standards</li> <li>Open space to be oriented to preserve mountain views and/or arroyo views</li> <li>Sidewalk and trail access for each block</li> </ul>	<ul style="list-style-type: none"> <li>Building scale and massing to mimic single-family residential building</li> <li>Open space to be oriented to preserve mountain views and/or arroyo views</li> <li>Sidewalk and trail access for each block</li> <li>Incorporation of LID elements for all public infrastructure</li> <li>Natural arrangement of blocks to respect topography and drainage.</li> </ul>

# Character Zone Illustration

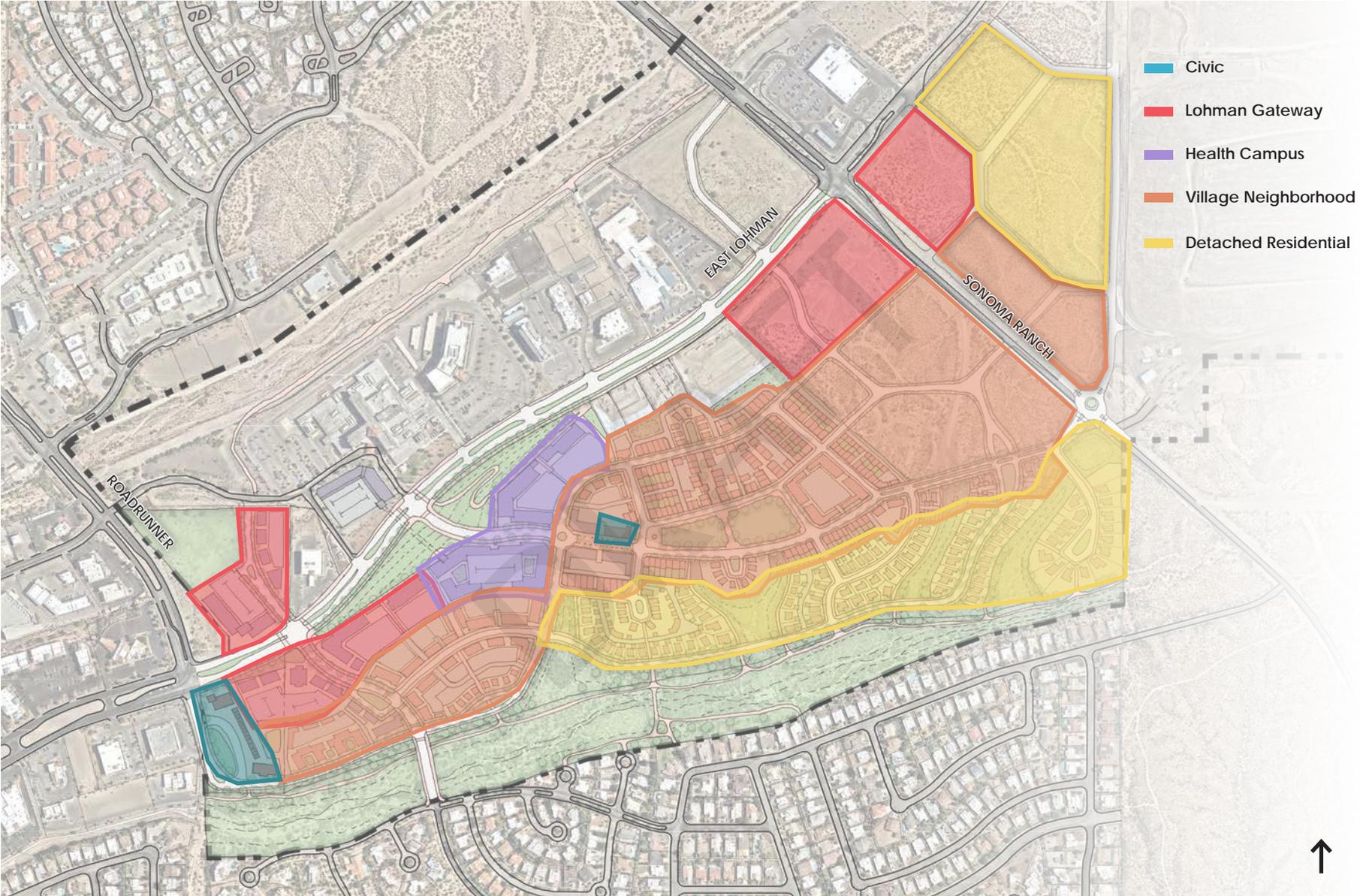


Figure 39. Character Zones

## Civic

### Character Zones and Elements

This zone is characterized by land dedicated to community facilities and civic purposes. For the East Lohman Plan, this western portion of the site is reserved for a transit station and micromobility hub which will allow residents and visitors to easily navigate the development and connect to adjacent nodes the city beyond.

It is also recommended that a portion of the central neighborhood, adjacent to the community park and incorporated into the urban block, be reserved for a flexible civic space. This could be a library or a community center. This space should be used to provide services and programs to supplement what

is offered within public recreational space and private uses. Generally, it should also provide a place for the public to convene and access city-provided resources.

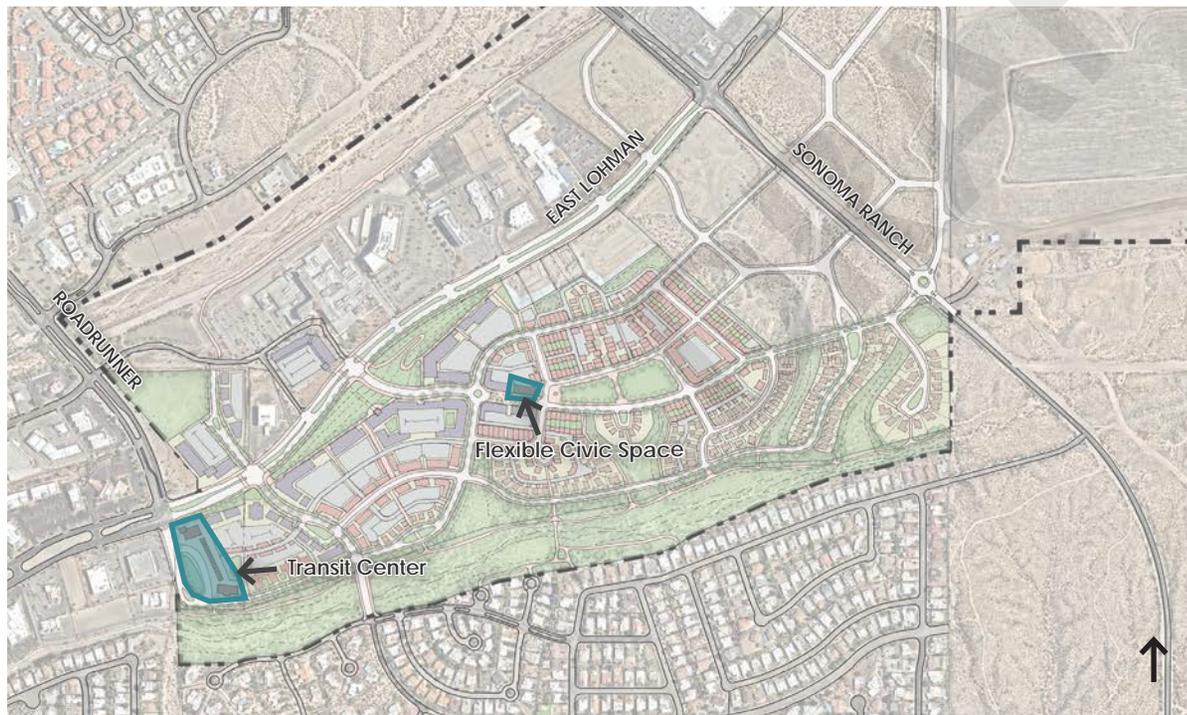


Figure 40. Character Zones: Civic



Charlottesville Downtown Transit Station  
Source: WRT Design



UC Riverside Bus Hub  
Source: University of California Riverside



Mesilla Valley Intermodal Transit Terminal  
Source: KRWG Public Media

## Lohman Gateway



### *Character Zones and Elements*

Development within the Lohman Gateway will respond to this primary vehicular corridor with higher density, mixed-use and commercial buildings. These character areas all follow the East Lohman Avenue corridor. Buildings here should be higher density and at a scale which matches the wide street, providing a frame for the plan. This area will set high design standards for future commercial development along East Lohman Avenue, incorporating forms which push the buildings up to meet the street and ample pedestrian areas, with off-street parking on the interior of blocks.

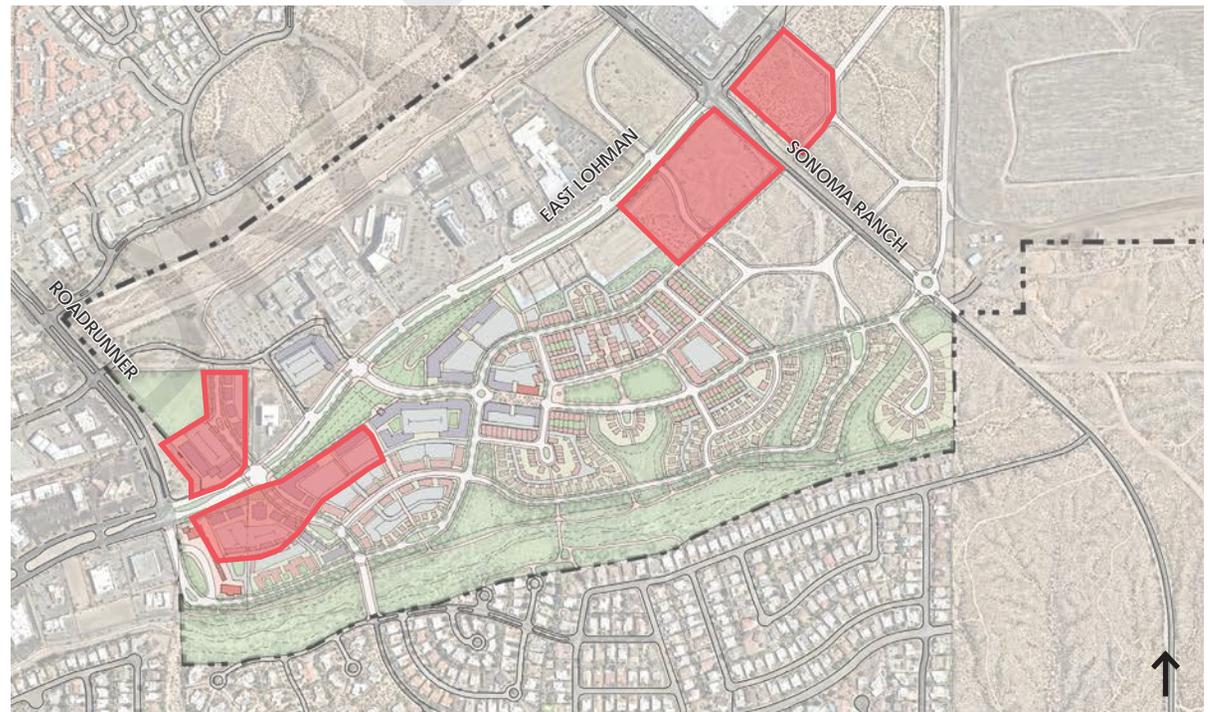


Figure 41. Character Zones: Lohman Gateway

## Health Campus

### *Character Zones and Elements*

The Health Campus character zone is situated closest to MountainView Regional Medical Center. The hospital has a requirement that future development must be within 200 yards of current property lines, so plan recommendations have taken this into account. This character zone should be mixed-use with uses centered on health services and meeting the needs of residents and patients at all life stages. Like all character areas, this zone will have ample space for safe pedestrian and bicycle movement, allowing visitors to easily travel between their health services destinations and neighborhood retail, restaurants and residences.



Figure 42. Character Zones: Health Campus



Airie Active Adult Community - TAVA Waters  
Source: OZ Architecture

# Village Neighborhood

## Character Zones and Elements

The Village Neighborhood is designed to encourage higher density development and includes easily walkable residential blocks in close proximity to appropriate neighborhood commercial areas. This character zone includes ample shared community space to supplement smaller lots and private living spaces. This area incorporates the pedestrian village and many examples of missing middle housing, allowing residents of this area a range of attainable housing options that are designed to maximize land dedicated to shared living space and a network for easy movement throughout the site.



Figure 43. Character Zones: Village Neighborhood

## Detached Residential

### *Character Zones and Elements*

The Detached Residential character zone offers a transitional space between the mixed-use areas within the East Lohman area and the natural habitat and single-family housing development to the south. Buildings are intentionally lower in height to help reserve view corridors and positioning of lots follow along natural drainage paths into the Little Dam Arroyo. This character zone includes both single-family residential, as well as detached multi-family missing middle housing, including duplexes, triplexes and fourplexes.

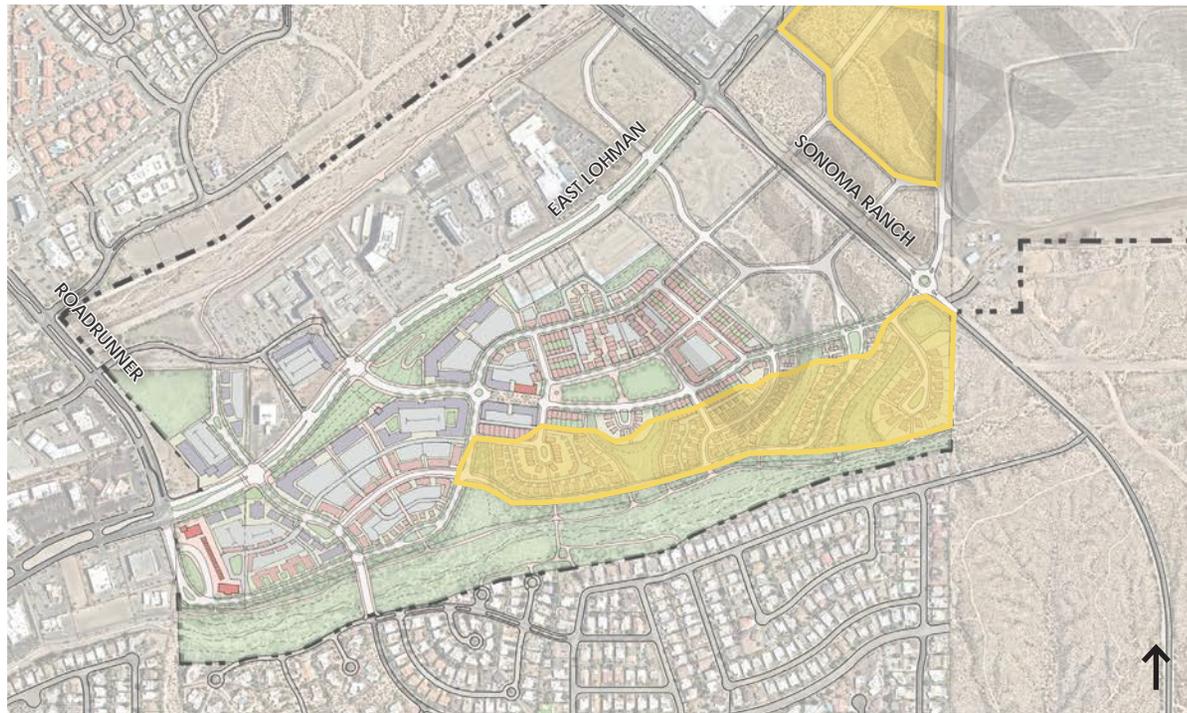


Figure 44. Character Zones: Detached Residential

## Zoning Recommendations

As the City moves forward with implementing the vision for the East Lohman area, a unified zoning strategy becomes an important element of this implementation. Zoning establishes the private development regulations for land uses, intensity, and how they are arranged on the land. In order to ensure that the vision for a walkable, compact, mixed-use and mixed income neighborhood is actually implemented, we recommend the following zoning priorities:

1. Undertake a city-initiated zoning change to a form-based zoning tool that implements the specific sub districts or character zones as envisioned in the plan. The form-based zoning tool may utilize the City's PUD structure to create the detailed development standards or the city can utilize a modified transect based format. Regardless of the structure of the code, certain elements will be critical to long-term successful implementation.
2. The specific zoning tool used should balance predictability and flexibility in terms of the detailed regulations established. For maximum flexibility, residential density should be established and informed through market realities (especially as it evolves with time) with zoning focused on height, area, and parking. This will also support the market delivering more attainable and affordable housing types to accommodate a range of needs by the community.
3. Ground floor retail in mixed-use developments is popular, but as is the case here, the market for retail is modest when compared to other land uses. We recommend phasing development of minimal retail with more housing and growing in later phases as the service population grows.
4. Once the zoning is in place and the area has been rezoned under this new zoning scheme, development that meets the regulations established should be permitted by right. The

zoning should identify key elements that need to adhere to pedestrian-oriented design principles (maximum block dimensions, parking location, and designation of clear pedestrian priority streets) and areas where there is flexibility to implement the vision in an alternative manner.

5. Even with administrative approvals, the zoning tool should allow for administrative modifications of certain standards such as setbacks, frontage requirements, etc., under specific conditions that will only be evident during site plan and platting phases. Specifically, such conditions will relate to unique site conditions that need to be accommodated such as topography, drainage, and pedestrian connectivity.

## Opportunities and Incentives

### *Hospitals as Community Developers*

Around the nation, not-for-profit community hospitals are leading the way in innovative community investment approaches and initiatives. These institutions have an interest in creating vibrant, healthy communities that include their staff and patient populations. Providers and administrators understand that the conditions and environments in which people live are one of the greatest determinants for health outcomes. Further, there is a significant body of research that demonstrates that safe, quality, affordable housing supports positive health outcomes across the lifespan. These goals – improving health outcomes for individuals and overall quality of life for communities – are shared by hospitals and City of Las Cruces leadership and staff. Beyond achieving common goals, health institution development partnerships have additional motivations, including:

- Advancing institutional mission and values
- Strengthening public-sector relationships
- Enhancing relationships and reputation
- Generating a financial return on investments

For these reasons, the team recommends considering possible partnerships between the City of Las Cruces and MountainView Regional Medical Center. In conversations with leadership, MountainView Regional Medical Center has indicated interest in expanding its footprint and pursuing future development opportunities around East Lohman Avenue. To ensure that the interests of MountainView are met alongside the needs of the community and the vision for future development in the East Lohman Avenue Area, the following actions are recommended:

- Convene a cross-sector interest group that includes MountainView Regional Medical Center, City of Las Cruces Community Development, Economic Development, Department of Public Health, and Housing and Neighborhood Services
- Consider utilizing Affordable Housing Fund to support development that meets attainable housing goals for the City
- Explore opportunities for a future public private partnership to advance common development goals

### *Impact Fee Reductions*

The City of Las Cruces can encourage the development of new attainable and affordable housing by reducing or waiving these fees for qualifying projects. The goal would be to structure any impact fee reduction program in a way that makes affordable housing more cost-effective to develop while avoiding adverse impacts on funding levels for key expenses that serve other community goals.

### *Deferred Fee Payments*

Deferred fee payments allow developers to make payments after securing long-term, lower-cost financing, while the community still collects the expected revenue and avoids budget shortfalls in other areas.

# RECOMMENDATIONS SUMMARY

The following table summarizes recommendations for strategic investments, marketing, branding, development, and governance. Included is a description of the recommendation, primary and secondary parties responsible for implementation and resources and tools to help achieve. Finally, the table notes which plan priorities are accomplished through the recommendation, plus if/how the recommendation aligns with a goal, priority or action provided within the Elevate Las Cruces Work Plan. City departments are already coordinating on planning efforts; this table reinforces that already occurring work.

The following icons represents priorities identified during the planning process:



Recommendation	Responsible Parties	Resources & Tools	Prioritization	ELC Alignment
<i>Strategic Investments</i>				
<b>1.1 East Lohman Avenue Enhancements</b> Redesign East Lohman to be a complete street that services all modes of transportation safely, provides appropriate crossings and stops.	CLC Transit, Public Works, Community Development, Community Engagement Office	ICIP, PID		Goal CE-2 • CE-2.1.4 Goal CE-6 Goal CL-7 Goal CL-8
<b>1.2 Paseo de Oñate Improvements</b> Enhance pedestrian facilities along Paseo de Onate to include sidewalks and a possible extension to the north.	CLC Transit, Public Works, Community Development, Community Engagement Office	ICIP, PID		Goal CE-2 • CE-2.1.4 Goal CE-6 Goal CL-7 Goal CL-8
<b>1.3 Preserve Drainage Pathway</b> Maintain natural drainage paths for pedestrian/bicycle traffic, while preserving undisturbed desert habitat. Incorporate LID principles, green infrastructure and water detention where possible.	CLC Parks and Recreation, Transit, Public Works, Community Development, Community Engagement Office	ICIP, PID		Goal CE-2 • CE-2.1.4 Goal CE-6 Goal CE-13 Goal CL-7 Goal CL-8
<b>1.4 Foothills Road Extension</b> As the primary entrance to the new development, in coordination with MountainView Regional Medical Center, further study should be conducted to determine if and how to extend Foothills Road beyond the intersection with East Lohman Avenue.	CLC Transit, Public Works, Community Development, Community Engagement Office, MountainView Administration	ICIP, PID		Goal CE-4 • CE-4.3 Goal CL-7 Goal CL-8

Recommendation	Responsible Parties	Resources & Tools	Prioritization	ELC Alignment
<i>Marketing and Branding</i>				
<p><b>2.1 Build Neighborhood Brand</b> Use the unique attributes of the neighborhood plan, namely the focus on healthy living, habitat conservation and mixed-use to create an identifiable and marketable development brand.</p>	CLC Community Development, Dedicated Development Staff	General Fund, Project Funds		Goal CL-1
<p><b>2.2 Develop Wayfinding Strategy</b> Design wayfinding and appropriate signage that is aligned with the overall neighborhood brand and vision. Ensure clear identification of neighborhood attractions, community nodes and trails/pathways.</p>	CLC Parks and Recreation, Community Development, Dedicated Development Staff	General Fund, Project Funds		Goal CL-1
<p><b>2.3 Market Plan and Brand to Developers</b> Use development plan and branding as a launching point to begin marketing the area to potential developers who exhibit values-alignment and have experience developing mixed-use, walkable projects.</p>	CLC Community Development, Dedicated Development Staff, Economic Development	General Fund, Project Funds		N/A
<i>Development and Governance</i>				
<p><b>3.1 Create Form-based Regulating Strategy</b> Use vision and foundation set by the Plan framework to develop a zoning strategy that provides guidance for open space, street sections, landscaping, block and lot treatment, parking, and urban design standards that maintains integrity of the plan vision while remaining flexible.</p>	CLC Community Development, Dedicated Development Staff	General Fund, Project Funds		Goal CE-1 Goal CE-2 Goal CE-3 Goal CE-4 Goal CE-6 Goal CE-7 Goal CP-9 Goal CL-3
<p><b>3.2 Create Dedicated Management Structure</b> This structure will be charged with coordinating public, private and non-profit partners for the development.</p>	CLC Community Development, Dedicated Development Staff	General Fund,		N/A
<p><b>3.3 Develop Phased Development Approach</b> Once preliminary feasibility assessments and studies have occurred, the management team should strategically plan development phases, beginning with nodes of density and mixed-use.</p>	CLC Community Development, Dedicated Development Staff	General Fund, Project Funds		Goal CE-1 Goal CE-2

