

# El Camino Real Corridor Enhancement Plan



## EXECUTIVE SUMMARY

July 2015



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El Camino Real Corridor Enhancement Plan (Corridor Enhancement Plan), part of the Viva Doña Ana initiative, focuses on a series of improvements along the 92-mile corridor in Doña Ana County, New Mexico. The corridor is part of the official El Camino Real Scenic ByWay that stretches from the border of Mexico to north of Santa Fe. Using criteria from the National Scenic ByWay and Housing and Urban Development's Livability Principles, the Corridor Enhancement Plan proposes four catalytic projects with the ultimate goal of providing more economic opportunities for the region and area residents.

Approximately 33,000 people live along the corridor in Doña Ana County. The median household income is about \$35,500 and the median household size is 3.5. About one third of the population along the corridor lives below the poverty level. A key component of the corridor is agriculture: many of the county's iconic pecan groves line the corridor, along with other crops, including cotton, chiles, grapes and vegetables. The corridor itself is a collection of state highways that parallel the Rio Grande from north of Hatch down to Sunland Park. While the name "El Camino Real" is part of the corridor's identity, the name and identity are not consistently used along the corridor.

After more than 20 outreach events and hundreds of comments from the public and regional stakeholders, the project team for the Corridor Enhancement Plan prioritized four catalytic projects. To identify the priority catalytic projects, different areas of opportunity were explored to determine a range of project concepts; these concepts were outlined in enough detail to give the general public a sense of potential project scope along with some specific sample projects. The term "catalytic" refers to the potential impact that these relatively modest investments can have on the overall community. If implemented successfully, the projects can spur private investment in associated businesses. Three of the four projects focus on short term, tangible improvements that will make the Corridor more attractive to visitors and residents. These areas of opportunity are 1. Wayfinding and Signage, 2. Bicycle Infrastructure, and 3. Culinary Tourism and AgriTourism. For each project, potential costs, funding sources, timeframe and benefits are identified. Although it is difficult to predict the overall economic impact of the proposed projects, the projected increase in direct spending within Doña Ana County could total four million dollars per year. The number of tourists visiting the area

annually could increase by almost 100,000 (Table 6.36).

The fourth project, Commercial Revitalization in Sunland Park, illustrates how new development along the corridor could be accomplished with a combination of public and private investment. The range of costs and benefits depend upon the type and intensity of development but could generate \$1.6 million dollars in new tax revenue. This type of project could be replicated on other sites along the Corridor.

*A more detailed description of the four catalytic projects follows.*



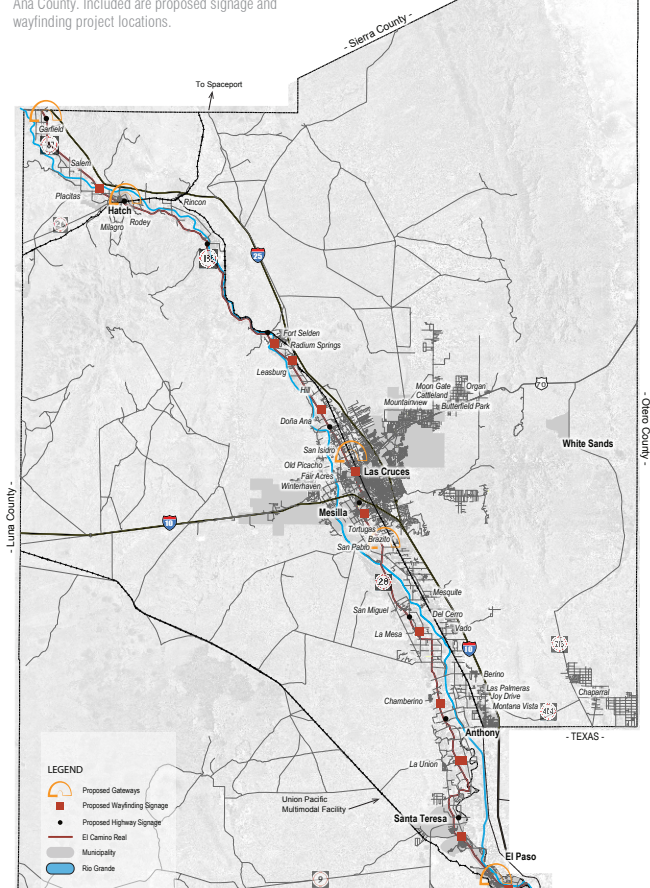
*These graphics illustrate the preferred concept for branding.*





## El Camino Real Corridor Management Plan Context Map

This map shows El Camino Real corridor within Doña Ana County. Included are proposed signage and wayfinding project locations.



*Exhibit showing potential locations for new signage and gateways along the corridor*

## WAYFINDING & SIGNAGE

This project proposes to create a consistent and distinct hierarchy of signage along the corridor. Using a branding and identity analysis as a basis, the project proposes a series of graphics that communicate the identity of the corridor while also identifying each community individually. The project will also include a web-based component to enable visitors to access local business and community information. This project is a cost-effective way to improve the image of the corridor, help visitors find destinations along the corridor, and attract new visitors. The proposed project has two major phases: creation of a wayfinding master plan, followed by actual fabrication and installation of signage. Cost estimates vary widely but the project could be implemented incrementally as funding allows. Timeline for implementation is approximately two years.



### RANGE OF PROBABLE COSTS FOR WAYFINDING & SIGNAGE PROJECT

ITEM	OPINION OF RANGE OF PROBABLE COSTS	NOTES
Wayfinding Package Design	\$50,000-\$300,000	Low end cost accounts for basic package including signage and identity package. High end costs consists of a comprehensive masterplan similar to the City of Novato program.
Fabrication + Installation of Signage	\$1,500 - \$6,000	Cost per sign for fabrication and installation. Cost is dependent upon design, material choice, and size.
Fabrication + Installation of Gateways	\$10,000 - \$75,000	Estimate includes construction of one gateway. Low end of cost accommodates for a simple roadside monument, while high end cost includes a gateway that spans across a roadway.
Marketing Efforts - Website Design	\$6,000-\$20,000	Websites can vary drastically in price - low end cost includes design and layout of a simple site, while high end cost includes a site design with interactive maps, mobile features, and a more dynamic interface.

### PROPOSED TIMEFRAME FOR COMPLETION OF WAYFINDING & SIGNAGE PROJECT

		Year 1					Year 2				Year 3				
	MONTH:	3	6	9	12	15	18	21	24	27	30	33	36		
Identify and Secure Funding															
Existing Signage Evaluation															
Wayfinding Analyses															
Wayfinding Package Design															
Fabrication & Implementation															
Maintenance & Management Strategies															





## CULINARY TOURISM AND AGRITOURISM

This catalytic project proposes to leverage the abundant agriculture along the corridor to increase the consumption of locally produced food and wine. Agritourism is the act of visiting a working farm to learn more about agricultural practices while culinary tourism is the pursuit of unique and memorable eating/drinking experiences. They both embrace the growing trend nationwide for locally-grown food and farm-to-table dining. Unlike the first two projects described above, this catalytic project does not require construction of physical improvements; with some type of organizational structure and support, a marketing and promotional plan could be created to initiate this effort. Potential events include hosting an annual celebration of locally produced foods and restaurants. Estimated costs for this catalytic project range from \$200,000 -325,000 and estimated timeline to implementation is three years.



Top Images: A crowd gathers to watch one of the largest enchilada being cooked at The Whole Enchilada Fiesta in Las Cruces; Bottom Image: Local vineyard in Las Cruces, NM

### RANGE OF PROBABLE COSTS FOR CULINARY AND AGRITOURISM

ITEM	OPINION OF RANGE OF PROBABLE COSTS	NOTES
Non-profit Organization Establishment	\$45,000-\$75,000	
Corridor Inventory	\$40,000 - \$60,000	
Culinary Tourism Plan	\$60,000 - \$80,000	
Marketing Campaign	\$60,000 - \$80,000	
1st Annual Event	\$10,000 - \$30,000	

### ESTIMATED TIMEFRAME FOR CULINARY AND AGRITOURISM

MONTH:	3	6	9	12	15	18	21	24	27	30	33	36
Identify and Secure Funding												
Non-profit Organization establishment												
Corridor Inventory												
Draft Culinary Tourism Plan												
Marketing & Promotion Campaign												
1st Annual Event												



## COMMERCIAL REVITALIZATION

*Illustration of concept development at intersection of Racetrack Drive and McNutt Road.*

This fourth catalytic project focuses on showing how underutilized land along the corridor can be redeveloped to create new commercial hubs of activity. Using the intersection of McNutt Road (NM 273), and Racetrack Drive in Sunland Park, this project proposes to redevelop a parcel of municipal land at the southern gateway to the corridor. This development builds off of approved land use plans for Sunland Park to create a walkable commercial district. It also proposes improvements to the public right-of-way to make it safer for pedestrians and cyclists. While this project is focused on a specific parcel within Sunland Park, the intent is that this could be replicated in other areas along the corridor. Estimated costs range from \$2.1 – \$4 million and estimated timeframe for completion of the first phase is a minimum of two years.



*Pedestrian-oriented commercial development*

### SUNLAND PARK PROBABLE COSTS

ITEM	OPINION OF RANGE OF PROBABLE COSTS	NOTES
Streetscape Improvements	\$100,000 - Infrastructure \$250,000 - Signalization	
Site Analysis	\$200,000	Includes site survey, zoning, geotechnical, site, transportation, and market studies
Request for Proposals	\$50,000	Sunland Park could complete this at a nominal cost
Site Development (Phase I)	\$1.5 - \$2 Million	Based upon \$180/sf development costs
Site Development (Phase II & III)	\$18-\$25 Million	Dependent on site development type, density, and other factors.

### ESTIMATED TIMEFRAME FOR COMMERCIAL REVITALIZATION

MONTH:	3	6	9	12	15	18	21	24	27	30	33	36
Identify and Secure Funding												
Streetscape Planning/Design (short term)												
Streetscape Construction (short term)												
Site Analysis												
Request for Proposals												
Site Development (Phase I)												
Site Development (Phase II & III)												



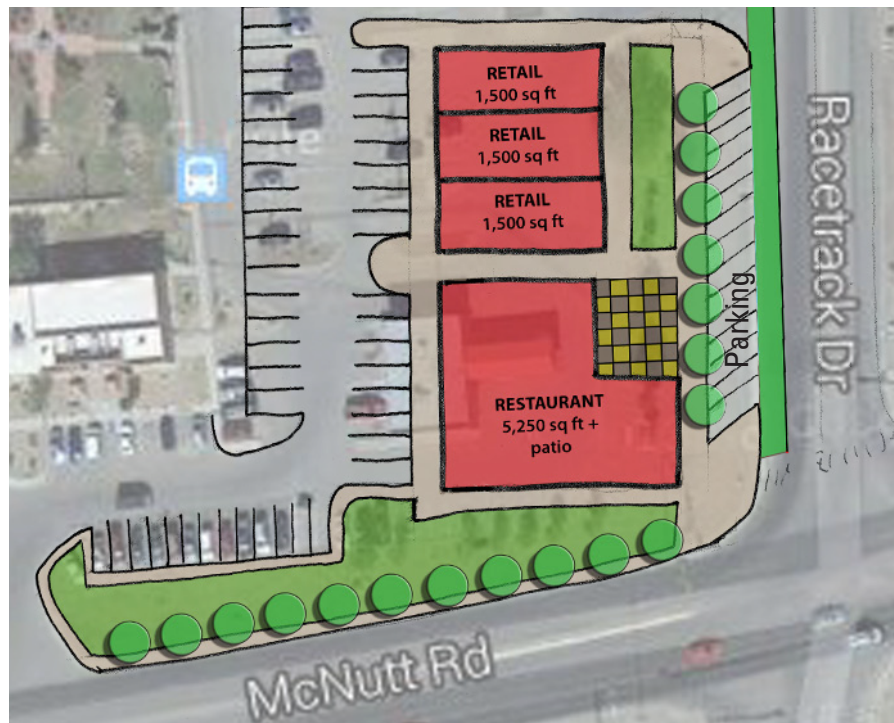
Proposed Phase I catalytic project includes the following:

- 9,750 sf of Retail/Commercial.
- On-street, angle parking along Raceway Drive.
- Reduced setbacks that reinforce the pedestrian realm.
- Street trees that provide pedestrian refuge from sun and a barrier from the street.
- A designated public space built for flexible uses such as a restaurant patio and a vegetated green space.
- Parking in the rear of the development with pedestrian passageway.

## CONCLUSION

El Camino Real corridor in Doña Ana County is a major contributor to the area's identity and history. The catalytic projects have been selected because of their potential to increase the area's livability and to generate economic benefits. The tangible improvements that would result from these catalytic projects would help to strengthen the identity of the corridor and attract new users.

The table on the following page lists series of actions required for each catalytic project and potential funding sources/partner agencies. The Corridor Enhancement Plan was written to serve as a source of information and working tool for implementation. It will be up to the Regional Leadership Committee of the Viva Doña Ana initiative, project champions, and local jurisdictions to carry these projects forward. El Camino Real Corridor Plan Stakeholder Committee, composed of business owners, landowners, and public agency representatives, has provided direction to the project team and has the capacity and enthusiasm to implement the projects identified above.



### Project Feasibility and Gap Financing Analysis

Description		Total
Market Value		\$16,762,690
Project Costs		\$15,437,000
<b>Residual Land Value</b>	<b>\$3.22</b>	<b>\$1,325,690</b>
	<i>Per Sq. Ft.</i>	
<b>Land (Market Value)</b>	<b>\$5.37</b>	<b>\$2,208,178</b>
	<i>Per Sq. Ft.</i>	
<b>Feasibility Gap<sup>1</sup></b>		<b>No</b> <b>(\$882,488)</b>
<b>Potential Sources</b>		
<b>Tax Increment Financing (TIF)</b>		
Current Assessed Value <sup>2</sup>		\$0
Future Residential Taxable Value		\$4,641,180
Future Commercial Taxable Value		\$946,383
<b>Future Assessed Value</b>		<b>\$5,581,976</b>
<b>Increment</b>		<b>\$5,581,976</b>
Future Residential Revenue	37.26 Mills	\$172,930
Future Commercial Revenue	41.01 Mills	\$38,808
<b>Annual Revenue</b>		<b>\$211,739</b>
20-year Total		\$4,234,774
Bond/Upfront Payment <sup>3</sup>	5.0% Interest Rate	\$2,506,796
<b>Total Gap Financing</b>		<b>\$2,506,796</b>
<b>Gap</b>		<b>(\$882,488)</b>
<b>Surplus</b>		<b>\$1,624,308</b>
<b>Feasibility</b>		<b>Yes</b>

<sup>1</sup> Calculated in Table 14, *Feasibility Results Summary – Complete Project*

<sup>2</sup> Land is currently owned by the City of Sunland Park and is therefore tax exempt.

<sup>3</sup> Assumes 20-year Bond and a 5.0% admin fee

Source: Economic & Planning Systems

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## COST TABLE AND FUNDING OPTIONS

This following section provides details on potential funding sources, including acronym definition and application opportunities, as well as overall ranges. The funding sources are intended to be a reference as projects seek funding.

El Camino Real Corridor Enhancement Plan					
IMPLEMENTATION STRATEGY					
Category	Action	Lead Entity	Other Involved Entities	Opinion of Probable Estimated Cost	Potential Sources of Funding
Signage & Wayfinding	Design Package	NM DOT	Local government, DOT, NPS, Organizations, Chamber of Commerce	\$50,000 - \$300,000	DAC
	Fabrication & Installation (Signage)	NM DOT	Local government, Consultant(s)	\$2,000 - \$6,000 (per sign)	DAC, NM Recreational Trail Program
	Fabrication & Installation (Gateways)	NM DOT	Local government, Consultant(s)	\$100,000 (ea.)	DAC, NM Recreational Trail Program
	Marketing Campaign	NM DOT	Local government, Organizations, Chamber of Commerce, Consultant(s)	\$6,000 - \$20,000	DAC
Local Agriculture	Non-profit Organization Establishment (Administrative salary)	DAC	NMSU, SC COG, NM Tourism Dept, Local food organizations, NM Wine Growers Association	\$40,000 - \$75,000	tbd
	Corridor Inventory	DAC	NMSU, SC COG, NM Tourism Dept, Local food organizations, NM Wine Growers Association	\$40,000 - \$60,000	REDLG, Organizations,
	Culinary Tourism Plan	Non-profit	NMSU, SC COG, NM Tourism Dept, Local food organizations, NM Wine Growers Association	\$60,000 - \$80,000	REDLG, Organizations,
	Marketing Campaign	Non-profit	NMSU, SC COG, NM Tourism Dept, Local food organizations, NM Wine Growers Association	\$60,000 - \$80,000	NM Tourism Dept Cooperative Marketing Grant Program, REDLG, Organizations
	1st Annual Event	Non-profit	NMSU, SC COG, NM Tourism Dept, Local food organizations, NM Wine Growers Association	\$10,000 - \$30,000	REDLG, Organizations,
Travel and Transportation	Environmental Clearance	NMDOT	EP MPO, DAC,	\$50,000.00	TAP, PPP, CMAQ, Legislative, Scenic Byways
	Design/Construction of bicycle lane (24-miles)	DAC / NMDOT	EP MPO	\$3.36 Million	TAP, PPP, CMAQ, Legislative, Scenic Byways
	92-Miles of bicycle lanes (totals)	DAC / NMDOT	NMDOT, DAC, Mesilla Valley MPO	\$13 Million	TAP, PPP, CMAQ, Legislative, Scenic Byways
	Culvert Improvements (24-mile segment)	DAC / NMDOT	NMDOT, DAC, Mesilla Valley MPO	\$250,000.00	TAP, PPP, CMAQ, Legislative, Scenic Byways
	Marketing Campaign	DAC / NMDOT	NMDOT, DAC, Mesilla Valley MPO	\$25,000 - \$100,000	TAP, PPP, CMAQ, Legislative, Scenic Byways
Community Revitalization	Pedestrian Crossing upgrades across NM 273 and Racetrack Drive to include wide sidewalks, street trees, bicycle lanes, pedestrian-scale lighting, and on-street parking.	City of Sunland Park Transportation Dept.	NMDOT, DAC, Mesilla Valley MPO	\$100,000.00	MRA, ICIP, LEDA
	Enhanced Signalization	City of Sunland Park Transportation Dept.	NMDOT, DAC, Mesilla Valley MPO	\$250,000.00	MRA, ICIP, LEDA
	Site Analysis	City of Sunland Park	NMDOT, DAC, Mesilla Valley MPO	\$200,000.00	ICIP
	Publish RFP for Phase I development of City/County site	City of Sunland Park	DAC	\$24,000 - \$50,000	Sunland Park
	Development of 1st phase of City/County site	City/Developer Partnership	Metro Redevelopment, Master Developer	\$1.5 - \$2 Million	MRA, LEDA, IDZ, TIDD, LIHTC, NMTC, FHA
	Development of 2nd/3rd phases of development	City/Developer Partnership	Metro Redevelopment, Master Developer	\$15 - \$18 Million	MRA, LEDA, IDZ, TIDD, LIHTC, NMTC, FHA