



El Camino Real Corridor Enhancement Plan





DOÑA ANA COUNTY RESOLUTION NO. 2015- 40

**A RESOLUTION ENDORSING THE RECOMMENDED CATALYTIC
PROJECTS OUTLINED IN THE EL CAMINO REAL CORRIDOR
ENHANCEMENT PLAN**

WHEREAS, Doña Ana County is a member of the Camino Real Consortium and the fiscal agent for a \$2 million Sustainable Communities Regional Planning Grant awarded to the Consortium; and

WHEREAS, the grant supports seven (7) planning projects known collectively as the “Viva Doña Ana!” planning initiative; and

WHEREAS, the Consortium has approached regional planning as an effort that is both practical and inspired, that it is grounded in broadly advertised and supported public engagement, and that it is part of a ongoing process that advances and integrates other planning work; and

WHEREAS, the Camino Real Consortium authorized preparation of the “El Camino Real Corridor Enhancement Plan” as one of the seven (7) planning projects to identify and address four (4) specific enhancements – “Catalytic Projects” – associated with the nationally designated scenic byway – El Camino Real – within Doña Ana County; and

WHEREAS, the goals of the “El Camino Real Corridor Enhancement Plan” are to continue to evolve as both a great place to live and as a destination corridor by strengthening the identity of the area to attract more visitors and generate more opportunities for local residents of Doña Ana County; and

WHEREAS, areas of opportunity associated with the corridor include: “Wayfinding and Signage” to better market communities and attractions, “Travel and Transportation” to enhance mobility of travelers, “Local Agriculture” to better support and expand the value of local agriculture and culinary arts and “Community Revitalization” to catalyze reinvestment in existing communities; and

WHEREAS, the Plan includes recommended “Catalytic Projects” that address these areas of opportunity; and

NOW THEREFORE, BE IT RESOLVED that the Board of County Commissioners of Doña Ana County, New Mexico, hereby endorses the recommended “Catalytic Projects” in the “El Camino Real Corridor Enhancement Plan”: and

BE IT FURTHER RESOLVED that the Board of County Commissioners of Doña Ana County commits to actively support the direction of work outlined in the “El Camino Real Corridor Enhancement Plan” and pledges to do so in the spirit of partnership with other stakeholders and interested parties who live and work in the region.



RESOLVED this 14th day of July 2015.

BOARD OF COUNTY COMMISSIONERS OF DOÑA ANA COUNTY, NEW MEXICO



Billy G. Garrett
Billy G. Garrett, Chair, District 1

For / Against

Via Telephone

Wayne Hancock, Vice Chair, District 4

For / Against

Dr. David Garcia
Dr. David Garcia, District 2

For / Against

Benjamin L. Rawson
Benjamin L. Rawson, District 3

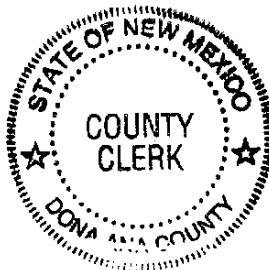
For / Against

Leticia Duarte Benavidez
Leticia Duarte Benavidez, District 5

For / Against

ATTEST:

Lynn J. Ellins
Lynn J. Ellins
County Clerk



COUNTY OF DONA ANA) RESOLUTION
STATE OF NEW MEXICO) ss PAGES: 2

I Hereby Certify That This Instrument Was Filed for
Record On JUL 15, 2015 12:15:19 PM
And Was Duly Recorded as Instrument # 1514827
Of The Records Of Dona Ana County



Witness My Hand And Seal Of Office,
Lynn J. Ellins, County Clerk, Dona Ana, NM

Deputy

Vanessa Herrera



CAMINO REAL CONSORTIUM RESOLUTION NO. 2015-03

RESOLUTION RECOMMENDING THAT THE BOARD OF COUNTY COMMISSIONERS OF DOÑA ANA COUNTY NEW MEXICO ENDORSE AND ACTIVELY SUPPORT THE RECOMMENDED CATALYTIC PROJECTS OUTLINED IN THE EL CAMINO REAL CORRIDOR ENHANCEMENT PLAN

WHEREAS, the Camino Real Consortium was created to oversee the programmatic activities of the \$2 million Sustainable Communities Regional Planning Grant; and

WHEREAS, this grant has supported seven (7) planning projects known collectively as the “Viva Doña Ana!” planning initiative; and

WHEREAS, the Camino Real Consortium consists of the City of Las Cruces, New Mexico State University, the South Central Council of Governments, the Mesilla Valley and El Paso Metropolitan Planning Organizations, the Colonias Development Council, Tierra del Sol Housing Corporation, the Town of Mesilla, the City of Sunland Park, the South Central Regional Transit District, La Semilla Food Center, and Doña Ana County; and

WHEREAS, the Camino Real Consortium has approached regional planning as an effort that is both practical and inspired, that it is grounded in broadly advertised and supported public engagement, and that it is part of an ongoing process that advances and integrates other planning work; and

WHEREAS, the Camino Real Consortium authorized the preparation of the “El Camino Real Corridor Enhancement Plan” as one of the seven (7) planning projects to identify and address four (4) specific enhancements – “Catalytic Projects” – associated with the nationally designated scenic byway – El Camino Real – within Doña Ana County; and

WHEREAS, the Camino Real Consortium acknowledges the importance of the corridor as Doña Ana County’s “Main Street” connecting many of the county’s historic settlements that contribute to the unique identity, culture and character of Doña Ana County and will continue that contribution into the future; and

WHEREAS, the goals of the “El Camino Real Corridor Enhancement Plan” are to continue to evolve as both a great place to live and as a destination corridor by strengthening the identity of the area to attract more visitors and generate more opportunities for local residents of Doña Ana County; and

WHEREAS, areas of opportunity associated with the corridor include: “Wayfinding and Signage” to better market communities and attractions, “Travel and Transportation” to enhance mobility of travelers, “Local Agriculture” to better support and expand the value of local agriculture and culinary arts and “Community Revitalization” to catalyze reinvestment in existing communities; and

WHEREAS, the Plan includes recommended “Catalytic Projects” that address these areas of opportunity.



A CAMINO REAL CONSORTIUM PROJECT

VIVA DOÑA ANA
BUILDING A SUSTAINABLE FUTURE | CONSTRUYENDO UN FUTURO SOSTENIBLE

NOW THEREFORE, BE IT RESOLVED that the Camino Real Consortium hereby recommends that the Board of County Commissioners of Doña Ana County, New Mexico and other entities as appropriate endorse and actively support the “Catalytic Projects” in the “El Camino Real Corridor Enhancement Plan”.

RESOLVED this 26th day of June 2015.

CAMINO REAL CONSORTIUM, OF THE VIVA DOÑA ANA INITIATIVE

Doña Ana County:

~~For~~/Against Absent/Abstain

City of Las Cruces:

~~For~~/Against Absent/Abstain.

Town of Mesilla:

~~For~~/Against Absent/Abstain

Colonias Development Council:

~~For~~/Against Absent/Abstain

South Central Regional Transit District:

~~For~~/Against Absent/Abstain

El Paso MPO:

For/Against ~~Absent~~/Abstain

City of Sunland Park:

~~For~~/Against Absent/Abstain

South Central Council of Governments:

For/Against ~~Absent~~/Abstain

New Mexico State University:

~~For~~/Against Absent/Abstain

Tierra del Sol Housing Corporation:

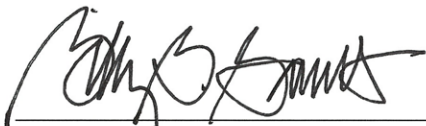
For/Against ~~Absent~~/Abstain

Mesilla Valley MPO:

~~For~~/Against Absent/Abstain

La Semilla Food Center:

~~For~~/Against Absent/Abstain



Billy G. Garrett, Chair

07/01/15

Date



A CAMINO REAL CONSORTIUM PROJECT

VIVA DOÑA ANA

BUILDING A SUSTAINABLE FUTURE | CONSTRUYENDO UN FUTURO SOSTENIBLE

EXECUTIVE SUMMARY

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. Thirty-two percent 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 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. The areas of opportunity are 1. Wayfinding and Signage, 2. Bicycle Infrastructure, and 3. Culinary Tourism and AgriTourism. For each catalytic 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.

WAYFINDING AND 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.

BICYCLE INFRASTRUCTURE

Given the corridor's scenic beauty, relatively flat topography, and mild climate, the corridor roadways are already popular for cycling. This project would create bike lanes along the corridor and associated "infrastructure" such as cycle shops and rest stops. With a few exceptions, the existing right-of-way along the corridor has room to accommodate two six-foot bike lanes. This project could be implemented in phases, starting with the 24 mile segment from Mesilla to La Union. Estimated cost for the bike lane component is approximately \$146,000 per mile. This first phase of the project could be completed within about a year.

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.

COMMERCIAL REVITALIZATION

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.

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 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 local residents, 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.

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PROJECT VISION

Part of a 1,500 mile route stretching from Mexico City to Santa Fe, the El Camino Real Corridor in Doña Ana County has connected people and places for centuries. Drawing upon its agricultural roots, unique culture, and distinct natural habitat, the Corridor is a special place for residents and visitors alike. The Vision for El Camino Real Corridor builds upon this rich heritage, creating opportunities for people to experience a wide array of culinary, cultural, and historical attractions. From pecan groves to plazas to the Rio Grande, El Camino Real will continue to evolve as both a great place to live and as a destination corridor. The Corridor Enhancement Plan will strengthen the identity of the area to attract more visitors and generate more opportunities for local residents.



*Stahman Pecan Trees line the corridor
Source: www.Desertedge.blogspot.com.*

INTRODUCTION

This vision statement was crafted out of the process of exploring this historic trade route and melded from extensive public input by residents and stakeholders along the route. The vision captures the overall intent and aspiration of the place. Part of a 1,500 mile route stretching from Mexico City to Santa Fe, El Camino Real de Tierra Adentro - the Royal Road to the Interior - has connected people and places for centuries.

Today this collection of roadways in Doña Ana County still acts as the County's "main street", connecting communities and people along a scenic and memorable corridor. Drawing upon its agricultural roots, unique culture, and distinct natural habitat, the Corridor is a special

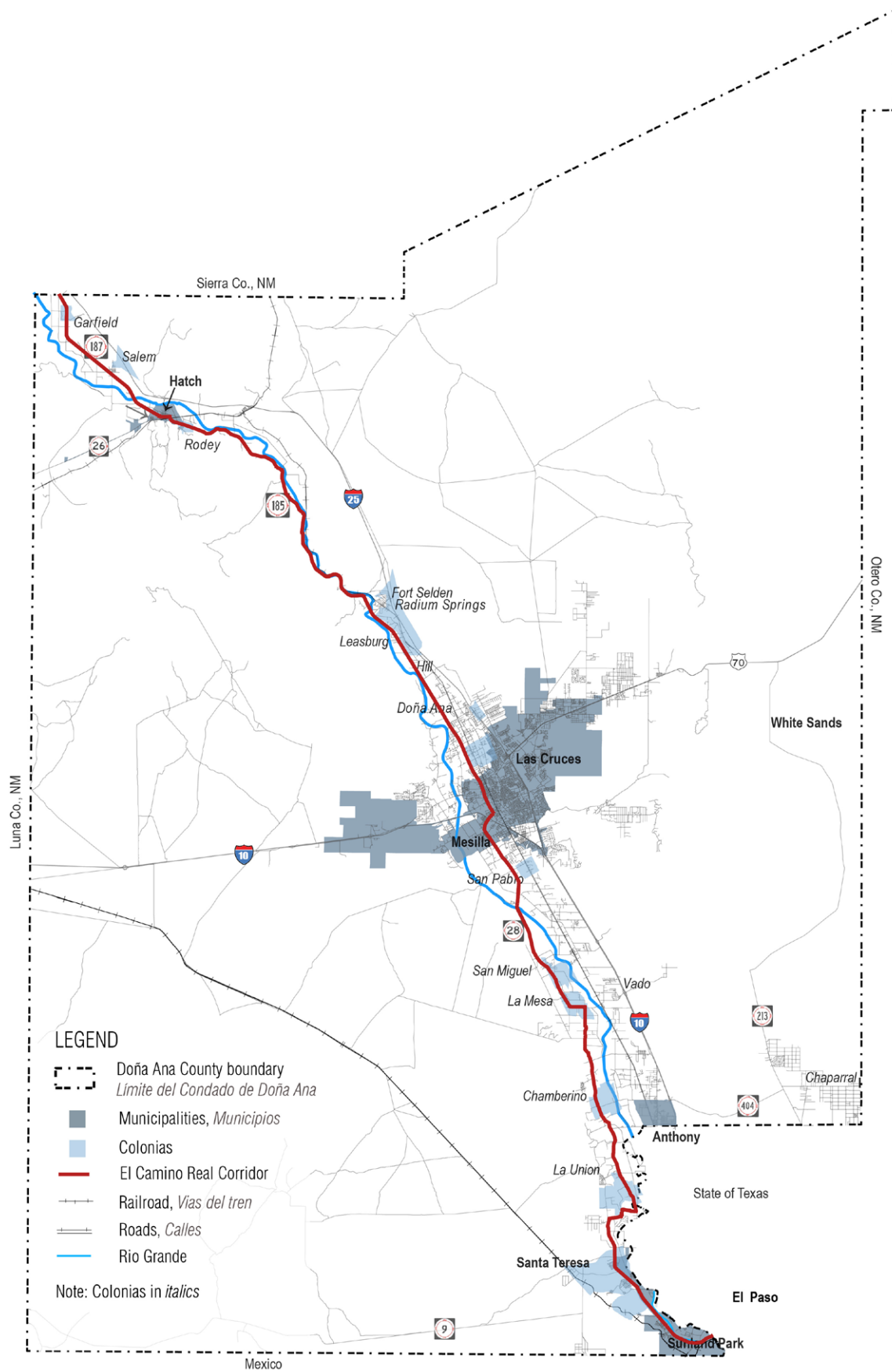
place for residents and visitors alike. This report leverages the corridor's rich heritage, expanding opportunities for people to experience a wide array of culinary, cultural, and historical attractions. From pecan groves to plazas to the Rio Grande, El Camino Real will continue to evolve as both a great place to live and as a destination corridor.

This report, El Camino Real Corridor Enhancement Plan (Corridor Enhancement Plan) is focused on boosting economic development and enhancing the quality of life along the 92-mile length of roadways that generally parallel the Rio Grande in Doña Ana County. The study area includes a half-mile buffer on either side of the collection of roadways

from Garfield in the north to Sunland Park that constitute the Scenic By-Way. (See the exhibit on the next page). The corridor is part of the official El Camino Real Scenic By-Way that stretches from the border of Mexico to north of Santa Fe. The Corridor Enhancement Plan will build upon this heritage, strengthening the identity of the area to attract more visitors and generate more opportunities for local residents. This document, the final report for this project, provides a general framework for implementing projects that can serve to promote economic opportunities.

CONTEXT AND GUIDING PRINCIPLES

The Corridor Enhancement Plan is just one piece of a larger



■ **FIGURE 1.0**
Corridor Enhancement Plan study area and context

regional effort; the “Viva Doña Ana Initiative”, that includes the following components:

- Comprehensive Plan;
- Border Area Economic Development Strategy;
- Community Master Plan;
- Regional Capital Needs Plan;
- Unified Development Code.

All these initiatives are intended to work in concert to make the region more “livable” and economically competitive. Viva Doña Ana projects share underlying principles, the Housing and Urban Development (HUD) Livability Principles, that can be summarized as follows:

- Provide more transportation choices;
- Promote equitable, affordable housing;
- Enhance economic competitiveness;
- Support existing communities;
- Coordinate policies and leverage investment;
- Value communities and neighborhoods.

These principles were used to guide the process of creating this plan and to inform proposed follow-up actions. They help to ground project goals in a way that has an impact on residents’ lives. The barometer for success of the Viva Doña Ana initiative will be the changes and opportunities that it brings to residents living in Doña Ana County.

SCENIC BYWAY CRITERIA AND DESIGNATION

In addition to the HUD Livability Principles outlined above, this document is guided by National Scenic Byway criteria. To be

considered a National Scenic Byway, they must possess characteristics within at least one of six designated intrinsic qualities as defined by the Federal Highway Administration (FHWA). The intrinsic qualities include scenic, natural, historic, cultural, archeological, and recreational. El Camino Real in Doña Ana County contains all six intrinsic qualities. The following provides an overview of each of the intrinsic qualities as they relate to El Camino Real.

Scenic

The Chihuahuan Desert’s arid landscape contrasts with the Rio Grande and its associated riparian plant life. The Robledo and Organ

Mountains provide a dramatic backdrop to the route that winds through pecan groves, chile fields and wineries. Topographic variations along the route provide vistas.

Natural

The natural environment throughout the 92-mile El Camino Real Corridor is defined by the Chihuahuan Desert. The corridor runs parallel to and often crosses the Rio Grande as it snakes through Doña Ana County. Its water supports a riparian ecosystem along the river banks as well as providing the irrigation system necessary to support the agriculture that is associated with Doña Ana County.



Views of the Rio Grande and Organ Mountains Source: (Top)www.organmountains.org(Bottom)blog.picachomountain.com.jpg

Historic

The twenty communities that lie along the scenic highway represent hundreds of years of human settlement. The Spanish colonized the area and established El Camino Real, which connected Mexico City with Santa Fe beginning in the 16th century. Doña Ana County communities along the corridor reflect this heritage, as evidenced by historical missions, plazas, commercial, and residential structures that stretch back centuries. Additionally, the cultural landscape of irrigated lands and associated acequias illustrate the cultivation practices introduced by the Spanish settlers that still remain today.

Cultural

The local communities are influenced by the three dominant cultures that have been around for hundreds of years. Native Americans have inhabited the area for centuries. Next, the Spanish colonized the area and brought their Christianity, agricultural practices, and language. More recently, Anglo Americans settled in the area after Texas and later the United States took control of the land.

Archeological

Given the historic and prehistoric development patterns along the Corridor, there are both found and unfound archeological sites. There may be some untapped details to be discovered along this culturally rich roadway.

Recreational

The area's mild climate and scenic nature make El Camino Real in Doña Ana County a popular destination



Early photo and illustrative of the corridor.

for recreation, whether it is cycling, hiking, or boating. The highway also provides access to the Rio Grande, which offers boating and kayaking opportunities at certain times of the year. The temperate climate during much of the year further encourages residents to remain active.

The HUD Livability Principles, along with the Scenic Byway criteria, provide the framework for this document. Much of the actual content is informed by stakeholder and public input, the process for which is detailed in the next chapter. Subsequent chapters outline the existing conditions, branding and identity for the corridor, a range of potential projects and the priority projects

that are meant to act as catalysts for improvements to the corridor.

CONCLUSION

Maintaining the Scenic Byway designation is a priority; therefore future projects will either preserve or improve upon these intrinsic qualities. It gives the corridor a nationally recognized designation that visitors seek out. Future projects can build upon this designation and leverage these intrinsic qualities, while protecting the character of the corridor.



Public Outreach in Radium Springs

PROCESS

TIMELINE

The following list summarizes the planning process for the Corridor Enhancement Plan:

First quarter of 2013

The focus was on analyzing and summarizing existing conditions, resulting in the Corridor Plan Snapshot Report (which is summarized in Chapter 4).

Second quarter/summer of 2013

The project team completed the Opportunities and Vision phase of the project, exploring the range of potential projects for the corridor and developing a Community Character Survey for use in public meetings held in July.

Late summer to November 2013

The project focus shifted to

articulating the range of potential catalytic projects and determining the priority projects. Public and stakeholder meetings in November helped to identify which projects to designate as priority catalytic projects.

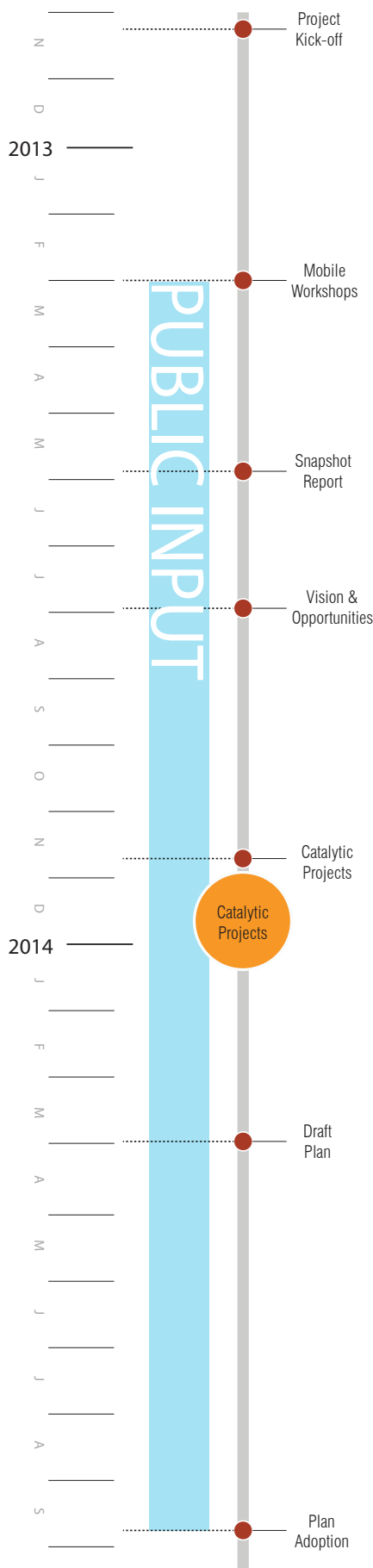
Early 2014

The project team began drafting the Corridor Enhancement Plan; after revisions and another round of public and stakeholder input, the final draft version of the Corridor Enhancement Plan was submitted to the County for approval in the summer of 2014.

Fall 2014

With final approval of the Corridor Enhancement Plan, the project is ready to shift to implementation.

For this type of project, there is essentially no definitive end date. The evolution of a corridor like this takes substantial time and effort and there will always be ways to improve upon the conditions. Given the long timeframe of the planning phase, the intent is to successfully complete one or more short-term objectives of the priority catalytic projects – tangible results that demonstrate the potential to transform the corridor.



PUBLIC OUTREACH

From the outset, the Corridor Enhancement Plan has been informed by input from Doña Ana County residents, business owners, stakeholders, and decision makers. With a 92 mile corridor, it is impossible to neatly define a general consensus about the corridor; what matters in Hatch is different from what would make a difference in Sunland Park. The corridor has a diverse population from a socio-economic, demographic, and geographic perspective. To reach different segments of the population, the project team created different mechanisms and venues for people to provide input. This ranged from mobile workshops held in front of grocery stores to interactive websites to more conventional public forums. In all, the project team held over 20 outreach events and gathered feedback on the project. The following page (figure 2.0) includes an image of one of the presentation boards that were used to engage citizens in a discussion about the project. The diverse input has shaped the direction and priorities for the Corridor Enhancement Plan.

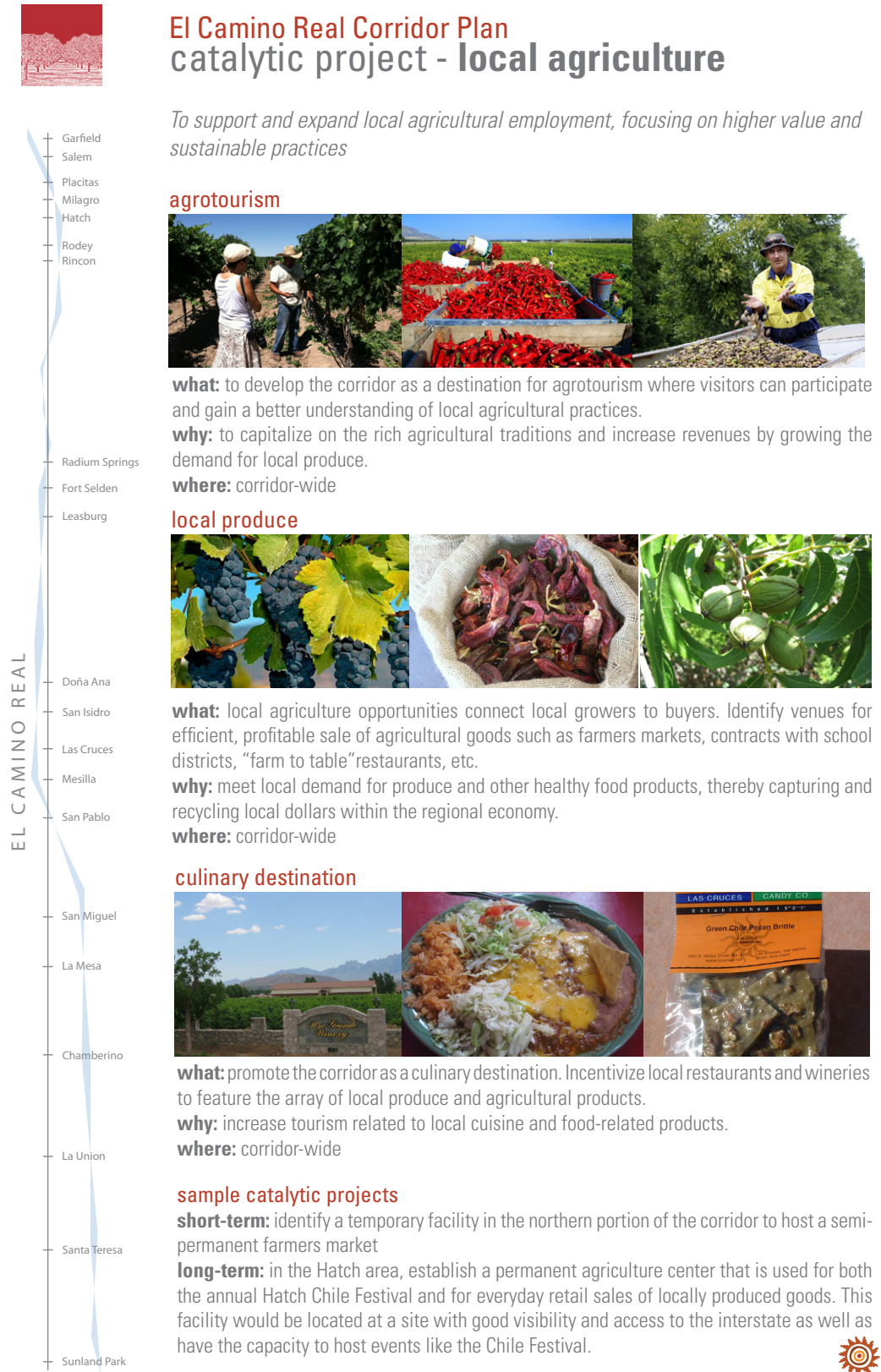
As the project transitions from planning to implementation, one barometer of success will be the degree to which the public continues to be engaged in the outcomes.

STAKEHOLDER COMMITTEE

For each Viva Doña Ana project, there is a stakeholder committee that provides input on the content and direction of the project. El Camino Real Stakeholder Committee has broad representation from local residents, businesses, landowners, and public agencies. These stakeholders provided input on the range of potential and priority projects, the corridor identity, and overall implementation strategies. As the Corridor Enhancement Plan progresses towards implementation strategies, the Stakeholder Committee will evolve from advisors to champions of catalytic projects, advocating for both funding and local action on the overall plan. (a complete list of the stakeholders and meeting minutes can also be accessed at: <http://vivadonaana.org/>).



Community members giving input at a mobile workshop



■ **FIGURE 2.0**
Board used for public outreach

First Stakeholder Meeting – September 2013

At the first meeting, the Stakeholder Committee was given an overview of the corridor plan project, the role and responsibilities of the committee, and a discussion of potential projects for the corridor.

Second Stakeholder Meeting – November 2013

The second meeting focused on prioritizing potential catalytic projects and discussing the overall corridor identity. Of the catalytic projects that were presented, the Committee had the strongest preferences for the following:

- Local agriculture: agritourism, culinary destinations, and local produce
- Wayfinding and signage: gateways, highway signage, and wayfinding
- Transportation: cycling and transit

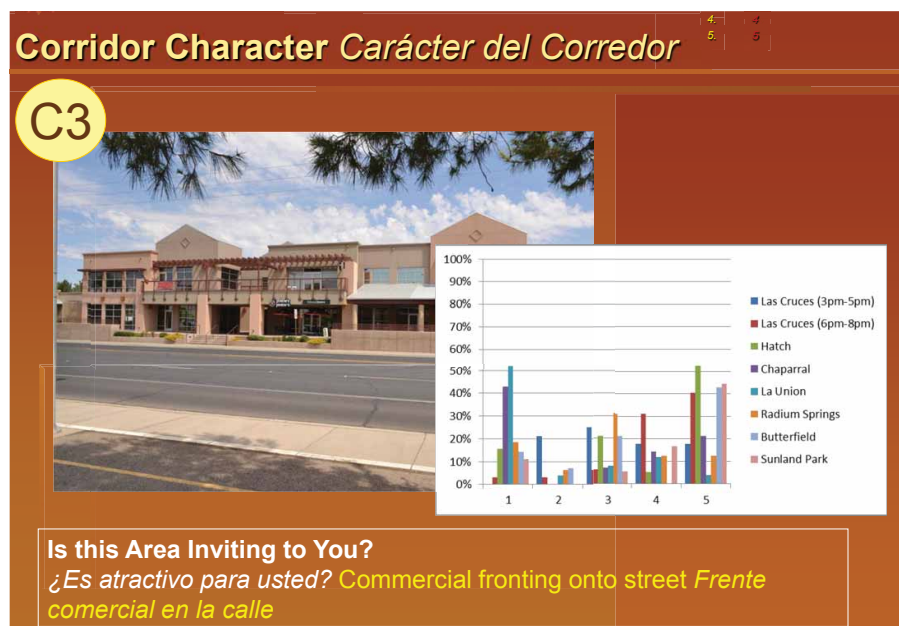
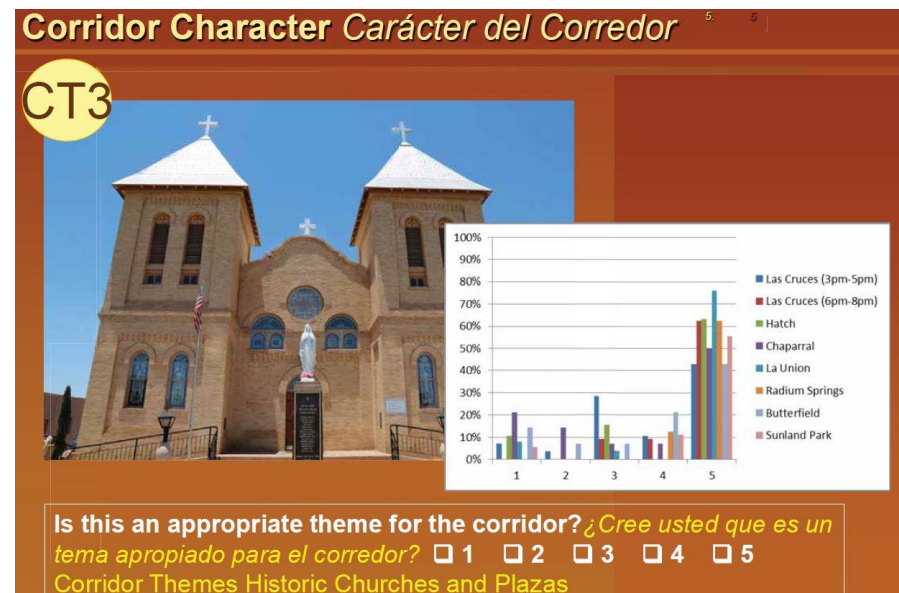
At the conclusion of the meeting, the stakeholder committee took a straw poll on the name for the corridor. There was near unanimous support for the name El Camino Real Corridor or Camino Real Corridor.

PUBLIC MEETINGS/ WORKSHOPS

To inform the project direction and engage the public, the project team conducted three rounds of outreach at key points in the project. These included the following:

Mobile Workshops – March 3-5, 2013

The mobile workshops were



■ **FIGURE 2.1**

Excerpt from community character survey (the full results of the Community Character Survey are available at the website <http://vivadonaana.org/>).

designed to reach residents that typically do not participate in the public outreach process. Rather than hosting a general public meeting, the mobile workshops were located in places where people tend to visit in their daily regimens: establishments such as grocery stores, restaurants, and flea markets. The intent was to raise the general public awareness of the

Corridor Enhancement Plan initiative and to solicit initial feedback on issues such as jobs, housing, and transportation. The project team prepared a series of six postcards that highlighted issues in terms that were meaningful to a wide spectrum of the County: jobs/transportation/population/education/land and water/and the Corridor. These postcards also provided a means for

people to comment on the project. Despite the range of perspectives and local conditions, a few major themes emerged from the mobile workshops:

- The corridor lacks a coherent identity.
- Most people value the agricultural character of the corridor, from the chile to pecan groves to wineries.

- Local communities need more economic activity and jobs.
- Revitalizing existing nodes of commercial activity and creating new ones would help sustain existing communities.

Vision And Opportunities – July 9-11 2013

This outreach focused on a Com-

munity Character Survey. The survey consisted of a series of carefully selected images that were used to understand community values as they relate to the built and natural environment. Participants were given a keypad polling device and asked to rate a series of 8 images, from the way a roadway looked to commercial storefronts. (the full results of the Community Character Survey are available at the website <http://vivadonaana.org/>).


VIVA DOÑA ANA
 Plan para el corredor 'El Camino Real'

Como les gustaría ver mejorarse el corredor? Favor de escoger los **TRES (3)** puntos más importantes para usted.

	<input type="checkbox"/> Aumentar oportunidades para agricultura local <input type="checkbox"/> Explorar oportunidades para turismo basado en agricultura <input type="checkbox"/> Promover el corredor como destinación culinario
	<input type="checkbox"/> Ampliar distritos artísticos existentes y crear nuevos <input type="checkbox"/> Renovación/ Revitalización/Encarecimiento de corredores históricos, comerciales. <input type="checkbox"/> Viviendas asequibles
	<input type="checkbox"/> Infraestructura para peatones <input type="checkbox"/> Infraestructura para ciclismo <input type="checkbox"/> Enlace de circulación de transito
	<input type="checkbox"/> Desarrollo de una jerarquía de señales que incluyen señalización del corredor, direcciones y entradas principales
<input type="checkbox"/> OTRO: _____	

Catalytic Projects November 22-23, 2013

On November 22nd and 23rd, 2013, the Camino Real Consortium hosted a stakeholder committee meeting and four community outreach meetings along El Camino Real corridor. The project team presented concepts for strengthening the identity of the corridor and a range of catalytic projects that have the potential to improve the corridor. Participants were asked to comment and prioritize potential catalytic projects. To make input easier, participants were asked to fill out a short postcard with a range of options for projects. After the two days of meetings, the presentation materials were left behind at convenient locations along the corridor to give people more time to provide feedback. Some of the stakeholders also solicited more input subsequent to the meetings.

■ **FIGURE 2.2**

Community card from September 2013 for public outreach



Farmers markets are a low cost way to attract new visitors

Source: <http://www.usatoday.com/story/news/nation/2013/07/13/food-vouchers-farmers-markets/2473191/>

IDENTITY & BRANDING

OVERVIEW

This chapter focuses on the corridor identity and branding.

- *Identity*: articulates the elements that comprise the character of the place while
- *Branding*: embodies the visual representation of the corridor through one singular graphic or a series of related graphics. The graphic icon(s) are used in a systematic way for advertising, signage, and wayfinding.

This chapter explores the identity of the corridor and then proposes branding concepts that can be used

to advertise the corridor in print, media and signage.

IDENTITY

What creates the identity of a place? There is no exact science to determining a place's identity but it should spring from what makes the place special, unique, memorable, and fun. El Camino Real in Doña Ana County has a wealth of attributes from which to draw: from the pecan trees arching across to create a shaded roadway to the vineyards and wineries, fields of chiles, incredible cuisine to historic plazas, the area evokes a strong

image and identity. The challenge is to weave these themes/images/motifs into an overall identity that captures the essence of the place and can be utilized in the branding and marketing of El Camino Real. Themes identified include:

Agriculture

Spanish settlers first began to utilize the river basin for agricultural production in the 1500's. There are currently over 2,000 farms in the County, with primary crops being pecans, cotton, chili, and other vegetables. Some of the first vineyards in the country were



Chile pods, mission churches, and plazas are just a few elements of corridor identity along El Camino Real

planted along the corridor: the area has its own wine appellation – Mesilla Valley AVA. This designation can help attract visitors to the corridor’s wineries.

Key identity components: actual agricultural production: vineyards/pecan groves/chile fields.

History, Culture, and Art

The corridor has centuries of history, from the first wave of conquistadors starting in 1598 to the Territorial era as evidenced by Fort Selden to the anticipated opening of the Spaceport America east of the corridor’s northern terminus.

Historic plazas and churches like those in Mesilla and Doña Ana, or the Basilica of San Albino, embody the history and culture of the area. From Hatch to Mesilla to La Union, there are clusters of art galleries and artist cooperatives.

Key elements: Town plazas (Mesilla, Doña Ana) Churches, Fort Selden, and art galleries.

Environment

This segment of El Camino Real is located in the northern portion of the Chihuahuan Desert. Here, the Rio Grande slices through the desert with its riparian environment, while

Picacho Peak, the Organ, Robledo, and Doña Ana Mountains punctuate the skyline. Where the roadway and river are proximate, the river creates a different mood and setting for the corridor. In May 2014, the Organ Mountains-Desert Peak National Monument was established. This designation is anticipated to increase awareness of the area's environmental features and increase the number of visitors to the area.

Key elements: Rio Grande, Leasburg State Park, Robledos, and the Chihuahuan Desert.

Transportation

As detailed earlier in the report, El Camino Real strongly associates with travel and transportation. Spanish settlers, led by Don Juan de Oñate, forged a new trade route that would open up markets between Mexico City and Santa Fe. In the 19th century, the Butterfield Trail cut along a portion of the corridor. Train tracks parallel a portion of the corridor; Santa Teresa is emerging as a major inland port just west of the study area. Today, the corridor is identified with scenic drives via car and scenic rides for cyclists.

Key Identity Components: Railroad, Historic El Camino Real, and the Spaceport.

Naming the corridor is a seemingly simple but important component of the overall identity. As stated at the outset of this document, the corridor is part of a larger route and National Scenic Byway system. But a portion of the corridor is not part of the historic alignment of El Camino Real; somewhere in the vicinity of

Las Cruces, the route for El Camino Real shifts to the east side of the river. The northern portion of the corridor is part of the Butterfield Trail, an important east-west route in the 1800's. With the advent of the automobile and interstate travel, segments of the roadways became part of the state highway system. Finally, various other names have been used to reference the corridor by locals.

Currently, some of the roadways are signed as the "Don Juan de Oñate Trail". But this naming is inconsistent and not equally applied to the corridor. El Camino Real Corridor is referred to by numerous names. These names reflect the history of the corridor ever since the arrival of the Spaniards in the 1500's. Listed below are existing and potential names for the corridor:

Historic

El Camino Real de Tierra Adentro
Don Juan De Oñate

Highway

Highway 28

Highway 185 and 187

NM 273

Concepts

Wine Trail

Southwest Passage

The Royal Road

After considering a range of names and themes, the project team and stakeholder committee agreed that the name El Camino Real still has the strongest identity and is the most appropriate name to use for the corridor. El Camino Real has state, national, and international brand recognition. The corridor in



Examples of existing Camino Real Signage
Source: (top) <http://newspapertree.com/>, (bottom) <http://commons.wikimedia.org/wiki>

Doña Ana County can leverage the Scenic Byway designation to promote its cultural and historic attractions.

BRANDING

"A brand is the sum total of all functional and emotional assets of the product, service, or group that differentiate it among its competition."

-Designing Brand Experiences, Robin Landa

Branding builds upon the themes and images from the identity analysis to generate a series of icons/images that project a clear message about the corridor. This next section presents a range of concepts that were considered for the corridor; the preferred concept brand evolved out of this study. This preferred concept can be used to help build the "brand" of the project and as the basis for new graphics, signage, and wayfinding.

ABSTRACT

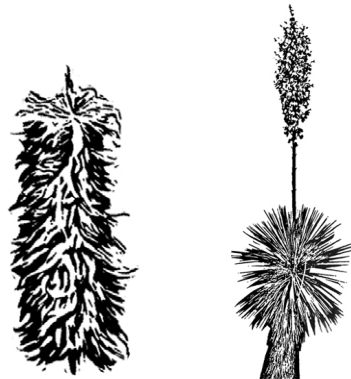
An abstract image is typically a simplified representation of a particular feature or theme. Identifying the Rio Grande as a defining element to the entire corridor, this simple line drawing of a river flowing from north to south with a road following its path signifies the close relationship between the two.



This graphic integrates the important agricultural features of Southern New Mexico - the river, ever-present sunshine, and rich farmland. The dark thick line represents the corridor that ties these elements together

SYMBOL

Symbols are simple, easily identifiable objects used independently or combined with other graphics. The New Mexican chile and ristra, a wreath of dried peppers, are two of the most recognized symbols of southern New Mexico and would reinforce the agricultural and cultural identity of the corridor. These symbols can be used in the creation of logos, which may be integrated into any branding or marketing efforts.

**VIGNETTE**

Literal interpretation of an active scene taken from the surrounding



PROJECT VISION- LOGO CONCEPTS

environment. Both the stakeholders and project team preferred the character and aesthetic of vignettes, with some use of symbols.

The graphics on this page illustrate the preferred concept for branding. The concepts use a contemporary font to label El Camino Real. Each graphic has a color and image that represents one of the four identity categories: agriculture, culture, history, and art, environment, and transportation. The images use vignettes to convey/highlight key sites and scenes along the

corridor. Symbols such as ristras and soaptree yucca can also be used to reinforce the theme of the graphic. The rectangular shape is reserved for either a simple, standardized or some custom text that describes a destination. The overall graphic template is flexible and can be used for various forms of signage, banners, electronic and print media. In Chapter 7, one of the priority projects is to take these identity and branding concepts and create a comprehensive wayfinding and signage package.





Scene for mobile workshop in Mesilla.

EXISTING CONDITIONS ANALYSIS

OVERVIEW

This chapter profiles the character of the study area, from its demographics to crop mix to crash data. Slightly more than 16% of the County's population resides in the corridor study area (shown in Figure 4.0). Yet the 92-mile collection of roadways, residences, businesses and farms is arguably the "Main Street" for Doña Ana County. It contains many of the County's signature characteristics, from pecan groves to restaurants to wineries. Given the size of the study area and diversity of the places, most of this report could deal solely with describing the existing conditions. To condense

the wealth of information into a summary that captures the most relevant information, existing corridor conditions are presented as a "snapshot" of the area: a graphic-heavy presentation that uses the themes of People, Places and Prosperity.

PUBLIC INPUT

Much of the data analyzed for the existing conditions was collected in advance of the Mobile Workshops conducted in March of 2013. During those workshops, the project team distributed postcards that highlighted some of the more interesting aspects of the corridor

and asked participants to express what mattered to them about the corridor and what they wanted to preserve/change.

SUMMARY OF SNAPSHOT REPORT

Given the twelve segments of the corridor, there are a number of ways to aggregate and characterize what differentiates and what binds the northern half versus the southern half. A few of the differentiators are:

- the northern half is less populated, more rural in character;

OVERALL OPPORTUNITIES

- Given the sustained drought and competition for water, what will keep agriculture as a viable and profitable economic activity?
- How can the County expand regional transportation to link residents with employment and educational opportunities?
- Where does it make sense to encourage new housing development along the corridor? What types of housing would best serve the smaller communities?
- What improvements to the roadway would help create a more cohesive and livable El Camino Real corridor?
- Should the corridor have one overall identity or different themes for different segments?



Images along the corridor

- the southern half has a higher concentration of art galleries and restaurants;
- chile production is concentrated in the northern portion of the corridor;
- there is more opportunity for economic development in the southern half.
- disadvantaged;
- there is a lack of local, quality jobs;
- the roadways are mostly two lane, rural in character with little to no shoulder or sidewalk.

Yet there are also many similarities:

- the entire corridor essentially parallels the Rio Grande;
- agricultural uses dominate the landscape;
- the communities tend to be small and economically

The challenge for El Camino Real Corridor Plan is to identify what differentiates the north from the south and also identify what creates a coherent identity for the corridor as a whole. The next section summarizes the overall character of the two halves of the corridor, identifies opportunities that can inform potential catalytic projects, and suggests a range of themes for the overall corridor identity.

NORTH

SUMMARY:

Natural features:

The northern half of the corridor, from Garfield to Las Cruces, ranges from verdant, cultivated fields of chile to rugged, scenic and open stretches of road.

Cultural/Recreational:

With places like Fort Selden and Leasburg State Park, there is a range of recreational and historic assets that can inform the identity and potentially draw additional visitors.

Socio-Economic:

Apart from Las Cruces, the Village of Hatch is the largest community. For most settlements along the northern half, community gathering places tend to be the schools. Outside of the Village of Hatch, there is little in the way of commercial/retail operations. Medical services are also concentrated in Hatch and Las Cruces. The median household income is lower than the County as a whole (see Figure 4.6 on page 30) and economic activity mostly centers on crop production and dairy farms.

Transportation:

The roadways are generally two lanes, with limited bicycle and pedestrian facilities. There is some access to on-demand transit from Hatch to Las Cruces. There are multiple connections to Interstate 25 that could be used to draw visitors off of the freeway to experience the different pace and character of the corridor.

Potential themes/identities for the

northern half of the corridor:

- Chile
- Spaceport
- Military history
- Recreation
- Rocks and river
- Churches/cemeteries

SOUTH

SUMMARY:

Natural features:

The southern half of the corridor, from Las Cruces to Sunland Park, features extensive groves of pecan trees that gradually give way to more open agricultural land and then transitions to a more settled and developed pattern near the border.

Cultural/Recreational:

Mesilla is a renowned destination for both its historical significance and for its concentration of art galleries and restaurants. The southern half of the corridor is punctuated with small concentrations of cuisine and culture in places such as Mesilla, La Mesa and Sunland Park.

Socio-Economic:

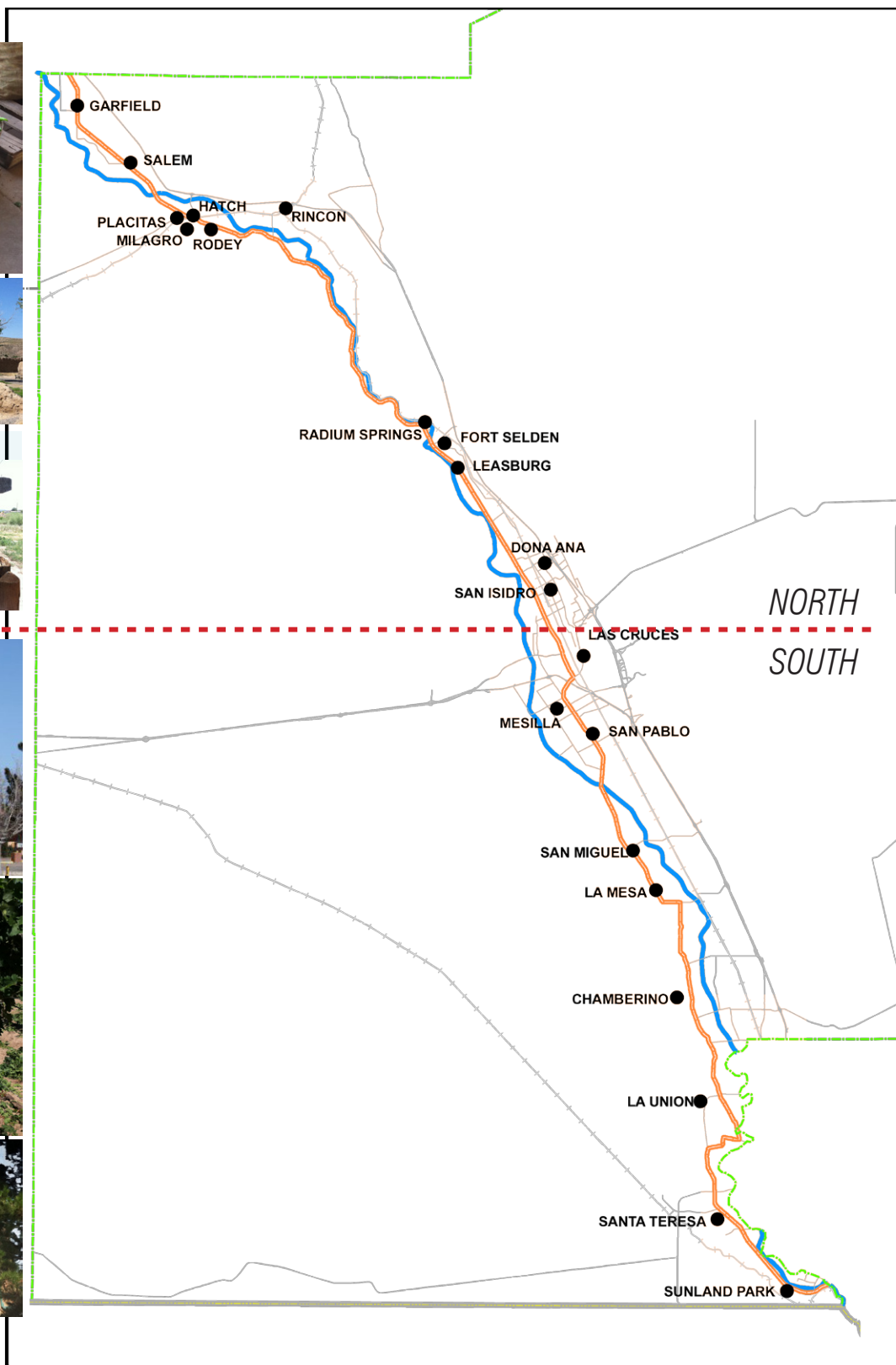
With a population of over 25,000, the southern half of the corridor has three times the number of people than the northern half (this excludes Las Cruces). Outside of Mesilla and Sunland Park, most of the population is in small settlements. Like the northern half, agriculture is the dominant economic activity but the Union Pacific intermodal rail facility is expected to generate more jobs

NORTH OPPORTUNITIES

- How can the County best preserve and leverage the corridor's rural, open character?
- How will the Spaceport impact the local economy?
- Where does it make sense to have gateways and introduce the "brand" of the corridor?

SOUTH OPPORTUNITIES

- How can the County leverage existing cultural amenities like wineries and art galleries to create a stronger regional destination?
- What role can the corridor play in cross-border economic development? Texas and Mexico?
- How will new economic activity in the Santa Teresa area impact development along the corridor?



Doña Ana County, New Mexico

■ **FIGURE 4.0**
Communities along the corridor

and related economic development.

Transportation:

As in the northern half, the roadways are generally two lanes with minimal bicycle or pedestrian facilities and no transit connections outside of Las Cruces. The connections to Texas and to Mexico both create opportunities to draw visitors onto the corridor.

Potential themes/identities for the southern half of the corridor:

- Pecan orchards
- Wineries/local cuisine/art galleries
- Churches/cemeteries
- Historical Plazas
- Equestrians
- Gaming/gateway to El Paso and Mexico

People

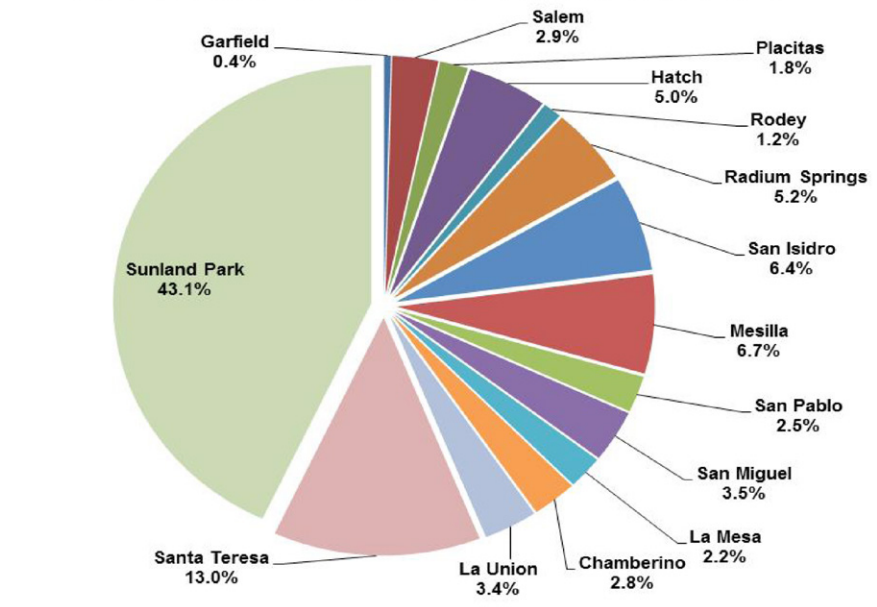
POPULATION

The population of places along the corridor (not including Las Cruces) is 32,752, or approximately 16 percent of the population of the County. The northern end of the corridor is significantly less populated than the southern end: 7,480 (23 percent) live in the northern half of the corridor (Garfield to San Isidro), while 25,272 (77 percent) are in the southern portion (Mesilla to Sunland Park). When Las Cruces is included, the corridor population is 130,370, or 62 percent of the county population.

MEDIAN AGE

The median age along the corridor is 35, compared to 32 in both Doña Ana County and the City of Las Cruces. The median age in the

Population, by Town, El Camino Real Corridor, 2010



■ **FIGURE 4.1**
Population percentage of corridor by town.
(23% reside in Northern segment, 77% reside in Southern segment)

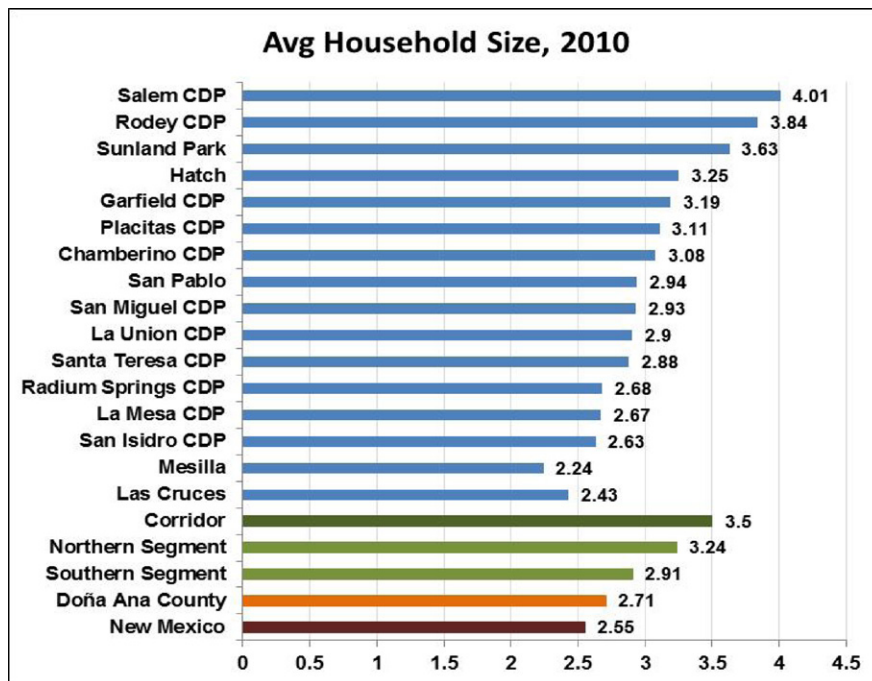
northern portion of the corridor is 31, while it increases to 39 in the southern half.

RACE

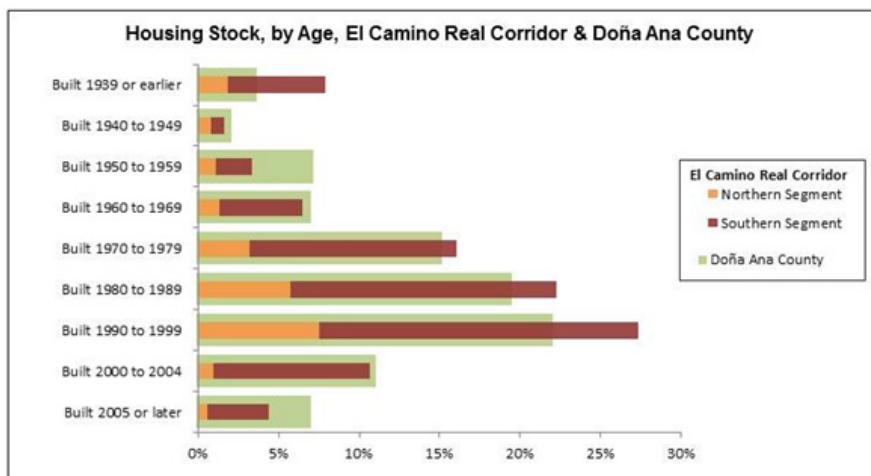
The Hispanic proportion of the population in New Mexico is 46 percent and in Doña Ana County is 65.7 percent. Along the corridor, this proportion is 81 percent, evenly distributed between the northern and southern halves.

There is no perfect way to gather data for a plan that examines an area at a smaller scale like the half-mile buffer along the Camino Real used in this study. County level data and even Census Tracts are much too large to give any clear representation of the conditions along the corridor. Numerous data points have historically been available at the Census Block level, but as of 2010, many of those

categories are no longer tracked by the decennial Census. Although in many cases those categories are now tracked by the American Community Survey estimates, those estimates are available only for the Tract level and above. Thus, for this study, the population and other demographic statistics are based on Incorporated Places or Census Designated Places (CDP) which are "delineated to provide data for settled concentrations of population that are identifiable by name but are not legally incorporated under the laws of the state in which they are located." There are three places along the corridor which are not captured by one of these two metrics, and thus not reflected in the statistics presented here: Milagro, Fort Selden, and Leasburg.



■ **FIGURE 4.2:**
Household size



■ **FIGURE 4.3:**
Housing stock by age

HOUSEHOLD & FAMILY TYPES

Household types are also found in different proportions along the corridor compared to the rest of Doña Ana County. In the county and in the state as a whole, family households are generally 66 percent of the total, while non-family households account for 33 percent. In contrast, along the corridor, family households account for 79 percent of the total (with a slight difference

between the northern half -81 percent – and the southern half – 77 percent).

CHILDREN AND SENIORS

In addition, those family households are composed somewhat differently along the corridor, with higher proportions of both children and seniors than in the rest of the county. In the towns along the corridor, 45 percent of households

have children under 18 (compared to 37 percent in the county) and 28 percent of households have people over the age of 65 (compared to 25 percent in the county). The corridor has only slightly larger average household and family sizes compared to the county, although both measures are noticeably higher along the northern half in comparison to the southern half.

OWNER-OCCUPIED UNITS

The corridor has a higher percentage of owner-occupied units (75 percent) than either Doña Ana County (64 percent) or the State as a whole (68.5 percent). However, the median value of an owner-occupied unit along the corridor (\$128,000) is approximately 7 percent lower than in the County as a whole (\$137,000). This discrepancy is even more interesting when comparing the average values in the northern half (\$101,000) and the southern half (\$152,000).

MOBILE HOMES

Some of the variation in average home values is explained by the prevalence of mobile homes as an affordable housing choice in different areas. The corridor as a whole (24.4 percent) has a slightly higher proportion of mobile homes (as a percentage of total housing units) compared to the county (22.2 percent). Similar to the discrepancy found in the values of owner-occupied units, there is a significant difference between the northern and southern halves of the corridor. In the northern half, approximately 43 percent of housing units are mobile homes, while this number drops to 19 percent in the southern half.

RESIDENTIAL BUILDING PERMITS / DEVELOPMENT ACTIVITY

From 2005 through 2012, approximately 31,800 residential building permits were issued by Doña Ana County. Of those, 6,400 permit sites (21 percent) were located within the half mile corridor buffer, almost evenly split between the northern and southern segments. The Las Cruces Extra-Territorial Zone (ETZ) is a five mile buffer around the City of Las Cruces boundaries, within which the Doña Ana County Planning Department reviews and approves building permits, while the City of Las Cruces Community Development Department reviews subdivision proposals. Approximately 1,800 permit sites were located within this important Las Cruces ETZ, while 4,600 permits (14.5 percent of the county total) were located along the corridor outside of the ETZ.

HOUSING STOCK, BY AGE - EXCLUDING MOBILE HOMES

The age of housing stock along the corridor is mostly comparable to the county as a whole; however, there are several interesting contrasts as indicated in the chart below. The corridor has a much higher percentage of houses built before 1939, especially in the southern segment where Mesilla accounts for almost half of the homes of this age. The corridor then has a lower percentage of housing built during the 1940's, 1950's, and 1960's (11 percent) compared to the County (17 percent). In contrast, 66 percent of the corridor's housing was built between 1970 and 1999, compared to only 60 percent in the county as a whole. Finally, while 7 percent

Housing Stock, by Age, El Camino Real Corridor & Doña Ana County

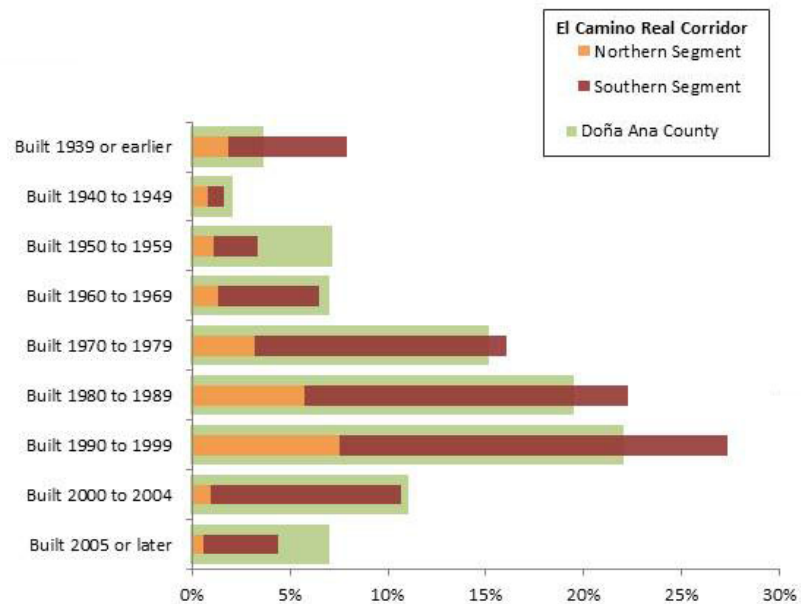


FIGURE 4.4 :

Comparison of housing along the corridor versus the county

of housing was built in the county since 2005, only 4 percent was built in the corridor since that time.

TRANSPORTATION

The 92-mile long El Camino Real Corridor is made up of a collection of roadways. It begins with NM 187 in the north connecting to NM 185 via a small section of NM 26 in Hatch. The corridor then follows NM 185 all of the way into Las Cruces where it is referred to as Valley Drive. As it enters the Town of Mesilla, the name changes to Avenida de Mesilla and then connects with Calle de El Paso (NM 28) before heading south. NM 28 takes the corridor all of the way south to Sunland Park where it connects with McNutt Road (NM 273) and finishes at the Texas State Line.

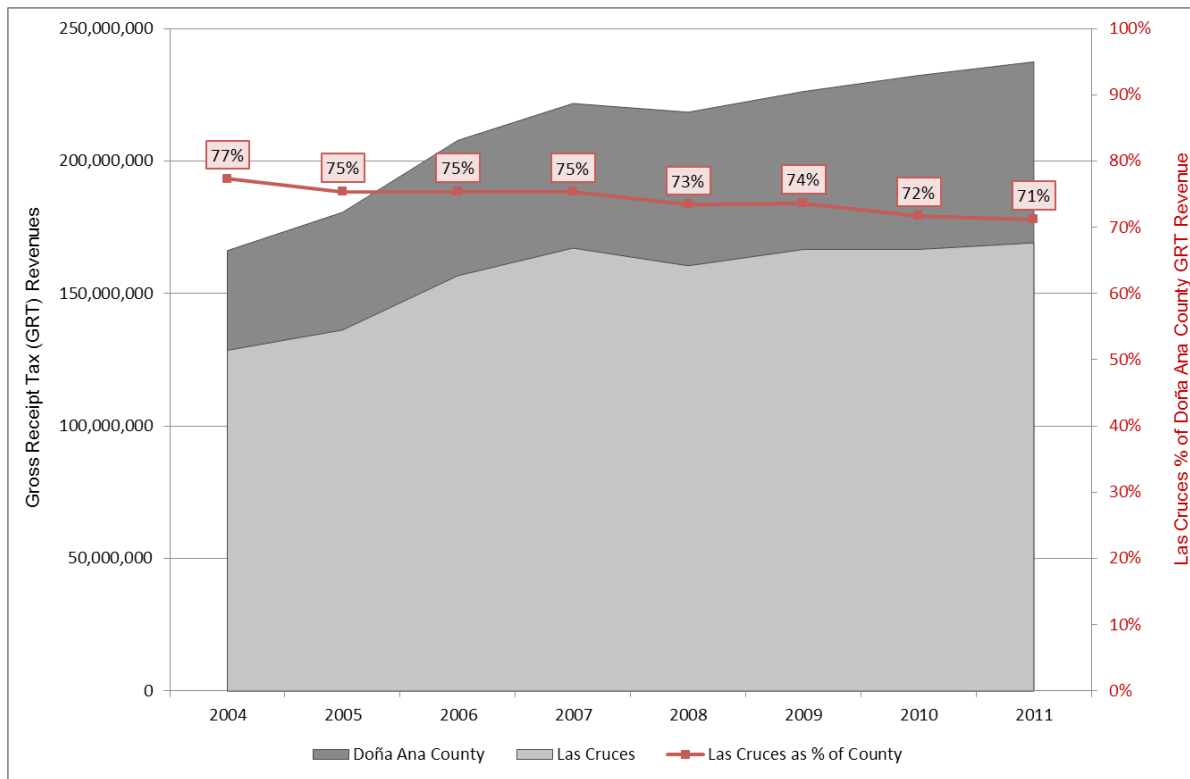
Along the rural sections of the corridor, the roadway is primarily 2 lanes, no bicycle/pedestrian facilities, and unimproved shoulders. The urban sections in

Las Cruces, Mesilla, and Sunland Park gain additional travel lanes and sidewalks, but lose the shoulder.

Dedicated bicycle facilities do not exist in any location along the corridor. However, the corridor through Las Cruces and south along NM 28 is currently identified as an existing bike route by the Las Cruces MPO and is often used by bicyclists as they share the road with vehicular traffic.

Closer to Las Cruces, NM 28 can see as many as 10,000 vehicles a day. The rural sections within the County (NM 28/NM 185/NM187) get between 2500-4000 vehicles per day. Crash data from 2009 -2011 provides some insight into what is happening along the corridor:

- No accidents (that were reported) involving pedestrians or bicycles.
- Only 2% of the accidents involve motorcycles.
- Corridor-long, almost 40% of the accidents occur on weekends.



■ **FIGURE 4.5**
Gross receipt tax revenues

- Along NM 185, deer were a contributing factor in several accidents.

Median Household Income, 2010	
Corridor Places (North to South)	Median Household Income, 2010
Garfield	\$50,667
Salem	\$14,600
Placitas	\$48,750
Hatch	\$27,731
Rodey	\$17,792
Radium Springs	\$53,188
San Isidro	\$35,497
Northern Segment	\$35,461
Mesilla Town	\$53,497
San Pablo	\$43,542
San Miguel	\$26,875
La Mesa	\$29,450
Chamberino	\$24,583
La Union	\$32,431
Santa Teresa	\$50,491
Sunland Park	\$23,171
Southern Segment	\$35,505
Corridor	\$35,484
Las Cruces	\$38,391
Doña Ana County	\$36,657
New Mexico	\$43,820

Source: U.S. Census - American Community Survey;
Economic & Planning Systems
H:\123040-Dona Ana Comp Plan\Data\123040-
Econ_Fiscal.xlsx\MH#_Corridor

■ **FIGURE 4.6**
Household income

CORRIDOR IDENTITY

The corridor is part of the 299 mile long El Camino Real Scenic Byway. El Camino Real de Tierra Adentro, (the Royal Road of the Interior Land) first travelled by Don Juan de Oñate in 1598, became the main trade route between Mexico City and Santa Fe. The National Scenic Byways Program is administered by the U.S. Department of Transportation, Federal Highway Administration. The program helps to recognize, preserve and enhance selected roads throughout the United States. While the designation helps to attract visitors to a recognized corridor, there are limited Federal funds at this time for improvements on Scenic Byways. The section of the scenic byway in Doña Ana County has some signs that call out the history of the area – a series of signs identify

the road as the Oñate Trail. But the signage is not consistent and does not project a strong identity for the corridor as a whole. Some corridors, such as the old Route 66, have a strong, recognizable brand that is instantly recognizable. Most of the businesses along the corridor currently do not associate their marketing with the history of El Camino Real.

PROSPERITY

MEDIAN HOUSEHOLD INCOME

On average, median household incomes along the corridor in 2010 were approximately \$35,500. This is 3 percent lower than the average for Doña Ana County (\$36,700), 8 percent lower than the average in Las Cruces (\$38,400), and 23 percent lower than the New Mexico state average (\$43,820). (There is very little differentiation between north and south, however there is a very wide range between different communities along the corridor).

GROSS RECEIPTS TAX REVENUES

Although data is not available to specify Gross Receipts Tax (GRT) revenues along the corridor, the trend over the period from 2004 to 2011 showed Las Cruces accounting for a lower percentage of the County's overall GRT, dropping from 77 percent in 2004 to 71 percent in 2011 (see chart below). This indicates a possible trend toward other parts of the corridor contributing a higher percentage of the county's GRT revenues over the past eight years.

CROP MIX

Five crops account for the majority of Doña Ana County's agricultural output, as seen in the table and chart below. Cotton and orchards (almost entirely pecan production), together account for over 50 percent of agricultural acreage in the county.

AGRICULTURAL EMPLOYMENT

Although specific data is not available for the corridor, in Doña Ana County as a whole, agriculture accounted for 3.6 percent of employment or 3,000 jobs on average from 2001 to 2011. The last U.S. Census of Agriculture occurred in 2007 and reported that Doña Ana County had 4,867 hired farm workers; of those only 2,063 (42 percent) worked 150 days or more.

FARMS AND ACRES UTILIZED

The 2007 U.S. Census of Agriculture indicated that Doña Ana County had 1,762 farms which utilized almost 590,000 acres (24 percent of the land in the county). These farms are predominantly smaller in scale (as seen in the table below) with almost 60 percent smaller than 10 acres.

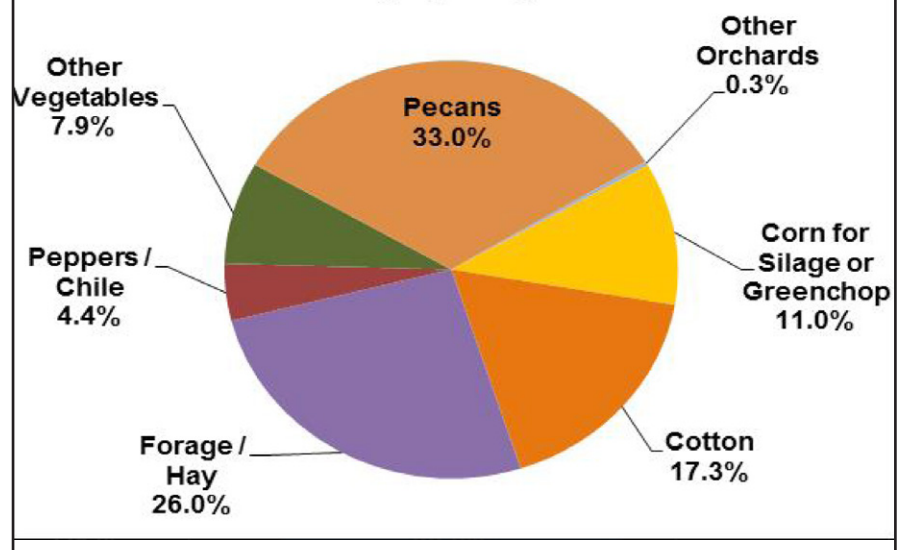
Selected Crops Harvested, Doña Ana County, 2007

Crop Type	Farms	Acres	Percent of Total Acres
Harvested Cropland	1,609	82,485	100.0%
Pecans	1,188	27,289	33.1%
Other Orchards	28	249	0.3%
Peppers (not Bell) / Chile	66	3,607	4.4%
Other Vegetables	52	6,511	7.9%
Cotton	81	14,295	17.3%
Corn for Silage or Greenchop	56	9,110	11.0%
Forage / Hay	485	21,447	26.0%

■ **FIGURE 4.7**

Crop data (Source: 2007 U.S. Census of Agriculture)

Primary Agricultural Crops in Doña Ana County, by Acre, 2007



■ **FIGURE 4.8**

Land consumption by crop (Source: 2007 U.S. Census of Agriculture)

Farms in Doña Ana County, 2007

	2007	Percent of total
Farms	1,762	100.00%
1-9 acres	1,045	59.30%
10-49 acres	374	21.20%
50-179 acres	183	10.40%
180-499 acres	61	3.50%
500-999 acres	46	2.60%
1,000 acres or more	53	3.00%

■ **FIGURE 4.9**

Agricultural data - farm size (Source: 2007 U.S. Census of Agriculture)



Public outreach in November 2013

CONCEPTS FOR CATALYTIC PROJECTS

OVERVIEW

The primary focus of the Corridor Plan is to identify specific projects that can act as a spark, to “catalyze” activity in the area. These “catalytic projects” were derived from public and stakeholder input, assessment of project viability, and an evaluation of how they could further the Livability Principles discussed in Chapter One. 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 concepts for catalytic projects were categorized into four areas of opportunity as follows:

- Wayfinding and Signage
- Travel and Transportation
- Local Agriculture
- Community Revitalization

PUBLIC INPUT

In November 2013, the public and the Corridor Stakeholder Committee gave input on the range of potential catalytic projects. These concepts arose out of prior phases of the project and from public input that started with the mobile workshops in March of 2013.

- The historical survey of the corridor highlighted the inventory of culturally significant places and structures.

- The Snapshot Report and Mobile Workshops pointed to the need for more economic development and creation of jobs.
- The Community Character Survey indicated a strong preference for community revitalization and preservation of the corridor identity.

Participants in the public meetings and stakeholders were asked to consider the range of concepts and pick their top three priorities. See Figure 2.2 on page 17 for the sample postcard that was used to gather public comments and suggestions. The remainder of the chapter provides detail on the concepts for catalytic projects.

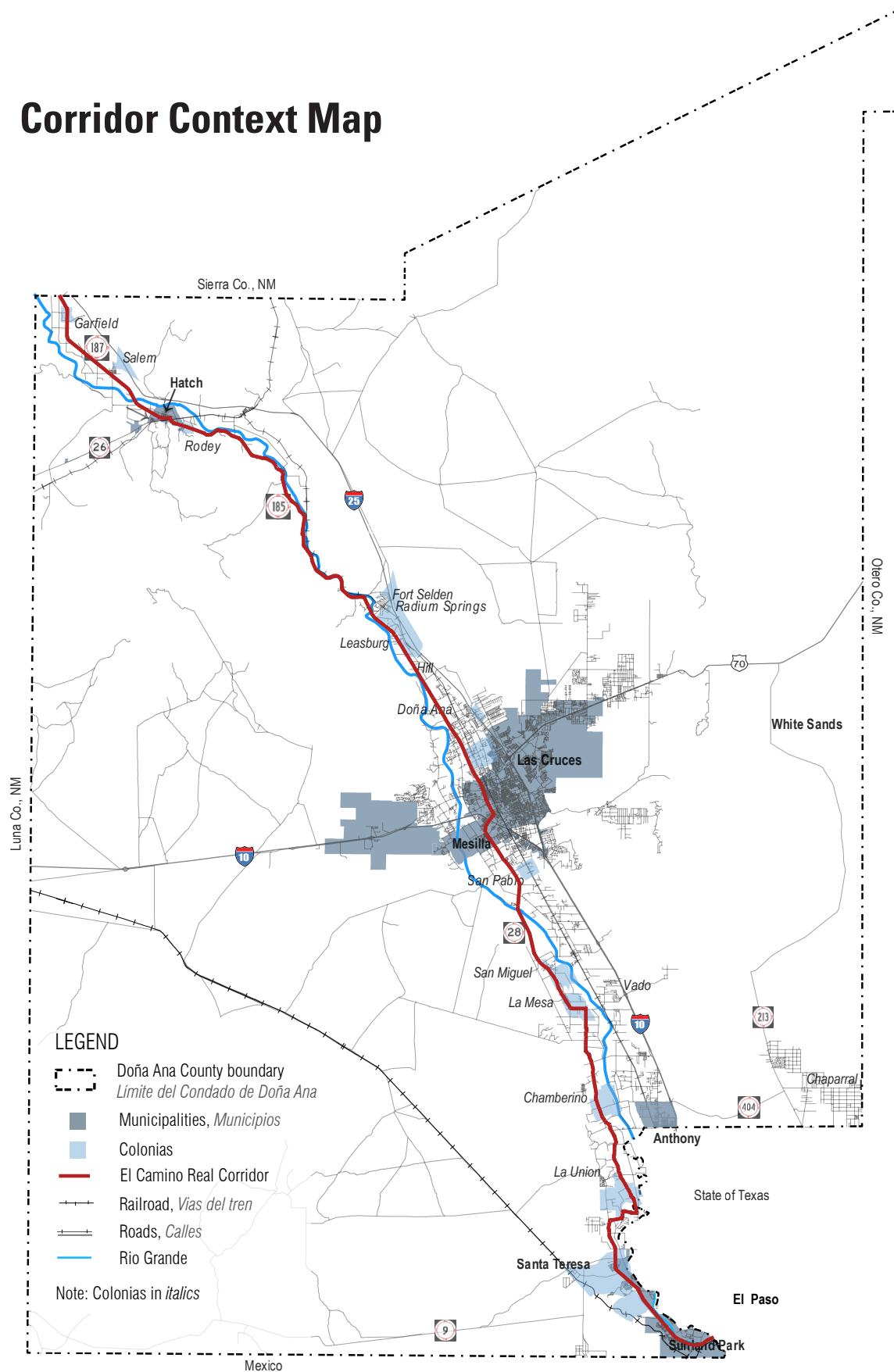
PROCESS

The end goal of the process is to identify and implement four projects that will spur economic activity and enhance communities.



Mobile workshops, March 2013.
(top, Pro's Ranch Las Cruces; bottom, Anthony, NM)

Corridor Context Map



■ **FIGURE 5.0**
Corridor in context of the County



WAYFINDING AND SIGNAGE

This catalytic project is intended to assist in the creation of a coherent identity and brand for the corridor in an effort to help market and attract visitors to the El Camino Real and places of interest along its route.

This catalytic project aims to develop a coherent signage and wayfinding system that helps connect to communities, gateways, and major attractions along El Camino Real.

New signage and a consistent brand will enhance the identity of the corridor. From a marketing and economic perspective, the intention is to raise awareness of Dona Ana County's El Camino Real, attracting new visitors and commerce along the corridor. The first part of the project would create an overall master plan for conveying the story of the corridor. Signage would be one component of the project implementation.

Examples of potential implementation- components include:

Gateways

Large-scale monument markers placed at points of arrival and to establish boundaries as well as give a sense of place to the corridor.

Highway Signage

A new collection of roadway markers that help visitors and locals alike to readily identify the corridor

as a single entity that is tied to the place and history.

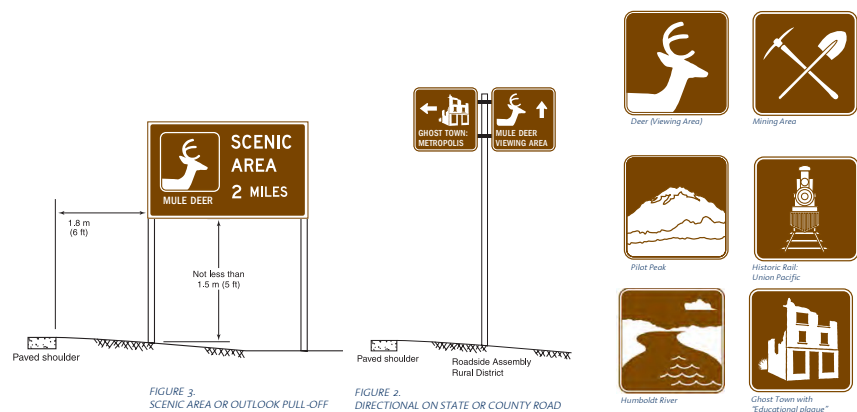
Wayfinding Signage

A hierarchy of larger, more comprehensive signage that highlights a variety of cultural and historic points of interest and directs locals and visitors to the corridor and points of interest along the route.



■ FIGURE 5.1

Source: <https://greshamoregon.gov/city/city-departments/environmental-services/transportation-streets/template.aspx?id=21170>



■ FIGURE 5.2

Examples of scenic byway signage, Source: i-80 Rural Landscape Aesthetic Corridor Plan



Gateway signage in Las Vegas, NV. Source: http://www.lasvegas360.com/360wp-content-lasvegas360/uploads/201109fremont_east.jpg



TRAVEL AND TRANSPORTATION

These catalytic projects are intended to improve mobility for all citizens living along or those visiting El Camino Real corridor.

PEDESTRIAN FACILITIES

Historically, El Camino Real was a trade route that humans traveled by foot and by horse. The 20th century brought the automobile, heralding in the scenic highway era and modifying the function and character of the corridor. The highway bisected many communities along the route with a two lane highway. This project is aimed at restoring and enhancing the pedestrian infrastructure within these historic communities.

The goal is to create comfortable places for walking within communities. A majority of El Camino Real contains unpaved shoulders that parallel the roadway; this is also true of a majority of the communities along its route. By enhancing the pedestrian realm of the communities, the project also intends to complement transit usage and encourage healthy lifestyles, where residents have more options for walking and biking.

A toolkit of options that could be applied within communities along El Camino Real includes the installation of sidewalks, planting of shade trees where pedestrians would walk, and installation of pedestrian scale lighting that complements the local architecture.



Two types of commercial "Main Streets," both with a comfortable pedestrian environment

PUBLIC TRANSPORTATION

While some employment opportunities exist along El Camino Real, most jobs are concentrated in Las Cruces and to a less degree in Santa Teresa. This project proposes to help connect residents that reside along the corridor with those employment centers via reliable transit.

Better transportation options for the corridor would provide convenient, cost effective transportation linkages to connect residents with jobs and other destinations, such as the plethora of festivals that occur along the corridor. Reliable

bus service could help reduce transportation costs for households. Such an option would also complement existing services such as the one from Santa Teresa to Sunland Park and the recent routes established by the South Central Regional Transit District.

An initial phase of this project could include a commuter shuttle that connects Mesilla with Santa Teresa. The transit connector could make stops at each of the communities along the route for those workers that make the trip daily.

CYCLIST FACILITIES

Bicycle riding and bicycle tourism have seen substantial increases over recent years. El Camino Real has seen an influx of riders that use the roadway for recreation and training purposes. This project aims to build upon this trend by expanding bicycle infrastructure along the route.

The objective of this project is to attract bicycle tourists to the corridor to experience El Camino Real on two wheels and, in the process, bring additional dollars to local communities. Improved bike infrastructure would also benefit local residents, giving them a safer option to explore their own community by bicycle. Infrastructure may include dedicated bicycle lanes where feasible as well as service facilities at key points. These improvements will, hopefully, catalyze related services such as bike rentals and lodging accommodations.

The first phase of work could take place between La Union and Mesilla and take advantage of existing businesses and amenities in communities within this 26-mile segment. A bike lane is typically a six foot minimum width section of pavement continuous with the roadway. While usually it is just striped to separate it from the motorized traffic it could include the addition of stencil markings and additional road signage in an effort to heighten awareness and establish the route for bicycles. The long term goal for the project would expand the scope to include a dedicated six to eight foot wide bike lane that runs the entirety of El Camino Real within Dona Ana County.



Bicycle infrastructure in various settings



Examples of transit



LOCAL AGRICULTURE

To support and expand local agricultural employment, focusing on higher value and sustainable practices.

AGRITOURISM

Agriculture has been a part of this region for centuries. The way that it is practiced is very much grounded in the history for the area. This project intends to develop the corridor as a destination for agritourism where visitors can participate and gain a better understanding of local agricultural practices.

The objective of this project is to capitalize on the rich agricultural traditions and increase revenues by growing the demand for local produce. This effort is based data that shows agritourism is a growing tourism segment, creating a value-added benefit for those involved in the agriculture industry. Growers along the entirety of the corridor would be encouraged to provide options for tourists looking for this type of opportunity.

LOCAL PRODUCE

Dona Ana's El Camino Real is rich with growers who produce a wide variety of goods year round. This project concept involves expanding upon opportunities for local growers (including over 1,000 Dona Ana County farms smaller than 10 acres as of 2007) with additional buyers, locally and abroad.

The objective would be to increase market demand for local produce,



thereby capturing and more dollars locally, which then get circulated within the regional economy. This effort applies to growers along the entire El Camino Real corridor within Doña Ana County.

The project would identify how to boost sales of local agricultural products through venues such as

farmers markets, contracts with school districts, and/or a coalition of farm-to-table restaurants. A piece of the effort may be outreach to encourage local entities (restaurants and retailers) to purchase more local produce.

CULINARY DESTINATION

Local agriculture is the source and inspiration for many recipes that are unique to the region. Several restaurants along the corridor have built their reputation around their use of local products in recipes. This project aims to promote the corridor as a culinary destination through a coordinated marketing campaign.

The primary objective would be to build the reputation of local cuisine through branding and marketing to a wider audience, thus attracting additional dollars to the local restaurant and producers network. One goal may be to incentivize local restaurants and wineries to feature the array of local produce and agricultural products to increase the El Camino Real/Dona Ana County brand association.

An example of this effort could be the development of a logo and name for the marketing campaign. This might be followed by the development of a website and associated web application that can be marketed to people beyond the corridor to help get the word out about the unique and amazing culinary offerings of Dona Ana County's El Camino Real.



Source: (bottom) <http://newmexicotravelblog.com/wp-content/uploads/2012/06/Hotel-Chimayo-NM-Chile-Field.jpg>, (top) <http://www.planbooktravel.com.au/tours/nsw/moree/>



COMMUNITY REVITALIZATION

Community revitalization projects are meant to catalyze reinvestment in existing communities along the corridor and improve the quality of life for local inhabitants.

CHURCHES AND PLAZAS

The corridor is steeped in history, as evidenced by the many historically and culturally significant structures and public spaces. This effort would entail the restoration and enhancement of plazas, churches, and other cultural landmarks that are identified in the report, which are tied to the history of the corridor.

Van Citters Preservation LLC completed a historic characterization and community vignettes report in 2013 that documented the historic and cultural features along El Camino Real (Historic Vignettes for Camino Real Corridor Management Plan). By building upon the history and culture of these places, the intent is to reinvest in these historically significant places in an effort to catalyze and/or further community revitalization efforts and attract new visitors. A few examples of where this could occur include the cultural landmarks and public squares of La Union, San Miguel, Mesilla, and La Mesa among others.

One potential example project could leverage the reconstructed mission church in San Miguel by generating a conceptual design for enhancements to the surrounding property. This could also include right of way improvements that



Plazas help to define communities, (top) Mesilla, (bottom left) Rodey, (bottom right) San Miguel, Source: (top) <http://www.sanalbino.org/Images/Photographs/1908-04-12.jpg>

better integrate and highlight this historic landmark.

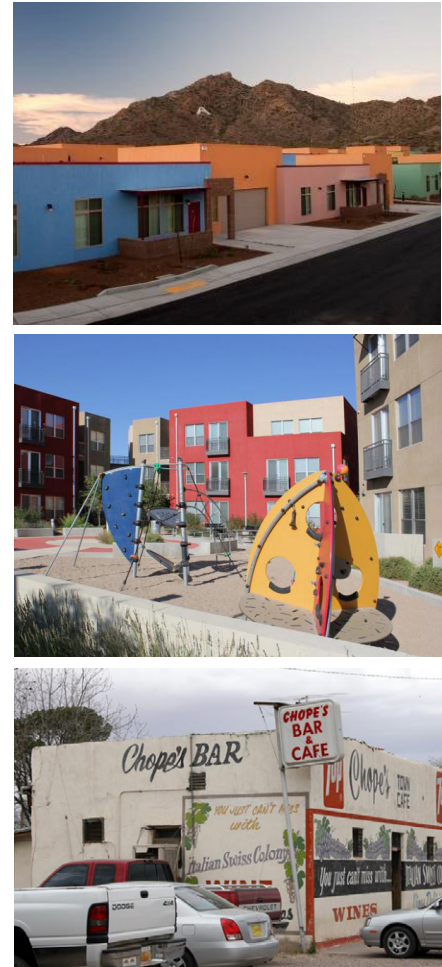
COMMERCIAL CORRIDORS AND ART DISTRICTS

The corridor contains several commercial districts and concentrations of artists. This effort involves the renovation and revitalization of certain commercial and art districts.

The intent is to reinvigorate existing communities by investing in these areas, with the intent to strengthen existing business and attract new ones. For art districts this effort would focus on marketing and improving the visibility of local

artists markets. Hatch, La Mesa, San Miguel, La Union, Mesilla, and Sunland Park contain commercial corridors with the potential for redevelopment.

One potential project is the revitalization of the main street in Hatch. The project would include a new streetscape, including enhanced pedestrian facilities and lighting, as well as development of city owned property. The arts community could be integrated into the plan by increasing the profile and quality of art space and by integrating public art into the public realm.



Various styles of housing and commercial along the corridor
Top Right Images Source: U.S. General Service Administration

AFFORDABLE HOUSING

Housing expenses along with transportation costs consume over half the average household income in Doña Ana County. This project aims to generate more affordable housing along the corridor.

The intent is to reinvest in existing housing stock, and provide new housing opportunities for residents. While this project would be aimed at existing communities along El Camino Real in Doña Ana County, there are also opportunities to invest in affordable housing near job centers such as Santa Teresa.

A possible project is the renovation

of several existing homes along with the construction of new residential units in La Mesa. This effort would include new, affordable housing options. That may help to keep younger residents in the area. Doña Ana County is currently seeking funding to conduct an Affordable Housing Plan. The project may also tie into the other catalytic projects, particularly the improvement of art districts.

SUMMARY:

As mentioned in the beginning of this chapter, the public was asked to identify their top three projects from the range of potential projects. The Stakeholder Committee also

provided more specific, qualitative input during a meeting in November 2013. From the comment cards received, over 200 in total the top four catalytic projects are as follows:

1. Develop a hierarchy of signage that includes corridor signage, wayfinding, and gateways.
2. Promote culinary destinations (restaurants, wineries, etc.)
3. Renovation/Revitalization/Enhancement of existing historic, commercial corridors.
4. Bicycle Infrastructure

The next chapter provides more detail on these priority projects.

CATALYTIC PROJECTS

OVERVIEW

Once the initial list of potential catalytic projects was developed and refined using input from the Stakeholder Committee, the project team hosted a series of public events throughout the corridor (November 22-23, 2013). The purpose of these meetings was to explain the different catalytic project ideas to the public and to get their feedback, preferences, and ideas. To help quantify the results of these public meetings, the team had interested people fill out a quick comment card in which they picked their top three choices among the proposed projects. Project information and comment cards were also distributed to members of the Stakeholder Committee and left in strategic locations along the corridor in order to get input from residents who did not attend one of the public meetings. The votes from all these projects cards was tallied and utilized as one component of the project evaluations described below.

EVALUATION METHODOLOGY

At this stage of the process, there were ten different proposed catalytic projects within four broad categories:

- Wayfinding & Signage
 - Gateways, Wayfinding, and Signage
- Travel and Transportation
 - Pedestrian Facilities
 - Tourist oriented "trolley"
 - Public Transit
 - Bicycle Facilities
- Local Agriculture
 - Agritourism
 - Local Produce
 - Culinary Destination
- Community Revitalization
 - Churches & Plazas
 - Commercial Corridors and Arts Districts

In order to reduce these ten options to four catalytic projects, an evaluation matrix was used to rate each of the potential projects based on eight scoring criteria. One of the criteria was based on the public input score described above, while the other seven were identified in response to eight guiding principles set by the project team which included the six Livability Principles established by the Partnership for Sustainable Communities and two complimentary principles set forth by the Camino Real Consortium:

1. Provide Transportation Options
2. Promote Equitable Affordable Housing
3. Enhance Economic Competitiveness
4. Support Existing Communities
5. Coordinate Policies and Leverage Public Investment
6. Value Communities and Neighborhoods
7. Practice Sustainability*
8. Strengthen Social Networks*

The eight scoring criteria were revised several times in an effort to most clearly define measures which answer important questions about a particular project's impact

on the Corridor and its residents. It was also important that the criteria could be scored or rated relatively easily, even before detailed project research was undertaken. For example, although the team originally felt that "Known Funding Options" would be a useful criterion, it became clear that this would be difficult to ascertain at this stage in the process. That measure was eliminated from this evaluation and will instead be included as part of the final project recommendations in Chapter 7.

EVALUATION MATRIX

Corridor's Intrinsic Qualities

This criterion is based on the six intrinsic qualities defined in the Federal Highway Administration (FHWA) National Scenic Byways Program: Scenic, Natural, Historic, Cultural, Archeological, and Recreational. If a proposed project will help preserve one or two of these qualities, it received a score of 1. On the upper end of the spectrum, a project preserving five or six qualities merited a top score of 6.

Enhance Economic Competitiveness

To evaluate the ability of a proposed project to enhance economic competitiveness, three broad objectives were defined, each worth a point in the scoring: attracts or creates jobs; supports local businesses; and attracts new

spending to the Corridor.

Support Existing Communities

The ability of a proposed project to support existing communities was rated as: none (0 points); low (1 point); medium (2 points); or high (3 Points). This criterion was not as explicitly defined as the previous two and was thus more subjective; however the evaluation was based in part on the goals of the Partnership for Sustainable Communities, including increasing community revitalization, improving the efficiency of public works investments, and safeguarding rural landscapes.

Entice New Visitors to the Corridor

Enticing new visitors to the Corridor is also included as one aspect of assessing a project's ability to enhance economic competitiveness, as described above. Increasing tourism visitation and spending is, in fact, a common theme underlying almost all the proposed catalytic projects. A specific measure concentrated on a project's ability to drive this phenomenon was therefore considered important to the overall evaluation. Projects were rated on the same scale used for several other criteria: none (0 points); low (1 point); medium (2 points); or high (3 Points).

Scalable

The projects in this evaluation were rated based on potential impacts on the Corridor at full build out. However, it is also important to assess the degree to which a project is scalable. Can a project be built or implemented in logical increments? Or, similarly, can a smaller scale

pilot project be replicated at other locations along the Corridor once the concept is proven successful? Projects were rated for scalability as: none (0 points); low (1 point); medium (2 points); or high (3 Points).

Feasible Timeframe

Evaluating a desirable timeframe for a project was complicated by the acknowledgement that larger scale, more complicated projects will take longer to implement. However, in general the team decided that projects which could be implemented more quickly were more desirable. Completing projects, showing results to the community, and creating momentum for the Corridor are important elements of



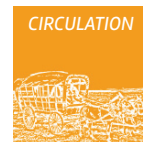
How would you like to see the Corridor improved? Please check the Three (3) boxes that are most important to you.



- ☐ Enhance opportunities for local agriculture
- ☐ Explore opportunities for agrotourism
- ☐ Promote culinary destinations (restaurants, wineries, etc.)



- ☐ Build upon existing art districts and create new ones
- ☐ Renovation/Revitalization/Enhancement of existing historic, commercial corridors
- ☐ Affordable housing



- ☐ Pedestrian infrastructure
- ☐ Bicycling infrastructure
- ☐ Transit circulator link



- ☐ Develop a hierarchy of signage that includes corridor signage, wayfinding, and gateways

☐ OTHER: _____

■ FIGURE 6.0

Comment Card used to solicit public input

building and maintaining support for the Corridor Management Plan, especially during early phases. As such, projects which could realistically be implemented within one to three years received a score of three, within four to six years a score of 2, and within seven to ten years a score of 1. If a project was likely to require ten or more years for implementation it received a score of zero.

The question of feasible timeframes overlaps with a project's scalability, and influenced the idea of incorporating pilot projects to achieve results more quickly, learning lessons from the implementation process, and applying those lessons as

PUBLIC INPUT VOTING TALLIES

Proposed Catalytic Project	# of Votes	Corresponding Points for Public Input Factor
Enhance opportunities for local agriculture	30	2
Explore opportunities for agritourism	18	2
Promote culinary destinations (restaurants, wineries, etc.)	45	3
Build upon existing art districts and create new ones	13	1
Renovation/Revitalization/Enhancement of existing historic, commercial corridors	32	3
Affordable housing	11	1
Pedestrian infrastructure	7	0
Bicycling infrastructure	26	2
Transit circulator link	15	1
Develop a hierarchy of signage that includes corridor signage, wayfinding,	37	3

■ FIGURE 6.1

Public Input Voting Results

the project is then replicated or expanded in later stages.

Regional Impact

Rating the level of regional impact for a project tries to assess how many communities or what proportion of the corridor would likely receive a positive impact. If the influence of a proposed project was likely to be limited to an individual community or only felt on a limited local level, it received a score of 1. If half the corridor was likely to benefit from implementation of a project it received a score of 2, and a score of 3 if it would benefit the entire corridor.

Public Input

As explained above, the results of public voting on the various proposed catalytic projects was incorporated as the eighth and final criteria in the evaluation matrix. The results of the public voting are summarized in the table below/ on the next page. Because the definitions of the proposed projects

were refined based on feedback from the Stakeholder Committee during the time we were conducting the public workshops, the project names do not correspond directly in some cases. The comments section of the Evaluation Matrix provides clear notes describing how these minor discrepancies were handled.

EVALUATION RESULTS

The final results of the evaluation process are summarized in the matrix on the following page. The top scoring project was Wayfinding & Signage with 22 points. This reflected the extremely positive feedback received from the Stakeholder Committee for this project. Two projects within the Local Agriculture category received the next highest scores: Culinary Destination and Agritourism, with 21 and 20 points respectively. After further consideration, and due to a high level of overlap, these two projects were combined into one comprehensive Culinary & Agritourism project for further

development in the next stage. Bicyclist Facilities and Commercial Corridors & Arts Districts each received 18 points in the evaluation, qualifying them as the final two catalytic projects.

The four projects selected through this evaluation process correspond to those receiving the highest scores in public voting, and although official votes were not taken during the Stakeholder Committee discussions, these projects also generally received strong support in that forum as well. Wayfinding & Signage, Culinary & Agritourism, Bicyclist Facilities, and Commercial Corridors & Arts Districts are thus all strong candidates for further refinement in the next stage of the process based on both public and stakeholder support as well as an unbiased evaluation based on guiding principles derived from both the Partnership for Sustainable Communities and the Camino Real Consortium.

EL CAMINO REAL CORRIDOR PLAN: CATALYTIC PROJECT RATINGS MATRIX										
Category	Project	Preserves corridor's intrinsic qualities	Enhance Economic Competitiveness	Support Existing Communities	Entice New Visitors to Corridor	Scalable	Feasible Timeframe	Regional Impact	Public Input	SUM
Wayfinding & Signage	Gateways, Highway, & Wayfinding signage Branding, signage, and marketing material that help create an identity and market the corridor. (This can include gateways, highway signage, phone apps, etc.)	3	2	3	3	3	2	3	3	22
	Pedestrian facilities Enhanced walking facilities such as sidewalks, recreation trails, street trees, and furniture	1	1	2	1	3	2	1	0	11
Travel and Transportation	Tourist oriented "trolley" Connect attractions throughout the corridor	2	2	3	2	2	2	2	1	16
	Public Transit A transit circulator primarily for residents that connects communities to employment centers	1	2	3	1	2	2	2	1	14
	Cyclist Facilities Bike lanes and services areas to help facilitate bicycle recreation and tourism	2	2	2	3	3	2	2	2	18
Local Agriculture	Agritourism Develop corridor as a destination for visitors to participate and learn about local agricultural practices	2	3	3	2	3	2	3	2	20
	Local Produce Connect local growers with additional avenues to market and sell their produce	2	2	3	1	3	3	1	2*	15
	Culinary Destination Attract tourism to consume the local cuisine. This can include marketing efforts.	2	2	2	3	3	3	3	3	21
Community Revitalization	Churches & Plazas Restoration and enhancement of these historically significant places	3	1	2	2	3	2	2	3*	15
	Commercial Corridors and Arts Districts Restoration and enhancement of these community structures	2	2	2	2	3	2	2	3	18

Rating Scale

Rating criteria rankings are based upon the impact of a project at full-build out.
(short-term projects vs. long term) more applicable to short-term projects

Intrinsic Qualities (6 per Scenic Byways - scenic, natural, historic, cultural, archeological, recreational)
1 = 1-2; 2 = 3-4; 3 = 5-6

Attract Visitors:

0 = none; 1 = low; 2 = medium; 3 = high

Regional Impact:

1 = local; 2 = half the corridor; 3 = entire corridor

Enhance Economic Competitiveness:

three objectives:

1) attract/create jobs, 2) Support local business, 3) New spending.
0 = none; 1 = 1 of 3 objectives; 2 = 2/3; 3 = all three objectives

Scalable:

0 = none; 1 = low; 2 = medium; 3 = high

Public Input (based upon overall rankings):

0 = last; 1 = bottom 3; 2 = middle 3; 3 = top 3

Support Existing Communities:

0 = none; 1 = low; 2 = medium; 3 = high

Known Funding Options:

incorporate into analysis once projects are screened

Builds off other efforts:

incorporate into narrative/analysis once project are screened

Feasible Timeframe:

0 = +10 years; 1 = 7-10 years;
2 = 4-6 years; 3 = 1-3 years.

■ **FIGURE 6.2**
Public Input Voting Results



WAYFINDING AND SIGNAGE

Create and implement a comprehensive and coherent signage and wayfinding master plan along the corridor.

QUICK FACTS

- Wayfinding signage can increase repeat visits by as much as 30% (ASLA)
- It takes about two months to walk El Camino Real from Mexico City to Santa Fe (about 1500 miles!)

PROJECT OVERVIEW

The development of corridor-specific wayfinding and signage is a cost effective way to improve the corridor, strengthen the overall image and help attract new visitors. A wayfinding and signage master plan will build off the existing work to establish specific design guidelines and typologies, as well as budget and implementation strategies.


PROJECT PURPOSE

- Promote the corridor's identity and branding
- Enhance navigation and orientation for visitors and residents

- Provide cohesive, simple, and direct signage
- Promote the corridor's intrinsic qualities and amenities
- Increase economic development along corridor
- Enhance sense of place

WHY YOU SHOULD BE EXCITED ABOUT THIS PROJECT

This model has been successfully implemented in other corridors to attract new visitors. By creating a distinct and memorable identity for the corridor, businesses and attractions are able to market themselves more successfully and more cohesively, using the brand to further their economic success.

	Provide Transportation Options	Promote equitable affordable housing	Enhance economic competitiveness	Support existing communities	Coordinate policies & leverage public investment	Value communities & neighborhoods
 Wayfinding & Signage			X	X	X	X

■ **TABLE 6.3**
Applicable Livability Principles

LIVABILITY PRINCIPLES

While a Wayfinding and Signage master plan may seem like a purely cosmetic project, it has the ability to quickly change the corridor's image and promote development. This is particularly apparent when using the Livability Principles as a filter to gauge the project's impact.



Enhance Economic Competitiveness:

Wayfinding and signage will enhance the identity of the corridor, educate travelers about local points of interest, and increase visitor spending at local businesses. The precedent studies presented later in this chapter demonstrate how having a corridor with a strong identity can increase the number of visitors and related economic activity.



Support existing communities:

The image of a community can be expressed through signage and gateways. The signage proposed for the corridor is intended to highlight the character of local communities. By celebrating local features and attractions, new signage and gateways can both boost local communities and attract new visitors.



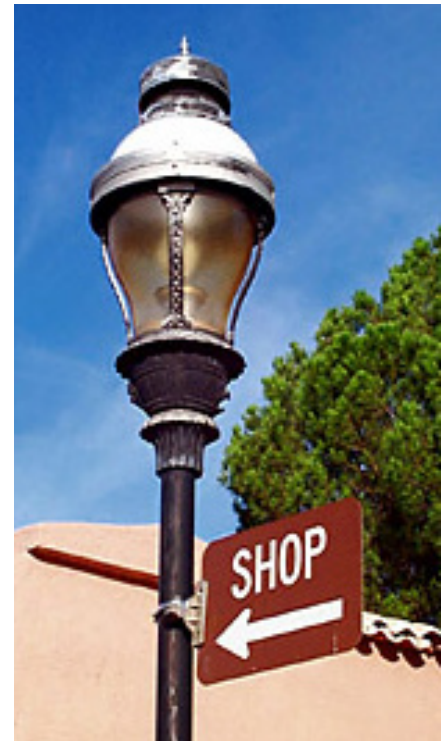
Coordinate policies & leverage public investment:

All the catalytic projects are intended to work in a coordinated fashion. New wayfinding and signage are meant to also boost the other catalytic projects by enhancing awareness and access to corridor attractions. The public investment in new signage along the corridor is anticipated to generate a substantial increase in private spending.



Value communities + neighborhoods:

New wayfinding and signage will celebrate what makes each of the corridor's communities unique and worthy of celebration. This project aims to draw attention to and market these special places.



*Existing Signage Along the Corridor.
Source: Left www.roadtripamerica.com*

PROJECT SCOPE OF EFFORT

The wayfinding and signage will build off the branding and identity concepts that were presented in Chapter Three. The branding and identity graphics can be the basis for establishing a cohesive vision for the entire corridor. The next step is to take this “brand” and transform it into a series of visual elements that will further define the corridor’s identity.

Wayfinding is defined as the process by which people orient themselves in a location and navigate from place to place. In practical terms, a wayfinding program creates a hierarchy of signage and other markers (gateways, landmarks, sculptures, landscape designs) that both help people navigate an area and contribute to the overall identity of an area.

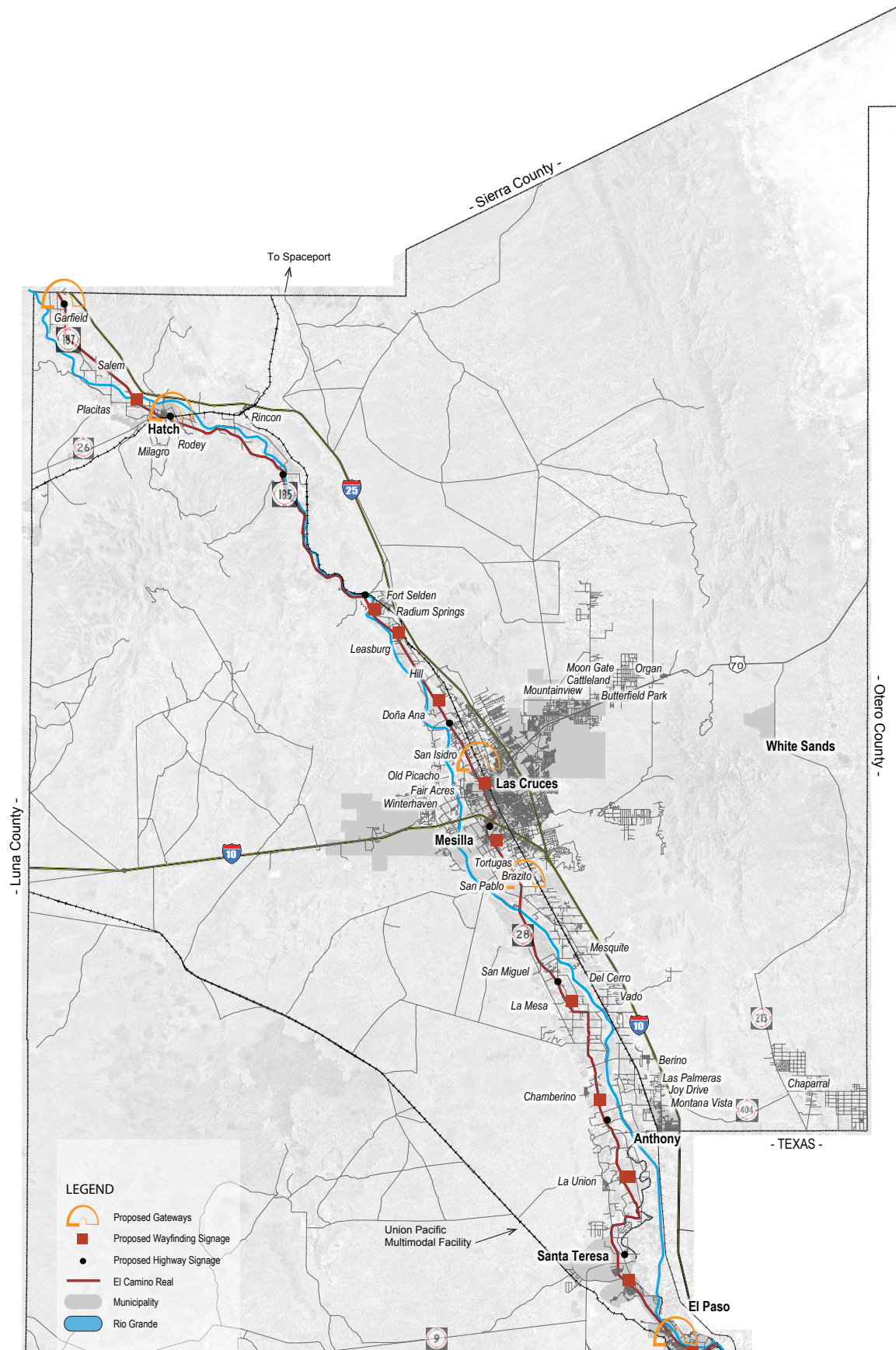
The wayfinding and signage master plan needs to address the overall identity of the corridor and the specific local character of various communities. Using this report as a starting point, the Wayfinding and Signage Masterplan will create a more detailed plan with specific strategies for the design and implementation of a variety of signage and wayfinding elements.

Existing Signage Inventory Evaluation

Presently, the corridor has multiple types and sizes of signage; however, they do not successfully lead visitors to the full array of attractions on and around the corridor. An evaluation will determine where the existing signage is located, what condition each sign is in, and if it can be reused in conjunction with new signage.

Wayfinding Analyses

After taking inventory of the existing signage, the next step is to identify areas for roadway markers, points of interest signage, and gateways. This effort should include an inventorying effort that accounts for the existing, plentiful assets that already exist along the corridor. The abstracted map on the following page begins to identify potential locations for new signage. Roadway signs are placed in increments of about ten miles to reinforce the corridor’s identity as it stretches between multiple roadways. Points of Interest signs have been placed in areas of intersection and high activity. Gateways have been located on both the North and South end, while two more are located on the edges of Las Cruces. This map depicts an estimated number of signage and gateways needed; this should render a more detailed assessment.



■ **FIGURE 6.4**
Exhibit showing potential locations for new signage and gateways along the corridor

Wayfinding Package Design

A wayfinding package consists of more than just signage; it is a comprehensive system that helps people navigate the area, whether they are in a car, on a bike, or just surfing the web looking for places to go. In addition to a "family" of signage, the overall design may include major gateways and digital media tools like GPS, mobile apps, and web designs. The wayfinding package should clearly articulate standards for font sizes, and overall legibility to meet New Mexico Department of Transportation and Americans with Disabilities Act criteria for signage.

Options for Implementation

There are a number of strategies that the County, municipalities, and other entities could use to create a Wayfinding and Signage Masterplan. These include the following:

- Request proposals from consultants that specialize in wayfinding and signage. Proposal could be for design only or design through installation. Integrating both design and installation in a single proposal ensures that there is an easy transition between the two phases.
- Contract directly with a signage company to do both design and fabrication.
- Structure a studio course at NMSU or UNM to further develop a wayfinding and signage program.

Implementation may require a combination of these strategies. This Plan encourages the

establishment of a special task force on Wayfinding and Signage to oversee the process.

Maintenance and Management Strategies

Strategies for maintaining the old and new signage and gateways as well as managing the digital media tools will need to be developed and will need to include a plan for keeping wayfinding accurate and relevant over time. Within the right of way of the corridor, physical maintenance of signs is typically handled by NMDOT; however, a budget for a higher level of maintenance should be incorporated into ongoing County operations.

POTENTIAL IMPLEMENTATION PARTNERS

Collaborating with the existing Corridor Stakeholder Committee, the project team will build upon the brand and identity that has been established in the Corridor Enhancement Plan. Meetings will be planned at key junctures to allow for feedback from the community and enable Corridor residents to partake in the design as well as the placement of gateways and markers in their communities.

- Municipalities - Mesilla, Hatch, City of Las Cruces, Anthony, Sunland Park
- Chambers of Commerce - Las Cruces Chamber of Commerce, Hispanic Chamber of Commerce,
- Organizations involved in the Stakeholder Committee
- Winegrowers and other local businesses

- NMDOT
- National Park Service (El Camino Real de Tierra Adentro)

BENEFITS/RETURNS TO COMMUNITY

As mentioned at the outset, new signage is a cost-effective way to promote the corridor. Since signage is typically one component of a larger marketing campaign, it may be difficult to precisely quantify the benefits or returns to the community. Listed below are four potential benefits from this project:

- Increased tourism visitation;
- Increased activity and expansion of local businesses;
- Increased revenues;
- Boosts morale for residents and promotes new small business and growth;
- Generates excitement about the corridor - catalyst for future restoration along corridor.

HOW MUCH IT WILL COST

The budget for the fabrication and installation of the signage can vary dramatically, depending upon the type and quantity of signage. The table on the following page outlines the expected range of costs. One strategy that the County could consider is to create a "menu" of potential signage and then construct signage in phases that are tied to available funding.

The project will have the following components of costs:

- Design of Wayfinding Package
- Fabrication of signs
- Fabrication of gateways
- Installation of signs and

OPINION OF RANGE OF PROBABLE COSTS		
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.

■ **TABLE 6.5**
Range of Probable Costs for
Wayfinding and Signage Project

- gateways
- Marketing efforts - Website (smartphone compatible)

**The estimates in the table above do not include factors such as staffing availability, pursuit of funding, and annual budget limitations, all of which could impact project costs and schedule.*

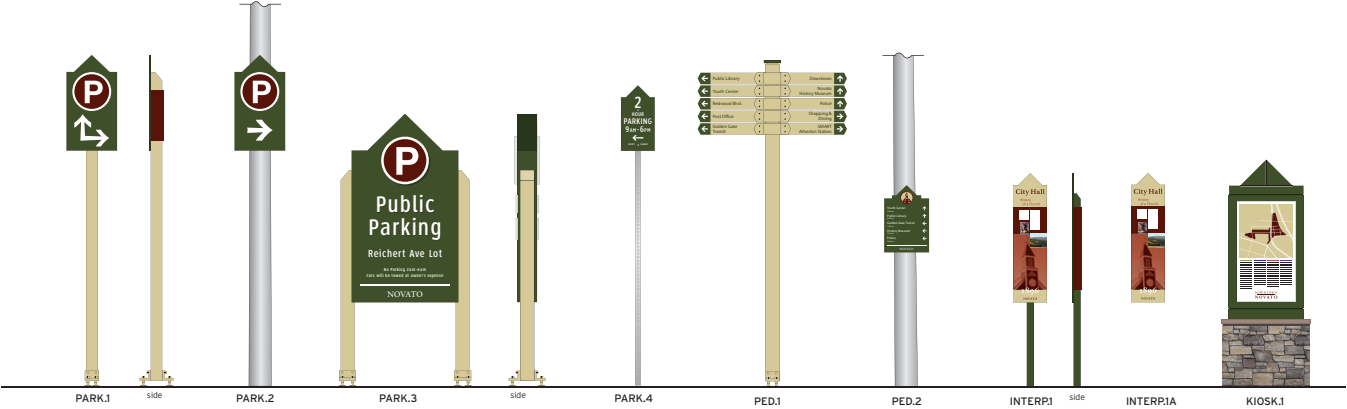
within two years. The timeframe is dependent upon funding availability and how quickly the County can complete the phases of work outlined above. New signage would be a way to show tangible progress within a relatively short period of time.

TIMEFRAME

This project could be completed

	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							■	■	■			

■ **TABLE 6.6**
Proposed Timeframe for Completion of
Wayfinding and Signage Project



■ **FIGURE 6.7**

Diagram illustrating the range of sign types proposed for the City of Novato.
Illustration courtesy of Merje Environments and Experiences.

PRECEDENT: WAYFINDING & SIGNAGE PROGRAM CITY OF NOVATO, CA

TAKEAWAY

- Identify the Corridor's main districts and destinations
- Analyze types and placement of signage for vehicular and pedestrian traffic
- Create a wayfinding system that includes signage, gateways, and digital media

SUMMARY

For the City of Novato, CA, Merje Environments and Experiences, an environmental graphic design firm, created a Wayfinding and Signage Program that not only included the design of the city's identity and new graphics, but more importantly presented a comprehensive analysis of the

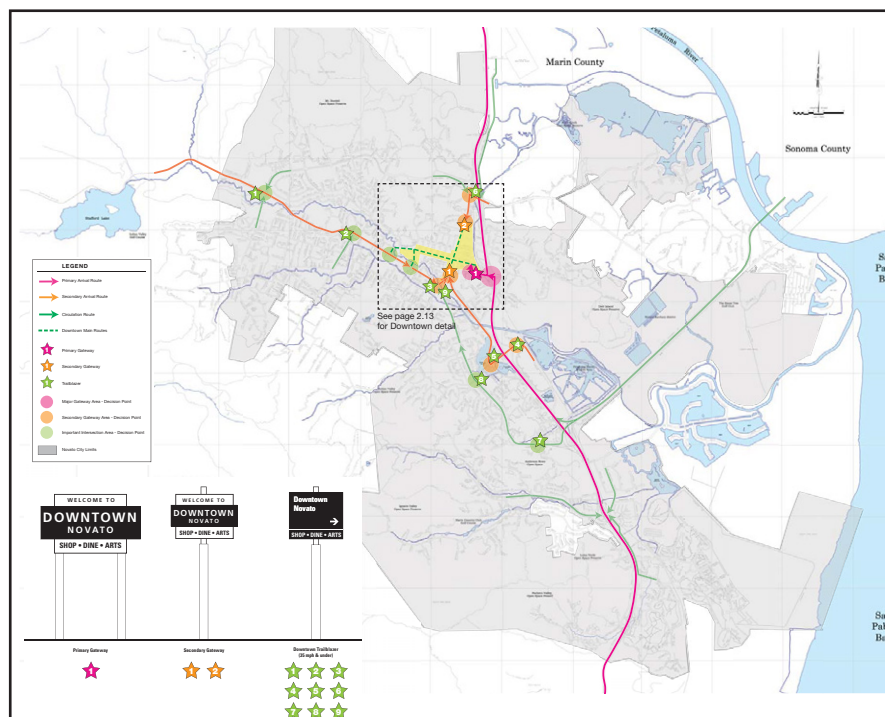
city's districts and destinations, using both pedestrian and vehicular circulation to determine what the best wayfinding tools would be and where they would be placed. This report creates a strong foundation for the overall design and dictates future development strategies which are outlined in the Table of Contents below:

■ **FIGURE 7.5:**
Table of Contents: Novato's Wayfinding and Signage Program included an extensive wayfinding analysis as seen in this excerpt of the Table of Contents. Courtesy of Merje Environments and Experiences.

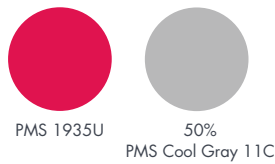
Section 1	Strategy
	1.1 Introduction
	1.2 Objectives & Philosophy
	1.3 Project Approval Process
	1.4 Sample Criteria for Inclusion
	1.8 Visual Clutter
	1.9 Climate & Urban Conditions
	1.10 Management & Maintenance
	1.12 Sustainability
Section 2	Wayfinding Analysis
	2.1 Wayfinding Tools
	2.2 Wayfinding Tools: Pre-Arrival Technology
	2.3 Wayfinding Tools: With-In City Technology
	2.5 Wayfinding Tools: Environment
	2.6 Wayfinding Tools: Tools
	2.7 Wayfinding Tools: Existing Signage Evaluation
	2.8 Signage Technical Criteria
	2.9 Information Hierarchy
	2.10 Highway Signage Review: Highway 101 North
	2.11 Highway Signage Review: Highway 101 South
	2.12 Arrivals and Gateways
	2.14 Districts
	2.15 Destinations
	2.16 Terminologies and Abbreviations



■ **FIGURE 6.8:** *Wayfinding Tools: A chart depicts the types of wayfinding tools that can be implemented. Conventional signage is just one component of an overall system which also includes GPS navigation, mobile apps, orientation maps, transportation, and hotel staff training. Illustration courtesy of Merjie Environments and Experiences.*



■ **FIGURE 6.9:** *Gateway Analysis: This graphic analyzes the city's traffic patterns to pinpoint areas that will be most effective as gateways to welcome visitors and what areas and attractions should be established as destinations. Illustration courtesy of Merje Environments and Experiences.*



Primary Color Palette



Secondary Color Palette



Primary UNM Logo



Secondary UNM Logo (stacked)



Full reversed UNM Logo (stacked)
the logo should only be used for special applications, engravings, etc.

■ **Figure 6.10:**
Institutional logos for UNM are used in a systematic fashion. Source: UNM Wayfinding Assessment Report.

PRECEDENT: UNIVERSITY OF NEW MEXICO WAYFINDING ASSESSMENT REPORT

TAKEAWAY

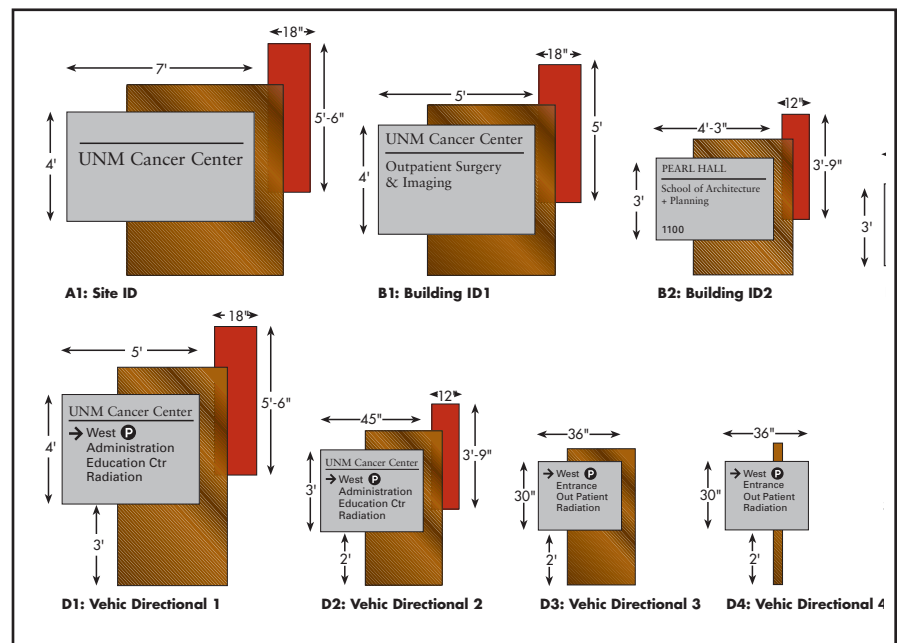
- Design logo and family of signage with detailed drawings for fabrication.
- Identify a budget for fabrication and installation
- Develop an implementation strategy that allows for phasing

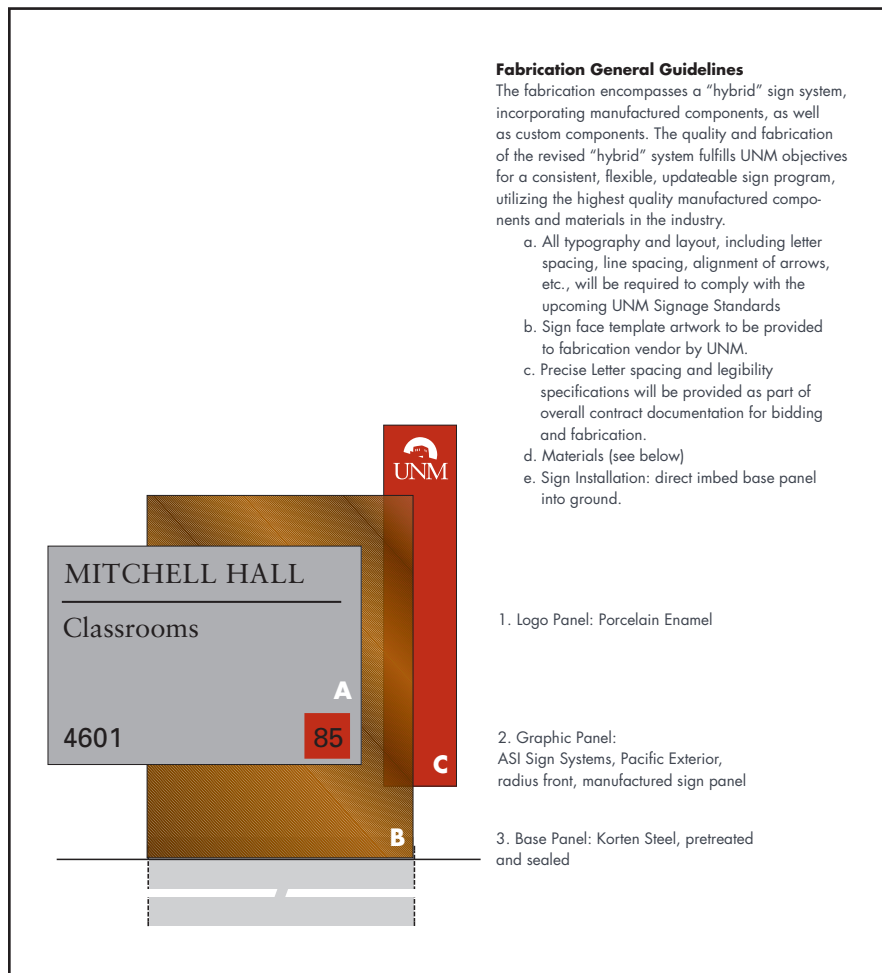
SUMMARY

In this example, from the University of New Mexico, D/P/S in conjunction with JettWalker, Inc. created an assessment that focused on the graphic design of a family of signs as well as a fabrication and implementation strategy. In contrast to the City of Novato, this project had a narrower scope with the goal to implement a new signage standard throughout the campus; however, it is a useful case study

as it specifically details standards for signage and a cohesive family of sign types that can be built as budgets allow. Creating a family of signage that can be used in a variety of applications helps to direct visitors while creating a signature aesthetic for the University.

■ **FIGURE 6.11 :**
Design: A number of logos and signage types were designed to be used in a variety of ways and configurations. Drawings specifying dimensions, layout, and overall standards helped to create a cohesive family of signs. Source: UNM Wayfinding Assessment Report.





■ **FIGURE 6.12 :**

Fabrication: The report includes technical information and details for the creation of construction drawings. Specified materials, font sizes, and other guidelines for construction helps to simplify the process of requisitioning new signs from fabricators. Source: UNM Wayfinding Assessment Report.

BUDGET FORECAST FOR PROGRAMMING	
The budget forecast provided in this document, is based on the DPS proposed “hybrid” sign system, which incorporates, manufactured components, as well as custom components. Specifically, the system includes the following: 1) Logo Panel: Porcelain Enamel. 2) Graphic Panel: ASI Sign Systems, Pacific Exterior, radius front sign panel; 3) Base Panel: Korten Steel, pretreated and sealed; The quality and fabrication of this revised “hybrid” system provides UNM with a guaranteed, consistent manufactured program, allowing for easy updating & reordering. The fabrication utilizes materials of the highest quality in the industry.	
Budget Forecast (cost per unit)	
A.1 Site Monument	\$9,900
B.1 Building Monument (lg)	\$6,610
B.2 Building Monument (med)	\$4,642
B.3 Building Monument (sm)	\$3,600
C.1 Building Directory	\$4,256
D.1 Vehicular Directional (lg)	\$6,610
D.2 Vehicular Directional (med)	\$4,642
D.3 Vehicular Directional (sm)	\$3,840
D.4 Vehicular Directional (xsm)	\$2,000
E.1 Parking Monument	\$4,642
E.2 Parking Aisle ID	\$800
P.1 Pedestrian Kiosk (2 sided) est.	\$6,400
P.2 Pedestrian Directional	\$1,600
D.3 Vehicular Directional (sm)	0
E.1 Parking Monument	23
E.2 Parking Aisle ID	9
P.1 Pedestrian Kiosk (2 sided) est.	9
P.2 Pedestrian Directional	48
B. North Campus	
	Quantity
A.1 Site Monument	4
B.1 Building Monument (lg)	5
B.2 Building Monument (sm)	20 (34)
B.3 Building Monument (sm)	13
B.4 Building ID (wall mount)	TBD
C.1 Building Directory	3
D.1 Vehicular Directional (lg)	5
D.2 Vehicular Directional (med)	22
D.3 Vehicular Directional (sm)	9
E.1 Parking Monument	11
E.2 Parking Aisle ID	61
P.1 Pedestrian Kiosk (2 sided) est.	3
P.2 Pedestrian Directional	19
C. South Campus	
	Quantity
A.1 Site Monument	4
B.1 Building Monument (lg)	8
B.2 Building Monument (sm)	9
B.3 Building Monument (sm)	4
B.4 Building ID (wall mount)	TBD
C.1 Building Directory	12

■ **FIGURE 6.13:**

Implementation: There is an estimate for each sign as well as an overall budget for installation of the signs. This helps UNM create a phasing strategy for implementation that works within their annual budget and timeline. Source: UNM Wayfinding Assessment Report.

PRECEDENT: DURHAM VALLEY SCENIC BYWAY CORRIDOR MANAGEMENT PLAN

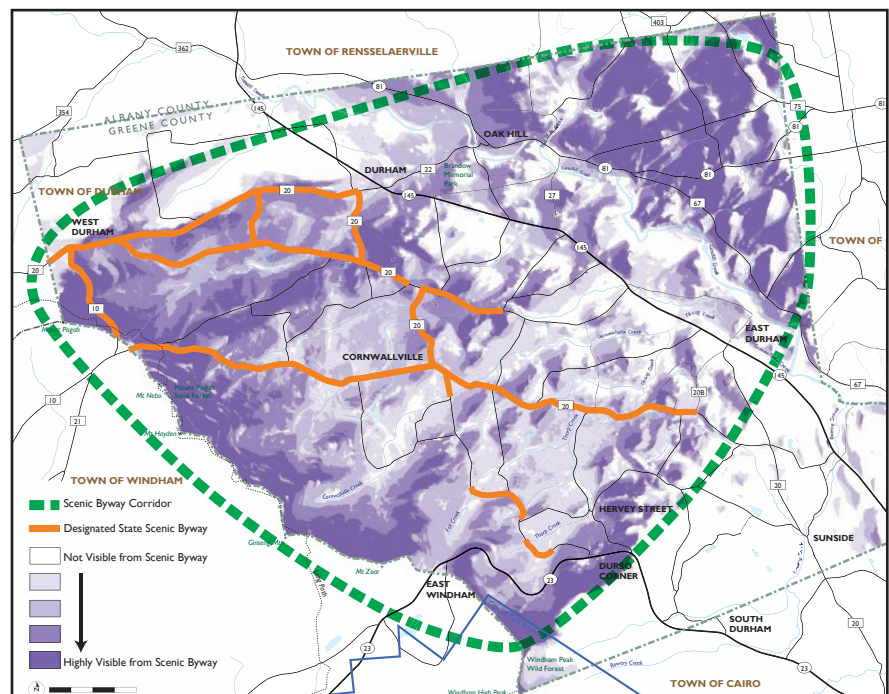
TAKEAWAY

- Collaborate with Federal, State, and Local agencies
- Coordinate wayfinding and signage locations along the Corridor with existing signage
- Identify possible funding options for the different types of wayfinding and signage elements

SUMMARY

Located in the Mid-Hudson Valley, Durham, New York is a town with multiple scenic roadways that weave through a mountainous region, often intersecting and diverging from one another. In order to unify these roadways and create a vibrant area for visitors and the surrounding residents, the town of Durham created a Corridor Management Plan that brought various organizations and state

agencies together. Due to the number of existing scenic roadways and state highways, it was essential to coordinate with these groups to ensure the plan integrated separate regulations and standards, while also creating a strong, cohesive brand.



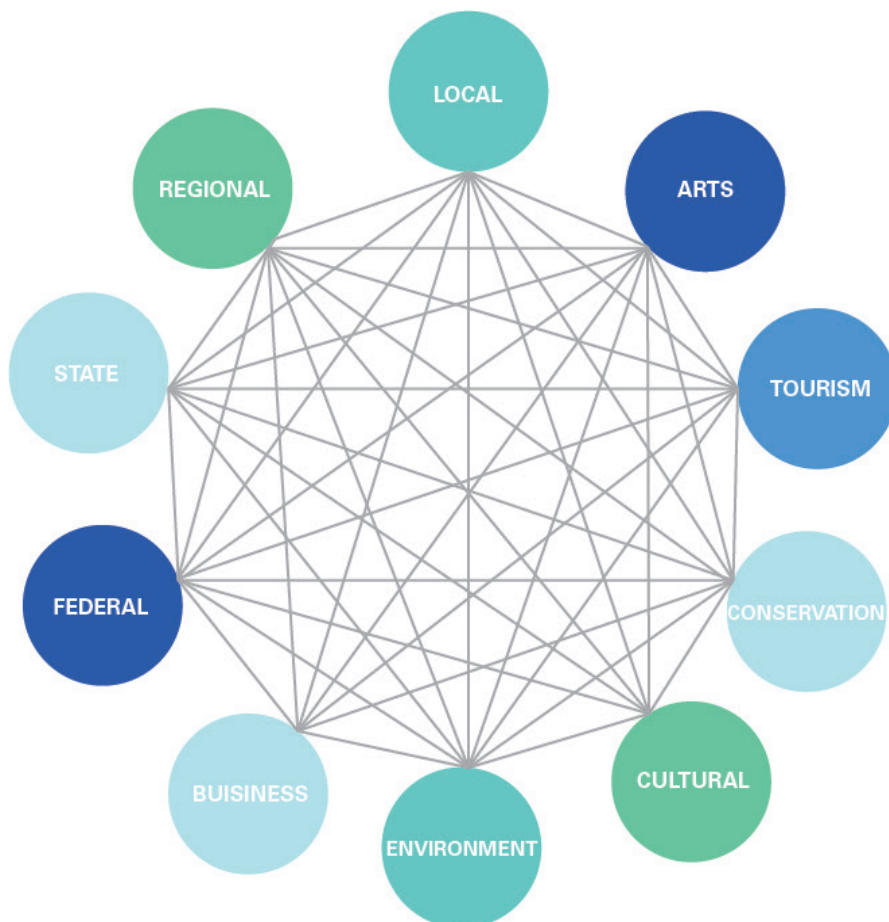
■ **FIGURE 6.14:**
Map of Durham Valley: This map identifies the various State Scenic Byways and how they connect with one another. Source: Durham Valley Scenic Byway Corridor Management Plan.

Signage



STANDARD NYSB SIGN HIERARCHY

- **FIGURE 6.15:**
Signage Standards: These depictions identify the agencies and organizations responsible for providing a specific type of sign. For example, a Byway ID sign is to be provided by NYSDOT, while directional signage is to be provided by surrounding businesses. Source: Durham Valley Scenic Byway Corridor Management Plan.



- **FIGURE 6.16:**
Partnerships: A sample of the various entities involved in the planning process. Source: Durham Valley Scenic Byway Corridor Management Plan.



Striped and designated bike lanes create safer conditions for cyclists. Source: <http://aoa-adventures.com/road-biking-safety-tips/>

BICYCLE INFRASTRUCTURE

Develop bicycle facilities, including bike lanes, bike services and amenities to expand tourism and recreation opportunities along the corridor.

QUICK FACTS

- One survey found that 56% of respondents to a survey of bicycle-related tourists had a median household income of \$75,000-150,000 and 10% earned over \$200,000.
- Bicycle tourists in Montana spend an average of \$75.75/person/day and stay an average of 8 days in the state.
- North Carolina invested \$6.7 Million in public funds towards bicycle facilities and saw revenues of \$60 million and 1,407 jobs in Outer Banks.
- Iowa brings \$1 million per day because of their trail infrastructure, city networks and their multi-city multi-day bicycle tour event.

PROJECT OVERVIEW








This project aims to create a bicycle route along the El Camino Real Corridor. The effort entails identifying the location and type of associated services to help attract bicycle recreation and tourism as a mechanism to improve economic development.

PROJECT PURPOSE

- Construct a safe, easy-to-use cycling facility along the corridor;
- Provide a recreational amenity for local residents;
- Improve safety and operational aspects of the corridor for all users;
- Create facilities that appeal to a diverse range of user abilities (family/leisure to intense cyclists);
- Attract tourists and tourist spending;
- Support healthy communities;
- Facilitate connections to the river, where appropriate.

WHY YOU SHOULD BE EXCITED ABOUT THIS PROJECT

This project is already in demand! It is a high use corridor for bicyclists and has been identified as a Tier 1 facility for construction in the Mesilla Valley Metropolitan Planning Organization (MPO) Bicycle Facilities Priority Plan. Cycling facilities also work in concert with the other catalytic projects, namely agri-tourism and signage/wayfinding. More cyclists using the corridor will support commercial activity in Mesilla, San Miguel, La Mesa, and La Union. New bike lanes are relatively easy to construct and can be built in phases.

	Provide Transportation Options 	Promote equitable affordable housing 	Enhance economic competitiveness 	Support existing communities 	Coordinate policies & leverage public investment 	Value communities & neighborhoods 
 Travel & Transportation	X		X	X	X	X

■ **TABLE 6.17***Applicable Livability Principles***LIVABILITY PRINCIPLES**

The following illustrates the ways in which bicycle infrastructure furthers the HUD Livability Principles:

**Provide transportation options**

This project aims to enhance the roadway facility in an effort to make it safer and more pleasant for bicyclists and vehicles. Doing so would help to promote the use of El Camino Real for bicycle commuting. Coordination with the South Central Transit District and proposed transit routes along NM 28 could expand options for corridor residents to access jobs in Santa Teresa/Sunland Park. Integration with and planning linkages to bus and future possible rail transit will strengthen the possibility of the facility to be used in such a way.

**Enhance economic competitiveness**

The Bicycle Infrastructure project is intended to help attract additional visitors to the corridor. These sought-after visitors are a growing demographic of tourists. The goal is to encourage additional bicycle traffic to the corridor and increase spending at local businesses.

**Support existing communities**

New bike facilities can increase access to the cultural, natural, and historic features of existing communities. Increased tourism spending also helps community businesses remain viable.

**Coordinate policies & leverage public investment**

The construction of bike lanes aligns with existing policies of the Mesilla Valley and El Paso MPO's and is a component of the County's long range transportation plan. Municipalities that would benefit from increased tourism can augment the cost

**Value communities & neighborhoods**

The addition of bicycle lanes to existing roadways makes it safer for cyclists and drivers. With schools along the corridor, it is a great chance to encourage youth to use cycling as a form of transportation and exercise.

El Camino Real Typical Section



Proposed El Camino Real bicycle infrastructure enhancements

PROJECT SCOPE OF EFFORT

Construct a 24-mile bicycle lane along NM 28 from Mesilla to La Union (6-foot bicycle lanes on each side of the roadway)

Existing conditions along NM 28 include two 12-foot travel lanes with little/no improved shoulder within approximately 36-50 feet of right-of-way in most locations.

The minimum amount of right-of-way needed to construct the bicycle lane would be 36 feet (one 6-foot bicycle lane on each side of two 12-foot travel lanes). The majority of the corridor has this amount of right-of-way available, with the exception of one small segment just north of the intersection with NM 182. However, there are some other obstructions along the corridor including 12 culvert structures and 2 locations with existing fencing/walls which are encroaching on the right-of-way. See the map on the next page.

Given the cost of right-of-way

and the extent of infrastructure improvements needed to modify the culverts for roadway expansion, we would recommend a phased approach to the construction of a bicycle lane. With close coordination with the NMDOT, the incremental improvement to the culverts and the ability to reduce to a shared lane at the narrow sections could allow the construction to be completed without the acquisition of right-of-way. The shared lane locations would include the one narrow section north of NM 182, the 12 culvert locations, and the 2 fence locations. If signed appropriately, it is expected that this would operate well.

Future opportunities would allow for infrastructure improvements, specifically at the culvert locations, when additional funds are available or when other improvements are required. Preliminary cost estimates for all of these locations is provided in the overall cost estimate for the proposed project.

Safety

The bicycle facility will result in an improved roadway for all users. The defined bicycle facility will allow a dedicated location for the bicyclists to ride, supporting current riders and encouraging new riders. The signage associated with the bicycle lane will increase drivers' awareness of cyclists, creating a safer environment for both. In addition, the bicycle lane will function as a shoulder on this rural arterial which currently has little or no improved shoulder area. This will bring the greatest safety benefit to the corridor, reducing the potential number of accidents.

Support for Associated Economic Activities

Precedent studies, such as the ones provided on pages 66--67, validate the potential economic development opportunities for communities that construct, support, and market bicycle facilities. Along El Camino Real Corridor, wineries, restaurants, and art galleries could all benefit from more cyclists along the

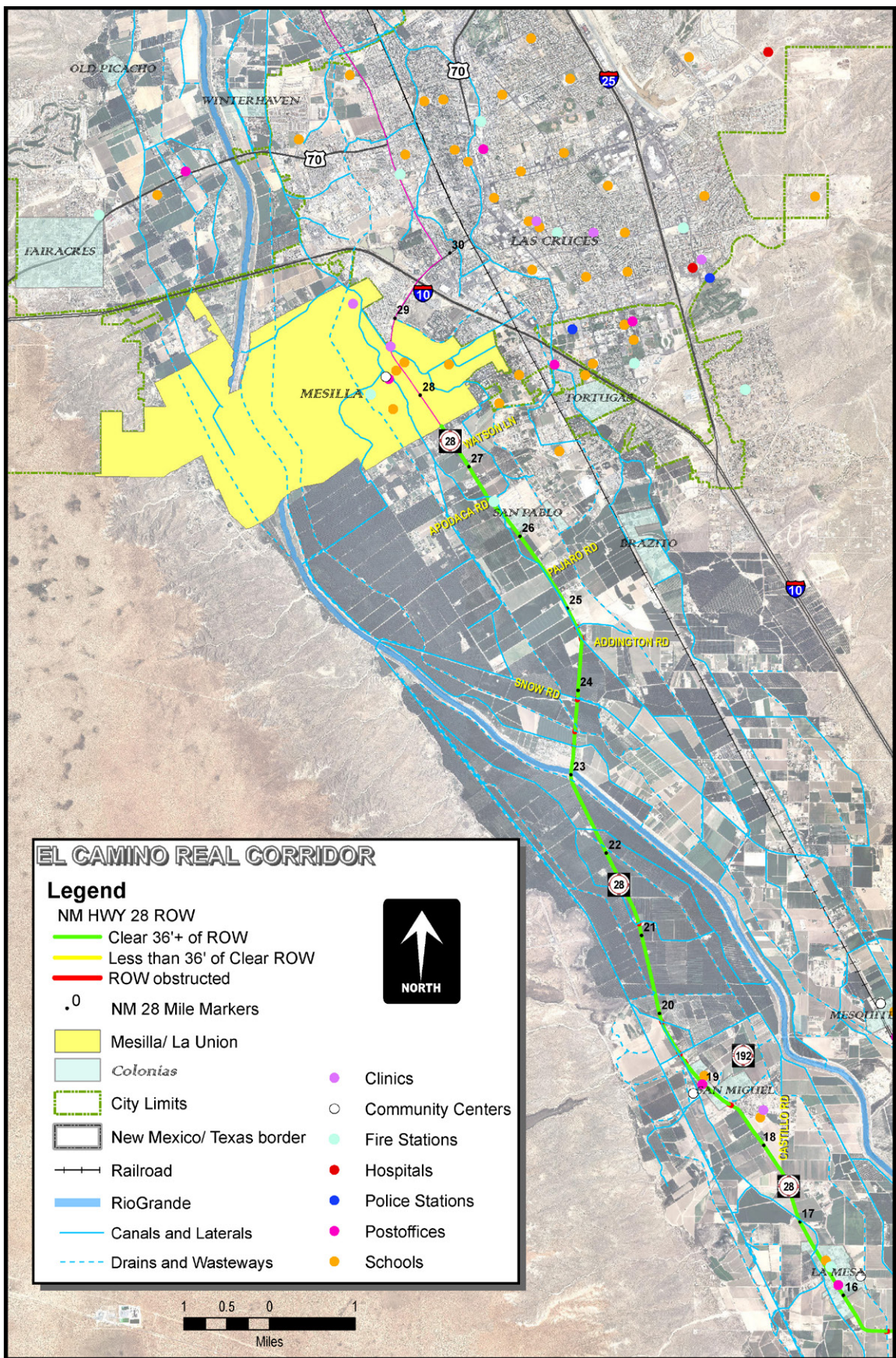


FIGURE 6.18
Highway 28 between Mesilla and La Union has sufficient right of way to add bike lanes.

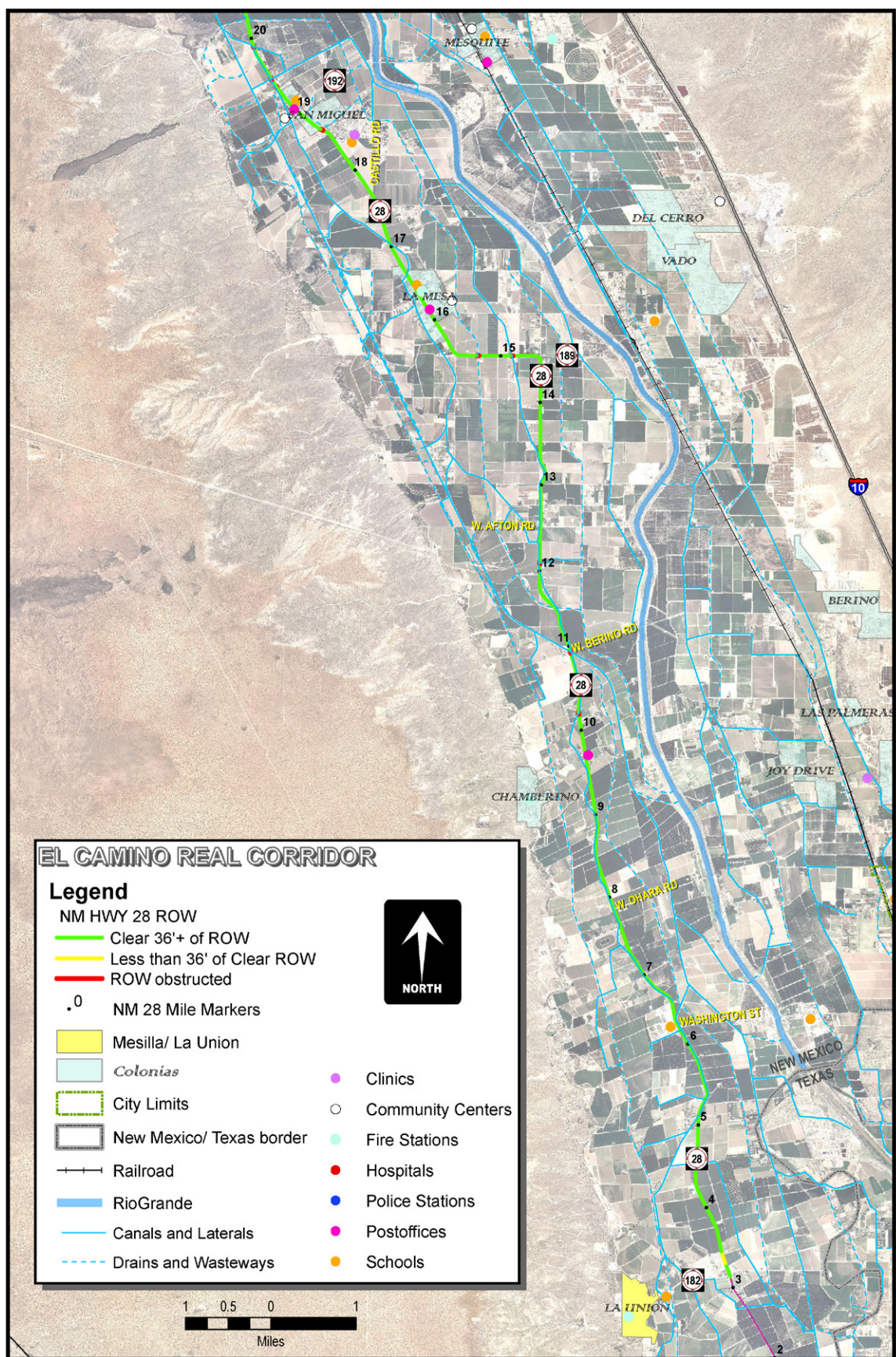


FIGURE 6.19
Highway 28 between Mesilla and La Union has sufficient right of way to add bike lanes.

corridor.

Potential new economic opportunities include:

- Bicycle rental shops;
- Bicycle tours for visitors;
- Bicycle repair facilities;
 - This could be very small-scale and include some additional bicycle supply equipment within an existing retail location;
- Beverage and food sales;
 - These could also be small-scale, seasonal, and associated with existing retail locations.



Mesilla celebrates Bike Day, photo courtesy of Ashleigh Curry

The type and magnitude of associated services for each of these locations can be scalable and expand over time, bringing short-term and long-term economic development opportunities to the local communities. Mesilla, La Union, and La Mesa already have businesses that provide some of these services.

Enhanced Connectivity to Cultural, Historic, and Natural Sites

There are several cultural and historic sites adjacent to or nearby this section of the El Camino Real Corridor. They are primarily located in Mesilla, San Pablo, San Miguel, La Mesa, Chamberino, and La Union. Given these already existing treasures (churches, plazas, historic buildings), a well-signed and marketed bicycle route could make it easier for people to visit and appreciate these historic and cultural sites. The location of the historic and cultural sites would be included in the marketing effort

for the bicycle route, introducing the area to new visitors with little expenditure.

The Rio Grande runs along the east side of NM 28 for the majority of the catalytic project corridor. The distance to the Rio Grande from NM 28 ranges from .25 miles to little over a mile. There are no bicycle trail connections to the Rio Grande at this time, but the opportunity for connectivity exists in numerous locations along the arroyos managed by the Elephant Butte Irrigation District (EBID). There is potential for Doña Ana County to establish a trail-use agreement with EBID for specific locations within the County, leading to the future possibility of making this connection to the Rio Grande easy and pleasant for bicyclists. This could result in shorter bicycle loops that connect to/from NM 28 while providing a different bicycle riding opportunity for locals and tourists.

There are also many agricultural properties adjacent to this section of NM 28. So, as part of the overall planning effort it will be important to make the connection between agri-tourism initiatives and the bicycle route. Providing information such as what crops are being grown, growing techniques, and the local history behind them could enhance the cycling experience.

Creating Associated Educational and Recreational Activities

With five elementary schools located along or near the corridor, there are some great opportunities to provide educational experiences for local youth. Field trips along the bicycle route could connect school children to local historical and natural areas as well as promote healthy mobility – a sustainable lesson for the entire region.

Marketing Effort to Increase



Image left: Bike racks are an important component of bicycle infrastructure. Image above: cycling is a popular way to tour wineries.

Awareness

True success of this project, measured in increased revenue to the community, will be dependent upon a comprehensive and engaging marketing effort. This effort will align with other catalytic projects, specifically new signage and agri-tourism. Some great examples are shown in the precedent studies that follow this section. A strong marketing campaign could also include organized events, annual rides, festivals along the route and educational/safety activities.

POTENTIAL IMPLEMENTATION PARTNERS

- NMDOT
- Mesilla Valley MPO
- El Paso MPO
- City of Las Cruces
- Town Of Mesilla
- La Mesa
- San Miguel

- La Union
- NMSU
- Local businesses (raise awareness for accommodating cyclists: bike racks, etc.)
- Local schools
- Local healthy communities organizations (NM Health Coalition)

BENEFITS / RETURNS TO THE COMMUNITY

As with other catalytic projects, it may be difficult to precisely quantify the benefits or returns to the community. Listed below are potential benefits from this project:

- Creation of new businesses or expanded services for existing businesses;
- Local resident benefits and access;
- Health and recreation benefits;
- Improved Roadway (Safety and Operations);
- Environmental benefits and sustainability;
- Induced spending – opportunity to spend money on other activities in the corridor;
- Increased tourism visitation and revenue.

HOW MUCH IT WILL COST

As step one in the process to construct a bicycle facility, NM 28 south of Las Cruces has been identified on the Mesilla Valley MPO Bicycle Facilities Priorities Plan as a Tier 1 Priority Project. This sets the foundation for the identification of funding sources. All public transportation projects require identification by the regional planning agency, the Mesilla Valley MPO, prior to the allocation of any state/federal funds. Upon identification of a specific funding source, the project will then be documented in the Transportation

Improvement Program (TIP) which is a fiscally-constrained list of transportation projects for the area managed by the Mesilla Valley MPO. Subsequent to the TIP, it would also require documentation in the NMDOT State Transportation

Improvement Program (STIP) in order to complete the environmental clearance process or allocation of state/federal funds. Coming up with over \$3 million dollars will be a challenge for the County. So it is expected that state

federal dollars may be needed. Below is a cost estimate for completing the project.

OPINION OF RANGE OF PROBABLE COSTS		
ITEM	OPINION OF RANGE OF PROBABLE COSTS	NOTES
Design/ Construction of a bicycle lane	\$146,000 / Mile	Based on NMDOT Design Standards
24- Mile Project (short to medium term)	\$3.36 million	Includes planning/permitting/design/construction
Additional costs for Culvert Improvements	\$250,000	Could be phased in over time
92 Miles of the Corridor (long term)	\$13 Million	Long-term
Marketing campaign	\$25,000 to \$100,000	Dependant on level of effort.

■ **CHART 6.20**

Range of Probable Costs for Bicycle Infrastructure

TIMEFRAME

Simplifying this project into clear action items makes it seem feasible. Doña Ana County can take the lead on all of these implementation activities but will require the coordination and support of the NMDOT since it is a state facility. Steps to complete the project are identified in the timeline below.

Since NM 28 is a state facility, irrelevant to the funding source, the environmental clearance process under the National Environmental Policy Act (NEPA) would be required.

	Year 1					Year 2					Year 3			
MONTH:	3	6	9	12	15	18	21	24	27	30	33	36		
Identify and Secure Funding	■													
Environmental Clearance	■	■												
Design Facility		■	■											
Construct Facility			■	■	■									
Coordinate with Communities/Businesses	■	■	■	■	■									
Create Marketing Campaign			■	■	■									
Ride the Route				■										

■ **CHART 6.21**

Estimated timeframe for Bicycle Infrastructure

PRECEDENT: OREGON COAST BIKE ROUTE

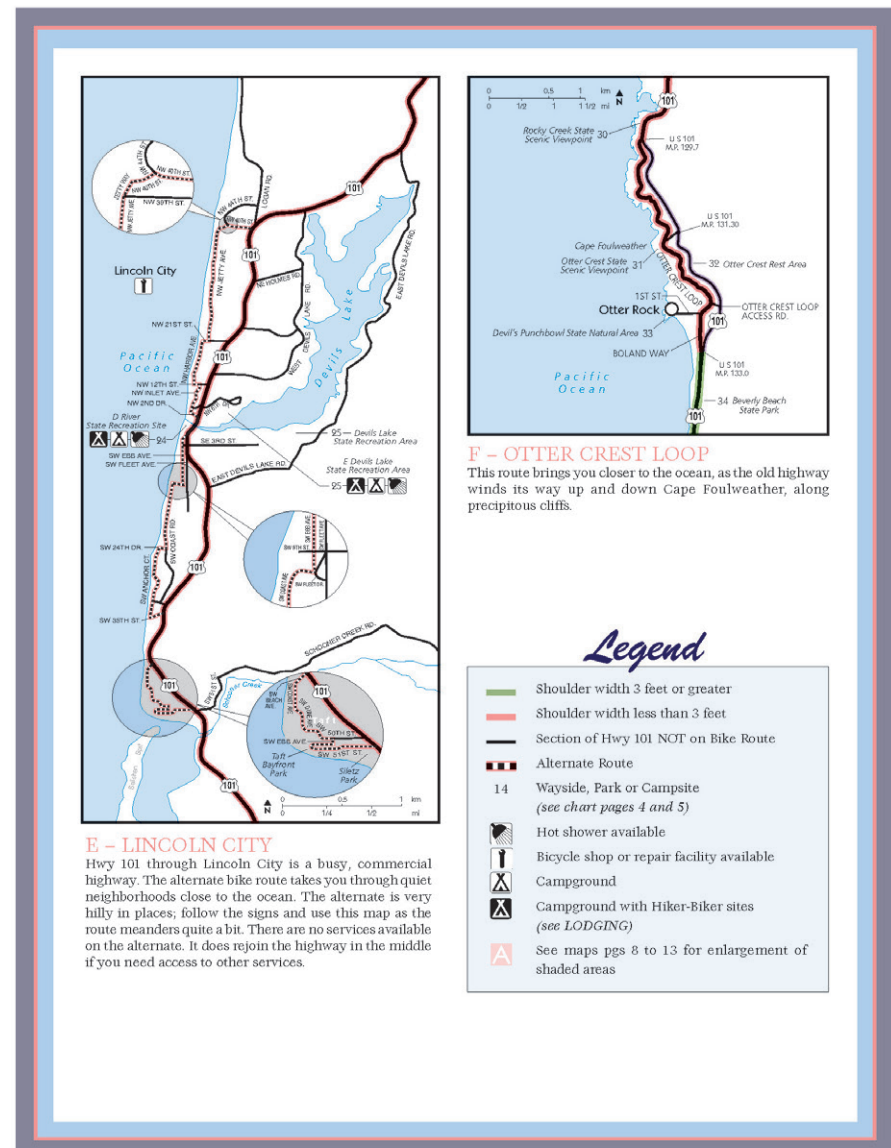
SUMMARY

The Oregon Coast Bike Route is a 370 mile shoulder bikeway that primarily follows U.S. Highway 101. The route contains nearly 16,000 feet of topographic change and includes county roads and city streets. This facility has grown to include campgrounds, bicycle repair and service facilities, as well as showering facilities. The amenities encourage a broad range of riders,

from novice to professional, to enjoy the facility. Route maps conveniently break down the facility into segments and summarize the locales and amenities proximate to the route. It also provides insight to the quality of the facility, such as wide or narrow shoulder, and provides a snapshot of what to expect in terms of topography.

TAKEAWAY

- Route guides provided online and in print
- Guide breaks down route into segments
- Segment information includes brief overview of areas
 - route difficulty
 - bicycle facilities
 - amenities available



■ **FIGURE 6.22**
Sample segment map with pertinent information (Source: Oregon Department of Transportation).

PRECEDENT: TOUR OF THE GILA

SUMMARY

Started in 1987, the Tour of the Gila is a five stage bicycle race that covers approximately 540 kilometers. It begins and ends in Silver City, New Mexico with each stage comprising a single day. A brochure is published by the Tour that provides all the necessary details about the race including registration, mandatory meetings, a race summary, and detailed descriptions about each stage of the

race. Descriptions about the stages highlight key points along the route as well as a topographic profile that lets riders know what to expect in terms of the level of difficulty. A Economic Impact study, conducted by Steven Chavez of Western New Mexico University, found that in 2012, the tour had an \$561,531 impact on Grant County. Further, for every local dollar of investment in the Tour, the County received \$3.44 in return.



TAKEAWAY

- Tour is a 5 stage bicycle race.
- Annual impact greater than \$500,00 in Grant County
- Technical guide provides key details to segments including the topographic profile.
- There was a return of \$3.44 per dollar invested locally during the Tour of the Gila towards the Grant County Economy.

FIGURE 6.23
Segment map detailing the route and key details.



Las Cruces Downtown Growers Market

Source: <http://xofamnewmexico.blogspot.com/2012/11/eat-locally-while-traveling>

CULINARY TOURISM & AGRITOURISM

Coordinate and promote a comprehensive strategy leveraging the culinary and agricultural assets of the Corridor to attract tourists and to increase the production and consumption of locally grown food.

PROJECT OVERVIEW

A culinary tourism and agritourism strategy will attract activity (from both locals and tourists) to the local agriculture and culinary scene by coordinating and marketing the efforts of local growers, wineries, food processors and restaurateurs.

Agritourism: the act of visiting a working farm or agricultural operation to enjoy, to learn, to purchase, or to be involved in agricultural activities.

Culinary Tourism: The pursuit of unique and memorable eating and drinking experiences.

QUICK FACTS

- Over half of the onions consumed in the US during the summer time are from New Mexico.
- Red chile is used as a die for a variety of products.

PROJECT PURPOSE

- Strengthen corridor identity
- Support local farmers and wineries
- Increase consumption of locally-grown food and wine
- Attract visitors and increase visitor spending along the corridor
- Highlight corridor culinary and agricultural destinations, attractions, and amenities
- Connect local farmers with local restaurants and stores
- Add another layer to the Corridor's tourism "product mix"
- Develop the corridor as a destination for visitors to participate in and learn about local agricultural and culinary practices and traditions
- Advance sustainable agricultural practices
- Eventually promote the value added step of turning raw agricultural products into packaged products for resale

WHY YOU SHOULD BE EXCITED ABOUT THIS PROJECT

This catalytic project is one great way to tell the unique story of the corridor by supporting and promoting local agricultural and culinary communities. The effort promotes the importance of the agricultural "sense of place" inherent in El Camino Real's communities within Doña Ana County. A part of this project includes efforts to educate local residents and visitors about the history and resources of the corridor along with efforts to increase sustainable agricultural practices and healthy food consumption. Marketing of these rich assets will also be included to promote tourism and economic development along the Corridor. The combined organizational and financial resources of different groups has the potential to create a cost-effective way to promote the corridor's local agricultural community.








	Provide Transportation Options 	Promote equitable affordable housing 	Enhance economic competitiveness 	Support existing communities 	Coordinate policies & leverage public investment 	Value communities & neighborhoods 
 Local Agriculture			X	X	X	X

TABLE 6.24
Applicable Livability Principles

LIVABILITY PRINCIPLES

The following illustrates the ways in which Culinary Tourism & Agritourism further the HUD Livability Principles



Enhance economic competitiveness

This project aims to distinguish the corridor from other regions in an effort to increase tourism revenue and boost local agricultural production and utilization. Adding to the tourism “product mix” enhances the economic diversity of the corridor and provides opportunities for new jobs in corollary hospitality industries.



Support existing communities

Agriculture is a part of the local culture, having been practiced along El Camino Real for hundreds of years. This project leverages those agriculture-related assets by celebrating and highlighting them, ultimately helping to enhance their viability. This will help to perpetuate these centuries-old traditions.



Coordinate policies & leverage public investment

A modest public investment in marketing will result in a boost in spending along El Camino Real in Doña Ana County.



Value communities & neighborhoods

This project is intended to reinforce and celebrate local agricultural practices that are an integral part of the area's history and culture. By helping to increase additional dollars to the local growers, this project aims to enhance economic development and keep agriculture as viable component of the local economy. This means more money circulating in local neighborhoods.

PROJECT SCOPE OF EFFORT

The El Camino Real Corridor passes through numerous farming communities and historic agricultural areas along its 92 miles between Hatch and Sunland Park. Agriculture is commonly identified as a core characteristic of Doña Ana County and the Corridor, and the area is famous for a range of agricultural products ranging from chiles to pecans. Culinary tourism and Agritourism are therefore natural extensions of coordinated identity and branding efforts which seek to raise awareness of, and draw tourists to, the attractions along the Corridor. Culinary and Agritourism also embrace growing trends in the United States including locally-grown food, farm-to-table dining, and access to healthy, affordable food.

Organization

The overall purpose of this catalytic project is to identify, organize, and promote the unique and memorable culinary assets of the corridor. Done successfully, this should attract more tourism spending and increase local production and consumption of sustainably-grown products.

There are already a number of ongoing efforts to promote local agriculture and culinary assets. This catalytic project would build off those existing efforts to create an organization focused on promoting the culinary and agricultural assets of the corridor.

One way to do this would be to establish a non-profit organization that would spearhead and sustain the effort. The organization would



Top Image: Local vineyard in Las Cruces, NM; Bottom Image: A young girl makes her way out of a cornfield maze in New Mexico. The farmer uses corn maze for tourism as way to supplement income. Source: Joe Raedle/Newsweek/Getty Images

be composed of people, businesses, and organizations that have an interest in promoting agricultural and culinary products of the corridor. This might include local farmers, wineries, stores, restaurants, chefs, event organizers, and professional/industry organizations. Once established, the organization would begin the process of completing a culinary tourism plan for the Corridor, based on the following loosely organized steps.

Existing Conditions

The organization could conduct a thorough inventory of culinary assets and resources along the corridor. This process will identify the resources and assets of culinary tourism in the corridor (facilities, activities, events, organizations, and support industries like hotels, B&Bs, restaurants, schools, wineries). This list can also help ensure that initial alliance membership efforts

did not miss any potential people or organizations.

A thorough understanding of the culinary and agricultural assets of the corridor will help inform a process of defining the primary concepts, themes, products or activities to emphasize in the plan and the follow up marketing effort. Carefully defining and understanding these ideas will also help in the next step of the process.

Identify target audience: Based on the trends and products identified in the previous stage, the next goal is to identify specific segments of the tourist market to target. Issues to be addressed could include:

- Where do potential visitors live?
- Is the corridor more likely to attract locals, people who will drive, or people who will fly?
- What other activities might potential visitors enjoy that



A crowd gathers to watch one of the largest enchilada being cooked at The Whole Enchilada Fiesta in Las Cruces

could be co-marketed with culinary tourism?

- Are certain age and income brackets more likely to generate visitors?
- Could you market to different areas at different times of the year? (for example, snowy, cold weather states during winter months).
- Finally, based on the inventory of assets conducted during the previous stage, what unifying ideas, products, or themes can be identified that address certain target demographics?

Process

The next step in creating a culinary tourism plan is to identify the goals and objectives based on alliance members' input. These goals and objectives should be organized into short-term and long-term categories, and could include (but are not limited to and are not listed in any

particular order) ideas such as:

1. Increase the local distribution and consumption of locally-grown produce/products;
 2. Facilitate regular communication and collaboration between local producers and consumers of agricultural and culinary products and services;
 3. Coordinate an annual event to increase awareness and networking between local growers and local businesses who could benefit from the products;
 4. Create an initial marketing and promotion plan to help draw more visitors to the area. This marketing effort should:
 - Explore partnership opportunities with other regional and state-wide marketing efforts;
 - Create maps to help guide visitors to agricultural and
5. Create online resources to entice potential visitors and help them plan a trip to the area (agricultural and culinary opportunities as well as travel accommodations information);
 6. Coordinate the timing and locations of existing and future events into a coherent schedule that can draw visitors throughout the year;
 7. Plan for the development of a permanent site or facility to host various culinary and agricultural events;
 8. Educate area residents about the benefits and contributions of agriculture to the area's economy, job market, and food supply;
 9. Create a small organization to oversee and champion culinary tourism efforts. Their efforts could include:
 - Identify and coordinate local culinary and agricultural entities;
 - Facilitate the formulation of a culinary tourism strategy;
 - Initiate efforts to market the area for culinary tourism;
 - Develop an event to link local growers, chefs, and stores to help identify common issues and opportunities for collaboration;
 - Coordinate with the proposed wayfinding and signage catalytic project to clearly identify agricultural and culinary destinations.

culinary destinations along the Corridor;

Promoting culinary destinations and agritourism works well with the



Left: Farmers sell their produce at a New Mexico Farmers Market. Source: <http://www.farmersmarketsnm.org/>; Top: Estrella Winery in NM provides tourists opportunities to learn about wine making. Source: <http://culturalentrepreneur.org/blog/tag/agritourism/>; Bottom: Tourists learn about conservation of traditional ways of life through cooking. Source: <http://thefrogblog.org/2013/12/23>

other proposed catalytic projects, particularly the new wayfinding and signage and enhanced bicycling facilities. Similar strategies have been successfully used in many areas; attracting more tourists, and offering them additional reasons to extend their stay and increase their expenditures in the local economy. Culinary tourists often seek out destinations which allow them to combine eating and drinking with other interests such as recreation, historic, and cultural activities.

POTENTIAL IMPLEMENTATION PARTNERS

The stakeholder committee for the Corridor Enhancement Plan is suited to lead implementation of this project. The committee can also partner with the following entities:

- Doña Ana County;
- NMSU;
- South Central Council of Governments;
- Explore New Mexico (listings of wine festivals, food festivals,

and farmer's markets);

- Southwest Marketing Network (helps Southwest producers and communities develop new and improved markets and enterprises and to rebuild local food systems);
- New Mexico Tourism Department;
- Mesilla Valley Food Coalition
- Local food organizations such as La Semilla Food Center;
- Local Restaurant Association;
- New Mexico Wine Growers Association;
- NMSU Hotel, Restaurant, and Tourism Management Program;

Coordinate policies & leverage public investment

The State of New Mexico Tourism Department and El Camino Real Association actively promote the corridor through advertising and websites. This is an opportunity to promote the corridor from a different perspective.

This project also presents an

opportunity to align policies between the Regional Leadership Committee and the Doña Ana and Gadsden Public School districts to increase access to fresh produce for the area's youth. Improved coordination and communication among local farmers, restaurants, and stores will increase local consumption of locally-grown goods and identify new opportunities for cooperation.

The organization dedicated to promoting culinary tourism can identify barriers to collaboration and propose sensible, targeted solutions.

Value communities & neighborhoods

Culinary tourism and agritourism enhance and support the unique characteristics of numerous communities along the corridor, including:

- Local farms and orchards;
- Local wineries and restaurants;
- Mesilla, Hatch, Sunland Park,
- Colonias and Towns

BENEFITS / RETURNS TO THE COMMUNITY

If successfully implemented, the project will enhance economic diversity and competitiveness, which, in turn, can increase economic opportunity and quality of life for local residents.

- Support and enhance the viability of local agriculture;
- Celebrate an important aspect

of corridor identity;

- Increase tourism visitation and revenue;
- Increase activity and expansion of local businesses
- Job creation in agricultural and culinary sectors as well as in corollary hospitality and support sectors;
- Local residents have better access to healthy, affordable

and locally grown food.

HOW MUCH IT WILL COST

A modest investment is required to effectively jumpstart the initiative.

Efforts include:

- Establish an organization/ agency to facilitate coordination, planning, and marketing efforts;
- One or two paid staff members, volunteer Board of Directors;

OPINION OF RANGE OF PROBABLE COSTS		
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	

■ **TABLE 6.25**

Range of Probable Costs for Culinary and Agritourism

- Marketing and promotion;
- Website design and maintenance;
- Organize annual event to connect local growers and producers with local chefs and stores;
- Organize and host annual festival - celebrate culinary

attractions and of the corridor.

TIMEFRAME

The estimated implementation steps and milestones listed below provide a rough outline of the major tasks necessary to write and implement a Culinary and Agritourism Plan for the Camino Real Corridor. In

several cases the timeframes will most likely overlap with each other and do not need to be considered discrete tasks. The total estimated timeframe for implementation of this catalyst project ranges from 18 to 36 months, placing it within the Corridor Management Plan's short-term catalytic timeframe.

	Year 1					Year 2				Year 3			
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													

■ **TABLE 6.26**

Estimated timeframe for Culinary and Agritourism



Agritourism in action. Source: Ontario's Four- Year Culinary Tourism Strategy and Action Plan 2011-2015

PRECEDENT: ONTARIO, CANADA

TAKEAWAY

OCTA Success Criteria

1. Leadership
2. Market-ready or near market-ready culinary products and resources
3. Integrated strategy
4. Partnerships and Community-based collaboration
5. Financial support and performance measures
6. Destinations with good access from key origin markets
7. Sufficient market intelligence
8. Culinary tourism resources distinctive to the region
9. Destinations with multiple culinary tourism experiences
10. An effective destination marketing organization

SUMMARY

Ontario, Canada has a robust and well-coordinated Culinary Tourism Plan. The province's efforts began in 2006 with the release of its 10-Year Culinary Tourism Strategy and Action Plan, 2005-2015. This plan led to the creation of the Ontario Culinary Tourism Alliance (OCTA), an industry-led organization charged with leading the implementation of the 2006 plan on behalf of the province. The OCTA operates as a non-profit organization under the administrative and legal umbrella of the larger Ontario Restaurant, Hotel, and Motel Association (ORHMA). OCTA membership is comprised of official recognized destinations, industry organizations, businesses, and producers throughout the province. In addition to implementing stated goals from the 2006 plan, the OCTA conducts and

collects research on tourism trends, food and beverage trends, and other relevant studies and has become a noted source of expert knowledge on various subjects relating to agricultural and culinary tourism. The organization recently released an updated report, Ontario's Four-Year Culinary Tourism Strategy and Action Plan 2011-2015 to assess progress made during the first half of the strategic plan, to update goals and objectives, and to identify new outcomes and priorities based on the first five years of growth. OCTA has consisted of two paid positions over the course of its first five years (Executive Director and Operations Manager), but has identified the need to expand based on the success of the organization and the demands placed upon the staff as Culinary Tourism in Ontario grows.



Culinary scenes. Source: <http://www.immediapr.com/project=alberta-culinary-tourism-alliance>

PRECEDENT: MICHIGAN CULINARY TOURISM

TAKEAWAY

1. Established an 11- member council
2. The Council has two full-time and one part-time staff members
3. Established the Michigan Culinary Tourism Alliance through the U.S. Specialty Crop Block Grant Program
4. Concerted effort to capitalize on culinary tourism.

SUMMARY

The Michigan Culinary Tourism Alliance (MCTA) is an initiative spearheaded by the Michigan Grape and Wine Council to raise awareness about the economic benefits of promoting Michigan as a culinary destination. The 11-member Council was established by the State Legislature within the Department of Agriculture and Rural Development to promote Michigan's wine grape and wine industry and to "stimulate economic development through value-added, sustainable agriculture." The Council has two full-time and one part-time staff members and is supported through non-retail liquor license fees. In 2009 the Council, along with food and specialty crop producers and other partners, was awarded funding from the U.S. Specialty Crop Block Grant Program to establish

the Michigan Culinary Tourism Alliance. Under the leadership of the Grape and Wine Council, the Alliance partnership includes diverse members such as the Michigan Department of Agriculture, the Michigan Restaurant Association, Travel Michigan, Michigan State University, chefs and culinary schools, the state Farmers' Market Association, and the Food Systems Economic Partnership. The grant application identified the growing consumer trends of culinary and agritourism and proposed a coordinated alliance among Michigan's wine, specialty crop producers, restaurants, and other hospitality industries to capitalize on the increasing number of travelers seeking regional food and wine experiences.



Barrel Tasting at a Winery in Michigan. Source: <http://eatdrinktc.com/>

To increase the potential economic impacts of culinary tourism in the Michigan market, the Alliance coordinates the development of promotional messages and trip planning tools for visitors and leads efforts to entice more Michigan restaurants to actively support and feature local specialty crops and wines.

One successful project is the creation of “Foodie” itineraries that are prominently featured on the State’s official tourism website: www.michigan.org/foodie-tours. The promotional materials calling for the development of these “Foodie” itineraries in different parts of the state suggested that “an ideal

foodie tour would include”:

1. Three restaurants that feature local foods;
2. One Farmers Market;
3. One U-pick farm;
4. One winery;
5. Four others which could include an ice cream store, bakery, fish, meat, and specialty shops like Cherry Republic, chocolate/fudge (all made in Michigan) ;
6. One brewery

Fourteen different tours are currently listed on the Pure Michigan website. Each listing includes destinations highlighted on the tour with contact information, a brief description of the restaurant, farm, winery, etc. and a link to its website. A map

identifies each destination within the regional context.

Another activity of the MCTA is to organize trade events with key restaurant decision makers and to make presentations to communities, local businesses and other groups, explaining the economic benefits of culinary tourism. For example, the Michigan Food and Wine Showcase held in 2010 attracted 30 wineries and two specialty food producers. In addition, Alliance staff contributes brief write-ups about upcoming culinary events and attractions for inclusion in newsletters and online resources of member organizations.



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

COMMERCIAL REVITALIZATION

Community revitalization projects are designed to catalyze reinvestment in existing communities along the corridor and improve the quality of life for local inhabitants.

PROJECT OVERVIEW

This catalytic project aims to create a strategy for development near the intersection of NM 273 (McNutt Road) and Racetrack Drive. Drawing from community input, building off of the Sunland Park Master Plan, and using the Livability Principles as guides, this project begins to generate a mixed-use, commercial hub at the southern end of Doña Ana County's El Camino Real that doubles as a gateway to the corridor.

PROJECT PURPOSE

- Revitalize commercial corridors of El Camino Real within Sunland Park.
- Enhance the streetscape/public realm along and within McNutt Rd (NM 273) and Racetrack Drive.
- Create green, public space.
- Support local businesses.
- Foster an active public realm.
- Enhance safety and access.
- Create a model process for other locations along the corridor

project is also close to the proposed Anapra port of entry with Mexico, and within walking distance of significant local attractions including the Sunland Park Racetrack, and Ardovino's Restaurant.

The project proposes to take underutilized Sunland Park municipal land and create a commercial, mixed use hub at the northwest corner of McNutt Road and Racetrack Drive. The project also proposes to improve the streetscape to facilitate safe access across this section of the corridor. The project is meant to support locally owned and operated commercial businesses and help reinvigorate commercial activity.

QUICK FACTS

1. For every \$1 the State of New Mexico invested in the MainStreet program, districts saw private sector investment of \$21.89 in building rehabilitation and \$22.55 in new construction.

WHY YOU SHOULD BE EXCITED ABOUT THIS PROJECT

This catalytic and prototypical project is located in the southern part of the corridor. It will create a gateway at the southern end of El Camino Real corridor. With its proximity to El Paso, Texas and the growing Santa Teresa employment hub, it can also take advantage of the strong demand for retail and commercial uses in this area. The

Ultimately, the concept for streetscape enhancements as well as public/private partnership can be applied to various communities along El Camino Real looking to achieve similar outcomes.








	 Provide Transportation Options	 Promote equitable affordable housing	 Enhance economic competitiveness	 Support existing communities	 Coordinate policies & leverage public investment	 Value communities & neighborhoods
 Community Revitalization	X	X	X	X	X	X

TABLE 6.27*Applicable Livability Principles***LIVABILITY PRINCIPLES**

The following illustrates the ways in which Commercial Revitalization furthers the HUD Livability Principles:

**Provide Transportation Options**

The Commercial Revitalization project encourages redevelopment that is designed to be multimodal and built for visitors who arrive by alternative forms of transportation including walking, bicycling, and public transit.

**Promote Equitable Affordable Housing**

The proposed catalytic project creates a development framework that includes affordable housing as a possible and complementary use.

**Enhance Economic Competitiveness**

The Commercial Revitalization project is intended to improve the physical condition and aesthetics of the local Sunland Park business district and encourage new spending at local establishments. It also takes advantage of the proximity to El Paso, Texas to create a destination for citizens in the nearby metropolitan area to visit and spend money.

**Support Existing Communities**

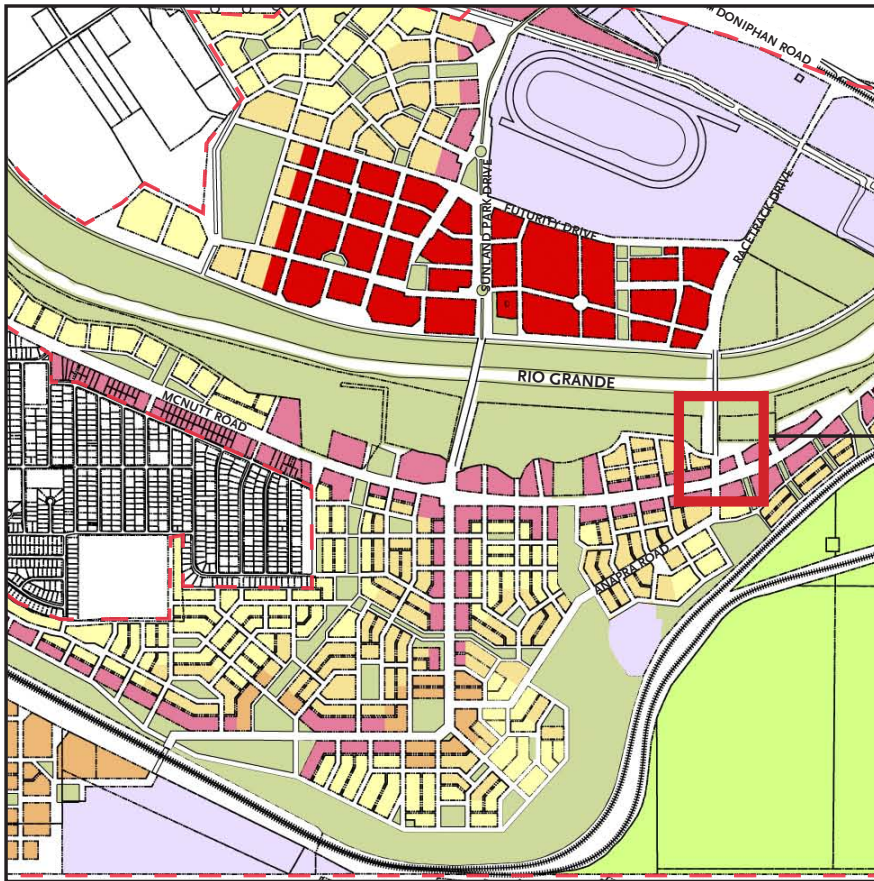
This project aims to increase the competitiveness of local businesses and provide locals with new commercial, social, and recreational opportunities.

**Coordinate Policies & Leverage Public Investment**

This project takes a piece of underutilized municipal land and leverages the land to create new economic activity. It requires a coordinated effort between the City of Sunland Park, the NMDOT, and the County on both land use and transportation policies.

**Value Communities & Neighborhoods**

This project is meant to restore and enhance the physical environment of historic places along El Camino Real. This project aims to create neighborhood-scale mixed use development at a major intersection of El Camino Real corridor.



■ **FIGURE 6.28**
Sunland Park Downtown Corridor &
Border Crossing Master Plan by Moule &
Polyzoides, 2007.

SITE

PROJECT SCOPE OF EFFORT

The proposed project aims to re-imagine the current site of City Hall as a mixed use development that anchors the beginning of a mixed use corridor and ushers in a new form of development within Sunland Park. This project builds upon the Sunland Park Downtown and Border Crossing Master Plan that is depicted above. It also takes advantage of the fact that the City of Sunland Park intends to move its municipal offices to a new location, thereby creating an opportunity to redevelop this prominent intersection.

Improving commercial corridors was identified as a priority catalytic project, but it was not clear to the project team as to how to transform

that concept into a catalytic project. This project is more location-specific than the three prior projects in this chapter. However, the intention is that this can be used as a model for redeveloping other areas along the corridor. The City of Sunland Park owns an approximately nine acre parcel at the northwest corner of McNutt Road (the corridor) and Racetrack Drive. This project proposes a framework for redeveloping that site.

Key features of the conceptualized catalytic development include:

- Commercial/Retail space
- Onstreet parking and bike lanes along Racetrack Drive
- Enhanced pedestrian crossings at McNutt Drive
- Street trees for shade relief

The following outlines short and long-term elements of the project:

Short term

- Enhance pedestrian crossings and create a gateway to the corridor.
- Determine a process for selecting a suitable developer for the site.
- Create a more detailed site development plan and development strategy.

Long term

- Develop the site to include a mix of uses, including retail, restaurants and housing.
- Integrate a public green space into the project that connects to the existing riverfront park and destinations such as Sunland Racetrack and

To assess the feasibility of redeveloping this site, the project team analyzed the existing conditions for the site, zoning, and overall market demand for land uses including residential and commercial. From these background analyses, the project team generated a series of concepts for the site and for the adjacent road improvements. These are explained in more detail on the following pages.

The site's approximately nine acres provides a variety of options for land uses, from retail to housing. The zoning for the land along McNutt Road is C-2, commercial. As shown in figure 7.27 of the Sunland Park Downtown Corridor & Border Crossing Master Plan, the area that is not directly adjacent to McNutt Road is also designated for residential uses.

For the concept plan, a variety of land uses were considered, including retail, office, residential, and light industrial. Since market demand for multifamily residential and retail appear to be strongest, these uses were depicted. But since this is a preliminary concept, the designated uses could change as the project becomes more defined.

One key driver for the design was a request for green space to be incorporated into the site. The result was a linear park that delineates between the retail liners along McNutt Road and Racetrack Drive from a potential residential development. The park aligns in such a way to afford a view of the river and a proposed pedestrian/multi-purpose bridge that would connect to the site with the river trail that lies to the north of the Rio Grande. (see figure x on page x).

Another key driver to the site was the intention to develop a mainstreet-type feel to Racetrack Drive, directly adjacent and visible from McNutt Road. The catalytic project intentionally fronts the street with minimal setbacks and provides a framework for pedestrian and bicycle use within the site and to places beyond.

The concept plan proposes the following:

- 25,000 sq ft. of Retail/Commercial
- 108 multifamily residential units
- 0.6 acre linear public park

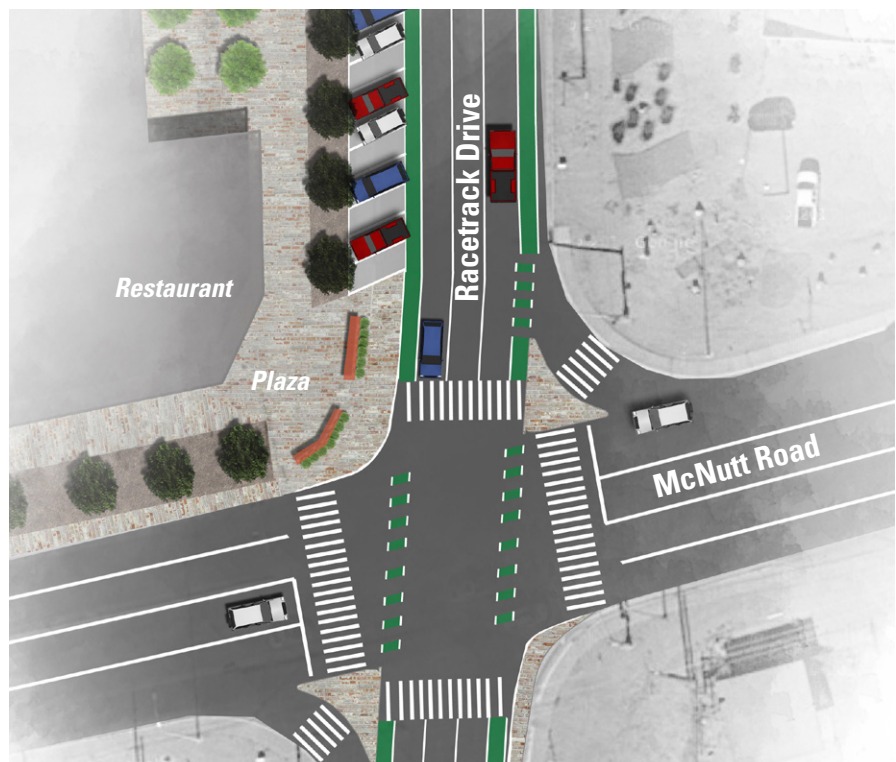
Streetscape / gateway improvements

This project has the potential to create a memorable gateway quality near the southern end of El Camino Real within Sunland Park. By incorporating landscape, signage,

■ FIGURE 6.29

Proposed right-of-way pedestrian and bicycle infrastructure enhancements at the intersection of McNutt Road and Racetrack Drive. Proposed enhancements include:

- International pattern pedestrian crosswalks
- Pedestrian refuges
- Bicycle lane markings through intersection
- Extended sidewalks at the intersection
- Protected signalization for pedestrians on McNutt Road



lighting, and a gateway feature, this intersection can provide a clear entrance to El Camino Real corridor in New Mexico.

This intersection can also be improved to make it safer for pedestrians and cyclists. As the concept illustration on the following page shows, pedestrian crosswalks could be installed across McNutt Road and Racetrack Drive to provide highly visible and safe crossings for pedestrians. These improvements would be done through a coordinated effort with NMDOT, Sunland Park, and the RLC.

Public Private Partnership to Develop Municipal Site

Existing Conditions Site Analysis

While the project team did some initial analysis, a more detailed analysis of the existing site and the surrounding context should

be performed to aid the City and potential development partners in understanding the opportunities and constraints of the subject site. Elements that may be necessary include a site survey, geotechnical analysis, Phase I Environmental survey, and a more detailed market feasibility. A pro forma, which estimates the financial viability of a planned development, should be conducted for the proposed project to help identify key cost issues and opportunities for the development.

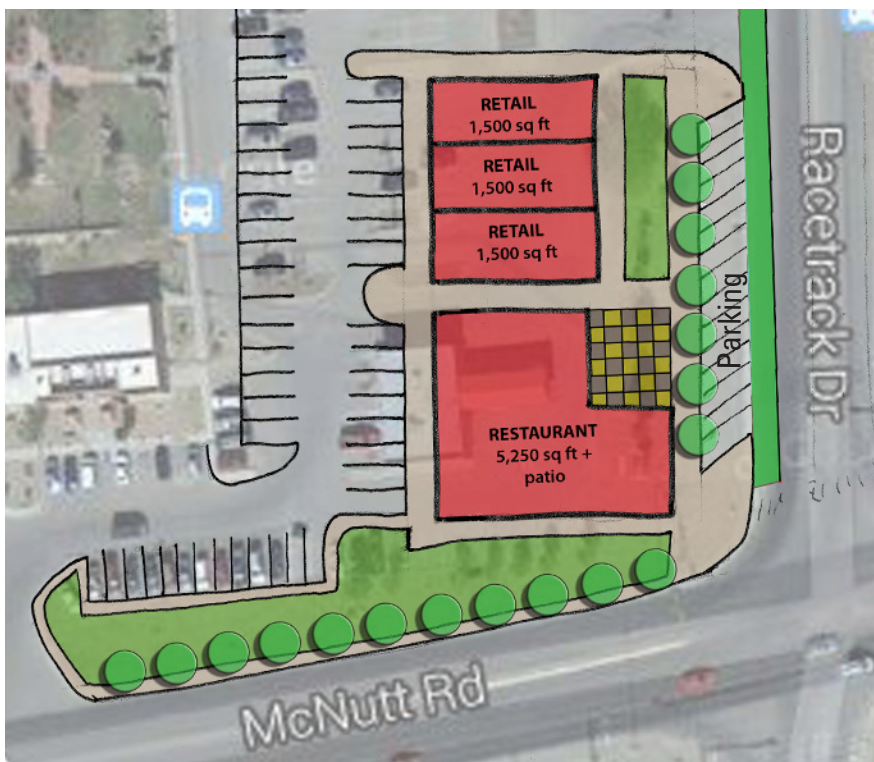
Development concept

This catalytic project proposal is based on a high level existing conditions site analysis and market analysis. The primary purpose of developing an overall conceptual site plan is to show how the site could be transformed to create new economic activity that enhances the community. However, it is only one concept; there are multiple ways

that this site could be redeveloped.

There are a number of strategies that Sunland Park could use to redevelop this parcel. The most common strategy is to develop a partnership with a development entity that can design, finance, and construct the project. The remainder of this section assumes that the City would issue a request for proposals to select an entity capable of developing the site.

The City of Sunland Park will ultimately need to determine the extent to which these strategies are necessary and tailor an ultimate strategy to the intended outcome as public perception and market demands fluctuate. As illustrated on the following page, development of the nine-acre parcel would be phased and contingent upon the developer and what is proposed.



■ **FIGURE 6.30**

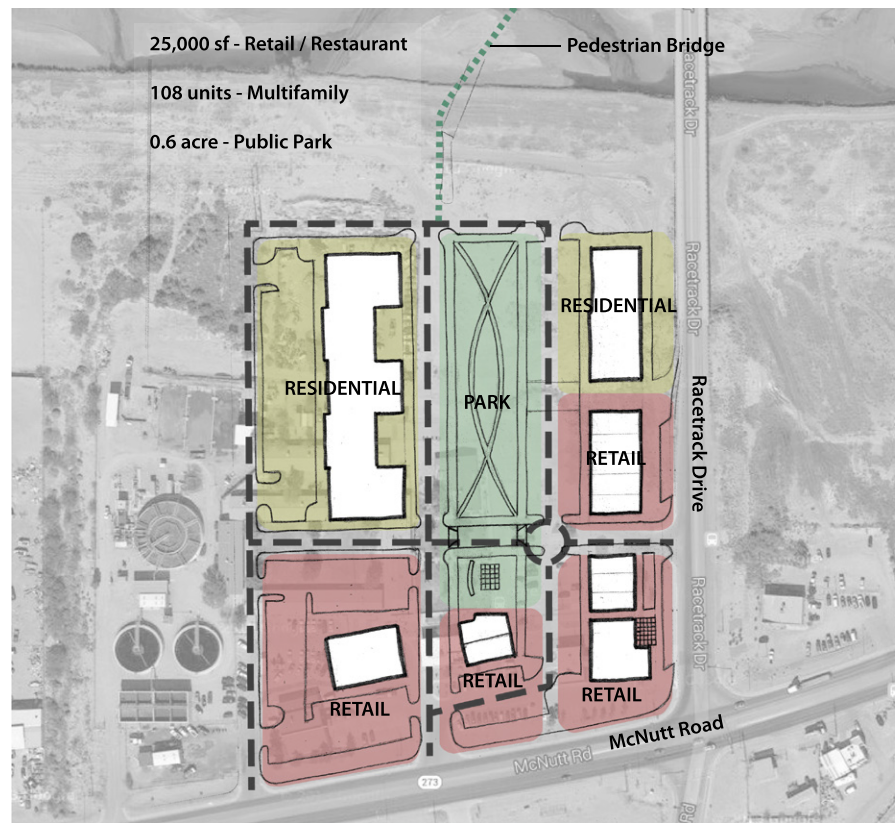
Proposed Phase I catalytic project includes the following:

- 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.

■ **FIGURE 6.31**

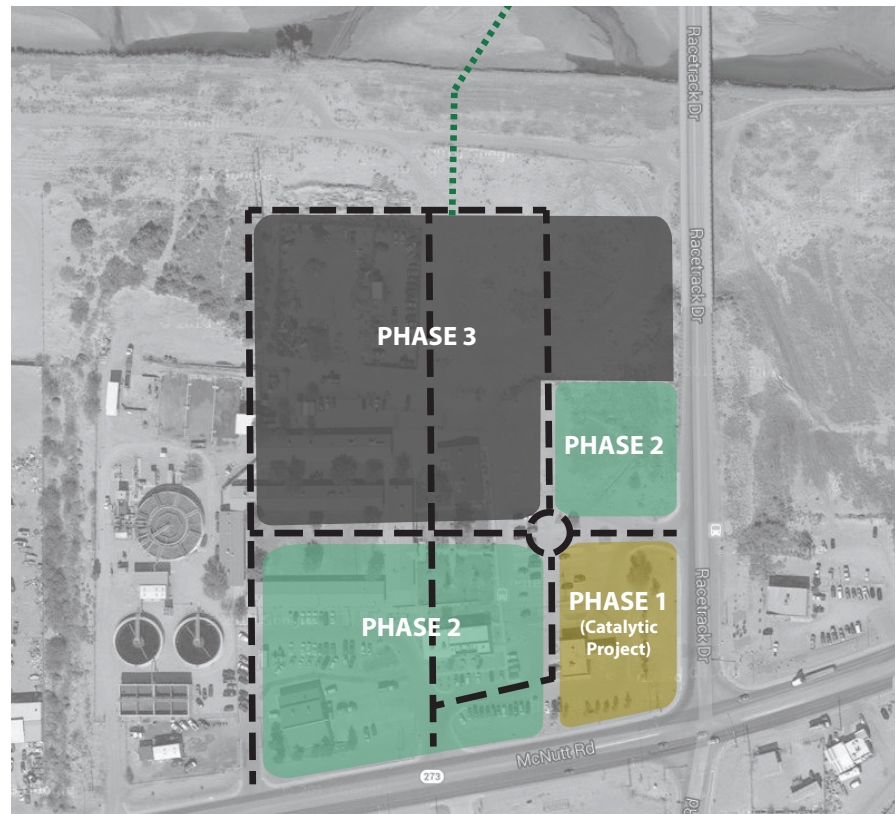
Conceptualized full build out of the City/County property. Proposed land uses include the following:

- 25,000 sq ft Commercial/Retail
- 108 Multifamily Residential Units
- 0.6 acre Public Park



■ **FIGURE 6.32**

Conceptual phasing diagram for City/County property. Phase 1 includes the catalytic commercial project; Phase 2 includes additional commercial space as well as a public plaza; Phase 3 includes the extension of the public plaza along with multifamily housing.



Process

This plan document along with any completed and updated analyses or related reports would be utilized as the basis for a Request for Proposals (RFP) for developers to complete design and construction. The RFP should be written to provide flexibility for interested developers to propose alternative solutions to the design and financing of the project. The RFP would be conducted through an open and transparent, competitive bid process.

POTENTIAL IMPLEMENTATION PARTNERS

- City of Sunland Park
- Doña Ana County
- NMDOT
- New Mexico Main Street
- Local development community
- Local business groups/ association
- Arts organizations.
- El Paso MPO

BENEFITS/RETURNS TO THE COMMUNITY

- Priority project at south end of the corridor
- Help to enhance the gateway quality of entering the State along the historic highway
- Help to entice investment and spending along the corridor
- Invest in the existing community
- Well designed streetscape would enhance safety and aesthetic beauty
- Support existing community
- Capitalize on surrounding economic development



■ **FIGURE 6.33**
Pedestrian-oriented commercial development

HOW MUCH IT WILL COST

Table 7.32 below provides a range of probable, estimated costs for the various project scope items.

OPINION OF RANGE OF 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.

TABLE 6.34
Sunland Park probable costs

TIMEFRAME

Total estimated time for site development buildout is three years. Table 7.33 below provides an approximated timeframe for phase and project scope items. This timeframe is subject to variation as it is dependent upon various factors including project management and the economic factors.

	Year 1				Year 2				Year 3			
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)												

TABLE 6.35
Timeframe



■ **FIGURE 6.36**
 Bridge Boulevard Corridor Redevelopment
 Plan. Concept by Dekker/Perich/Sabatini,
 2013.

PRECEDENT: BRIDGE BOULEVARD REDEVELOPMENT PLAN SOUTH VALLEY, NM

TAKEAWAY

- Generated land use and development concepts for activity centers
- Market-based development concepts
- Conceptualized an urban form that promotes walking, biking, and transit use

SUMMARY

Bernalillo County led the effort to develop a plan aimed at revitalizing a nearly three mile stretch of Bridge Boulevard, a key east-west arterial within the Albuquerque metropolitan area. The County was charged with developing catalytic project concepts that were based upon market studies and fulfilled the objectives of the plan. One of the three catalytic projects was for the Tower Employment District and included a land use and development scenario for a community activity center

that contains a higher intensity of mixed uses that are configured in a pedestrian-friendly manner. This concept complemented the “Main street” concept that was chosen by community as the preferred street character.



■ **FIGURE 6.37**
North Bullard Street, Silver City, NM.
(source: silvercitytourism.org)

PRECEDENT: MAINSTREET SILVER CITY, NM

TAKEAWAY

- Leveraged funding through NM Mainstreet Program
- Improved the function and design of Mainstreet Leverage
- Used drainage infrastructure to create a public amenity
- Infrastructure investments catalyzed three times the value in private investment

SUMMARY

The Town of Silver City, a historic mining town in southwestern New Mexico, had a 40 percent vacancy rate in the mid 1980s. Flooding in the area contributed to design solutions that made it difficult for visitors to access businesses along the main commercial street. Through the State of New Mexico's MainStreet program, the town leveraged financing that helped to turn rainwater infrastructure into an asset and apply a design that enhanced access to businesses.

Overall, over \$2 million in public investment was made, resulting in new sidewalks, decorative street lighting, and a linear park. This investment helped to catalyze over \$6 million in private investment, the creation of 145 new businesses, and rehabilitation of over 100 buildings. The success of the program led to an Arts and Cultural District designation under the MainStreet program, providing additional funding opportunities for infrastructure meant to enhance the quality of life for area residents.

ECONOMIC BENEFITS OF CATALYTIC PROJECTS

This section provides a brief overview of the complete Economic Benefits analysis which can be found in the appendix. The economic benefits of the four proposed catalytic projects are addressed in two sections: one for the tourism-oriented projects (bicycle facility; wayfinding and signage project; and culinary and agritourism), and the other for the proposed commercial revitalization pilot project in Sunland Park.

TOURISM-ORIENTED CATALYTIC PROJECTS

Increasing tourism visitation and spending is one approach to diversifying the economy, generating increased revenue, and supporting net new jobs along the Camino Real corridor. The three catalytic projects addressing Wayfinding and Signage, Bicycle Infrastructure, and Culinary and Agritourism together form a cohesive strategy for pursuing this goal. The new bicycle lane pilot project between Mesilla and

La Union and a new organization focused on the coordination and promotion of the agricultural and culinary resources of the area will work in conjunction with each other to attract additional visitors to the corridor. Improved wayfinding and signage options will enhance their experience once there.

These three projects contribute to a mutually supporting environment that also compliments the existing historic, natural, and cultural resources of the corridor. For example, a safer and more convenient bicycle trail along Highway 28 increases the ability of visitors to enjoy the natural beauty of the corridor and to more easily visit farms, wineries, towns and historic sites found between Mesilla and La Union (and eventually along the length of the corridor). In addition, improving the bicycle facilities and culinary and agricultural tourism options helps bring a critical mass of activities

to the corridor. In order to entice tourists to visit in the first place, or to extend their stay, there must be enough appealing options to fill their time in a meaningful way. Multiple attractions and options for each type of activity can also help draw repeat visitors, ensuring future visits as they will not feel like they have experienced everything the corridor has to offer in a single trip.

Three economic benefit metrics were estimated using research from case studies and other sources: visitation, direct spending, and new employment. A summary of the conclusions are presented below and in Table 7.34.

Visitation

Deriving an average from numerous other bicycle facility case studies shows that, once growth has occurred and a stabilized performance level is reached (estimated at five years), an average of 3,000 annual visitors per mile

■ **TABLE 6.38**

Visitation, Direct Spending, and Employment Generation for Tourism-Oriented Catalytic Projects

Category	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Conservative Scenario										
Total Combined Visitation	8,490	18,033	27,619	37,249	46,923	49,002	49,982	50,982	52,001	53,041
Total Combined Direct Spending	\$323,217	\$830,873	\$1,367,407	\$1,934,330	\$2,533,211	\$2,874,783	\$2,932,279	\$2,990,925	\$3,050,743	\$3,111,758
Estimated Total Jobs	7	18	28	39	50	56	56	56	56	56
Average Scenario										
Total Combined Visitation	12,735	26,523	40,354	54,228	68,147	70,651	72,064	73,505	74,975	76,475
Total Combined Direct Spending	\$484,826	\$1,154,091	\$1,852,233	\$2,580,765	\$3,341,255	\$3,698,987	\$3,772,967	\$3,848,426	\$3,925,395	\$4,003,903
Estimated Total Jobs	10	24	38	52	66	72	72	72	72	72
Optimistic Scenario										
Total Combined Visitation	16,980	35,013	53,089	71,208	89,371	92,300	94,146	96,029	97,949	99,908
Total Combined Direct Spending	\$646,435	\$1,477,308	\$2,337,059	\$3,227,199	\$4,149,298	\$4,523,191	\$4,613,655	\$4,705,928	\$4,800,047	\$4,896,048
Estimated Total Jobs	14	31	48	65	82	88	88	88	88	87

Source: U.S. Bureau of Labor Statistics; Economic & Planning Systems

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can be expected for the Camino Real bicycle facility. Throughout the more detailed analysis provided in the appendix, three scenarios are presented: conservative, average, and optimistic, with average scenario numbers presented here. Under the average scenario, the 24 mile Mesilla to La Union pilot project should eventually generate 72,000 visitors per year, including approximately 48,000 day/local users (67 percent) and 24,000 overnight visitors (33 percent).

Culinary tourism studies generally indicate that 15 percent of overall visitors are deliberate culinary tourists. Using the Las Cruces Convention and Visitors Bureau visitation statistics as a baseline, it is estimated that once visitation has grown in response to the proposed culinary tourism plan, that by 2021 approximately 12,700 additional culinary tourists will be visiting the corridor annually, 5,700 of which will be overnight visitors.

Direct Spending

Although comparable studies indicate a fairly wide range of daily spending for bicyclists, the averages show that local/day users are likely to spend approximately \$19 per day and overnight visitors are likely to spend \$97 per day. The overnight visitor spending figure includes bicyclists who stay in hotels as well as those who stay in other, less expensive facilities such as campgrounds. Based on these figures and the bicycle visitation numbers above, it is estimated that once stabilized visitation is

reached after approximately five years, the facility should generate approximately \$3.2 million in annual direct spending under the assumed average scenario.

Concerning culinary spending metrics, studies consulted indicated that culinary tourists spend more than general tourists, often significantly. However, because the research was not as clearly defined as studies related to bicycling, EPS has used a conservative figure, basing the analysis on the current data point for the State of New Mexico which is \$215 per day. Based on the 5,700 overnight visitors estimated in 2021, this equates to approximately \$1.23 million in annual culinary tourism spending.

As mentioned in the introduction to this section, culinary tourism and bicycle tourism are mutually supporting activities, and the research indicates that there is likely to be significant overlap between the two cohorts (35 percent). Thus, to calculate the overall direct spending impact of the two proposed projects, bicycle tourist visitation was reduced by 35 percent to account for the overlap and to avoid double counting. When the tourism related projects have reached a stabilized level in 2021, total combined direct spending is estimated at \$3.7 million, increasing to \$4 million by 2025.

Employment Generation

To estimate potential employment generation from the tourism oriented

catalyst projects, Bureau of Labor Statistics industries were selected that correspond to tourism and hospitality to determine baseline figures and trends for employment and annual wages. Potential job growth was calculated by dividing annual wages into the proportion of direct spending attributable to wages. Under the average scenario, the analysis shows that the bicycle and culinary tourism projects should support approximately 70 net new jobs once stabilization is reached.

COMMERCIAL REVITALIZATION IN SUNLAND PARK

The consultant team identified a pilot project catalytic node at the intersection of Racetrack Drive and McNutt Road (NM 273) in Sunland Park for potential redevelopment as part of the Camino Real Corridor Management Plan, as shown in Figure 1 on the following page. The entire 9.44 acre site is owned by the City of Sunland Park and currently houses several City offices. Based on high

level market demand projections, the consultant team developed potential development programs and streetscape improvements for both a pilot project on 1.6 acres and for a complete development on the entire 9.44 acres. The project aims to help create a southern gateway to the Camino Real Corridor, to facilitate safe access across this section of the corridor, and to establish a mixed use hub on underutilized land

in Sunland Park. The project builds upon the Sunland Park Downtown Plan and the Border Crossing Master Plan, and when developed is intended to catalyze the market for additional real estate development, increase business opportunity, and broaden the Doña Ana County tax base.

As explained in greater detail in the appendix, the catalytic project has several merits and is financially feasible, with City participation through a Metropolitan Redevelopment Area (MRA). The MRA enables the City to direct Tax Increment Financing (TIF) proceeds into the project to increase quality and close gaps. With the gap financing, the project is feasible and the City can catalyze the market, establish new comparables, and stimulate additional development activity along the Camino Real corridor.

Key findings (also shown in Table 7.35 to the left) include:

- The residential component of the project provides a stronger financial return when compared to the retail component. Thus, the full project should be undertaken as a whole, with residential and commercial built simultaneously, which will minimize the amount of public financing required.
- When considered in its entirety, the project generates a surplus of approximately \$1.6 million, which can be used by the City to leverage additional catalytic projects and/or civic improvement along the corridor.

■ **TABLE 6.39**

Project Feasibility and Gap Financing Analysis

Description		Total
Market Value		\$16,762,690
Project Costs		\$15,437,000
Residual Land Value	\$3.22	\$1,325,690
	<i>Per Sq. Ft.</i>	
Land (Market Value)	\$5.37	\$2,208,178
	<i>Per Sq. Ft.</i>	
Feasibility Gap¹		No (\$882,488)
Potential Sources		
Tax Increment Financing (TIF)		
Current Assessed Value ²		\$0
Future Residential Taxable Value		\$4,641,180
Future Commercial Taxable Value		<u>\$946,383</u>
Future Assessed Value		\$5,581,976
Increment		\$5,581,976
Future Residential Revenue	37.26 Mills	\$172,930
Future Commercial Revenue	41.01 Mills	\$38,808
Annual Revenue		\$211,739
20-year Total		\$4,234,774
Bond/Upfront Payment ³	5.0% Interest Rate	\$2,506,796
Total Gap Financing		\$2,506,796
Gap		(\$882,488)
Surplus		\$1,624,308
Feasibility		Yes

¹ Calculated in Table 14, *Feasibility Results Summary – Complete Project*

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

³ Assumes 20-year Bond and a 5.0% admin fee

Source: Economic & Planning Systems

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- In addition to the funds that can be used to leverage future projects, the pro forma assumes that the City will be fully compensated for the current market value of the land. Thus, the City will be able to monetize the current asset and use proceeds, estimated at \$2.2 million, for other municipal projects.
- The project will create 108 dwelling units and 25,000 square feet of commercial floor area at a key intersection on the Camino Real corridor, thus providing opportunity for local business development.
- The tax base of the City of Sunland Park and Doña Ana County will increase both in terms of assessed valuation for property taxes and revenue attributed to GRT. Note that the pro forma assumes a redirection of property tax revenue (but not GRT) into the project (as a function of the TIF) for a 20-year period.

Bicycle and Culinary Tourism Economic Benefits Summary
El Camino Real Corridor Management Plan

Category	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Conservative Scenario										
Total Combined Visitation	8,490	18,033	27,619	37,249	46,923	49,002	49,982	50,982	52,001	53,041
Total Combined Direct Spending	\$323,217	\$830,873	\$1,367,407	\$1,934,330	\$2,533,211	\$2,874,783	\$2,932,279	\$2,990,925	\$3,050,743	\$3,111,758
Estimated Total Jobs	7	18	28	39	50	56	56	56	56	56
Average Scenario										
Total Combined Visitation	12,735	26,523	40,354	54,228	68,147	70,651	72,064	73,505	74,975	76,475
Total Combined Direct Spending	\$484,826	\$1,154,091	\$1,852,233	\$2,580,765	\$3,341,255	\$3,698,987	\$3,772,967	\$3,848,426	\$3,925,395	\$4,003,903
Estimated Total Jobs	10	24	38	52	66	72	72	72	72	72
Optimistic Scenario										
Total Combined Visitation	16,980	35,013	53,089	71,208	89,371	92,300	94,146	96,029	97,949	99,908
Total Combined Direct Spending	\$646,435	\$1,477,308	\$2,337,059	\$3,227,199	\$4,149,298	\$4,523,191	\$4,613,655	\$4,705,928	\$4,800,047	\$4,896,048
Estimated Total Jobs	14	31	48	65	82	88	88	88	88	87

Source: U.S. Bureau of Labor Statistics; Economic & Planning Systems

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■ **TABLE 6.40**

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

■ **TABLE 6.41**
Implementation Table

BICYCLE INFRASTRUCTURE Transportation Alternatives Program (TAP) Funds

This may be the most viable funding source for this project. This money is distributed to the local municipalities, becoming an opportunity for the County, Las Cruces, and Mesilla to join together and build a regional bicycle facility with their combined allocations of TAP funds. TAP funds are distributed through the Mesilla Valley and El Paso MPO and require a local match at the minimum of 14.5%.

NMDOT Pavement Preservation Program (PPP) Funds

The typical process for adding bicycle lanes to a rural arterial would be for it to occur when the roadway requires full reconstruction. This would be done with Pavement Preservation Program (PPP) funds, which is the primary roadway funding source at the NMDOT District level. NM 28 is not currently on a schedule for full reconstruction: only chip-seal maintenance improvements. There could be potential for the combination of local financial support with State-level maintenance funds to build the bicycle facilities.

Congestion Mitigation Air Quality Funds through El Paso MPO

The southern portion of the bicycle facility is on the border of the El Paso MPO boundary. Due to air quality conditions in El Paso, the El Paso MPO does receive Congestion Mitigation Air Quality (CMAQ) funds. Mesilla Valley MPO doesn't receive CMAQ funds. CMAQ funds can be spent on regional bicycle facilities.

Further research would need to be completed to investigate if this bicycle facility is eligible due to the restrictive criteria for expenditure. The entity must be able to document a projected emission reduction as a result of the project. This would require establishing NM 28 as a commuter route; however, this determination is supported by the proposed transit route in the area connecting Las Cruces to Sunland Park.

Legislative Funding

With enough public and political support, there could be potential for legislative funding.

Federal Scenic Byways Funds

Although not currently available, there is hope federal funding could become available in future years.

CULINARY AND AGRITOURISM

While the County could certainly take a lead or organizational role, case studies suggest that an industry-led, non-profit organization is one successful approach to organizing and implementing culinary tourism efforts. As mentioned above, this organization can include a wide variety of people, businesses, advocates, and industry groups in its membership. This should provide a diverse range of opinions and help ensure that the organization serves and coordinates the needs of a variety of stakeholders.

New Mexico Tourism Department Cooperative Marketing Grant Program

<http://nmtourism.org/coop-marketing/>

This program was established to allow non-profit, tourism-related organizations, and local and tribal governments to apply for grant funds from the New Mexico Tourism Department. Awarded funds can be used toward direct marketing costs such as electronic, print and outdoor advertising and the production and placement of them. However, grants cannot be used toward salaries or administrative costs. The grant is a reimbursement based, matching program. The program operates annually on a state fiscal year, July 1 through June 30. The total budget for grant awards in the 2013-2014 cycle was \$600,000, divided among 57 recipients.

USDA Rural Business Enterprise Grants (RBEG) Program

http://www.rurdev.usda.gov/bcp_rbeg.html

This program, from the U.S. Department of Agriculture (USDA) provides grants typically ranging from \$10,000 to \$500,000 (with an emphasis on smaller projects) to rural public entities and private non-profit organizations for rural projects that finance and facilitate development of small and emerging rural businesses across a broad array of activities. While grants are often applied to physical assets, such as land acquisition, building construction, and equipment, other possibilities include establishing revolving loan funds for start-ups and working capital, rural transportation improvement, and project planning. "Any project funded under the RBEG program should benefit small and emerging private businesses in rural areas. Small and emerging private businesses are those that will

employ 50 or fewer new employees and have less than \$1 million in projected gross revenues.”

USDA Rural Economic Development Loan and Grant (REDLG) Program

http://www.rurdev.usda.gov/BCP_redlg.html

Under the REDGrant program, USDA provides grant funds to local utility organizations which use the funding to establish revolving loan funds. Loans are made from the revolving loan fund to projects that will create or retain rural jobs. One example of eligible projects is: “Community Development Assistance to non-profits and public bodies (particularly job creation or enhancement)”. Some work would be necessary to discover if there is an eligible (and willing) local non-profit utility to serve as a conduit for this type of funding. These loans and grants are coordinated through state offices of the USDA Rural Development Division.

Professional or Industry Organizations

Case studies demonstrate that non-profit organizations are often created and funded by industry and professional organizations that stand to benefit from increased visitation and consumption. In the case of the Camino Real Corridor, options for this type of funding might include the local restaurant association and the New Mexico Wine Growers Association.

COMMUNITY REVITALIZATION

Funding and Finance Strategies

A significant component of the El Camino Real Corridor Enhancement Plan is to generate redevelopment along the corridor, creating and expanding new jobs and services. Given that land aggregation costs and new construction costs result in aggregate costs that exceed the level of debt that can be supported with project Net Operating Income (NOI), some form of public financing is needed. The project team conducted a review of available public finance tools to catalyze redevelopment and support new and existing businesses along the corridor. The project team then evaluated the tools for applicability along the corridor. Based on the team’s review, the primary public finance tools with applicability include:

- Local Economic Redevelopment Act (LEDA)
- New Mexico MainStreet Program (NMMP)
- Tax Increment Development Districts (TIDD)
- Metropolitan Redevelopment Agency (MRA)
- Infrastructure Development Zone (IDZ)
- Business Improvement District (BID)
- Low Income Housing Tax Credits (LIHTC)
- New Market Tax Credits (NMTC)

Local Economic Development Act

The New Mexico Local Economic Development Act (LEDA) was passed by the New Mexico state

legislature in 1994 based on the idea that economic development is best addressed at the local level where local officials and community members are most familiar with the challenges facing a particular community. The Act gives local governments the authority to participate in economic development efforts, including the ability to raise revenue through the sale of bonds to finance land acquisition, building construction, or infrastructure to support business retention, growth and development. More specifically local governments may purchase, lease, grant, construct, or reconstruct buildings or infrastructure; acquire or convey land; provide direct loans or loan guarantees for land, buildings or infrastructure; and provide public works essential to location and expansion of business. According to the legislation, retail and farming businesses are ineligible for LEDA funds. LEDA requires local governments to adopt an economic development plan or a comprehensive plan with an economic development component.

New Mexico MainStreet Program

Financing from the New Mexico MainStreet Program (NMMP) may be available for projects other than roadway and redevelopment that would enhance segments of the El Camino Real Corridor. Amenities such as public art, pocket parks, public spaces, and enhanced bus shelters would help redevelopment efforts in the area and attract residents and visitors to socialize, shop locally, and enjoy the unique character of the various

communities along the corridor.

The NMMP is an organization that was initiated in 1985 to provide resources, education, training, and technical services for qualifying MainStreet organizations. Primary program services include organized public outreach and professional marketing of the MainStreet district, including assistance in visitor website design, as well as eligibility to receive MainStreet Capital Outlay Funds for master planning, infrastructure upgrades, and building restoration improvements. Last, businesses in a MainStreet district are eligible for low interest loans to restore, preserve and bring building up to code. The MainStreet Revolving Loan Fund is managed by the New Mexico Historic Preservation Division.

The NMMP does not require any qualifying building form, street configuration, or design standards and is provided free of charge to qualifying districts by the State of New Mexico. However, municipalities and private sources are expected to cover various expenses such as administrative and personnel costs. To be eligible for the MainStreet Revolving Loan Fund, local businesses must have an adopted Business Plan and a design concept. Total loan proceeds are limited to \$75,000.

To qualify as NMMP, a district must navigate a three-phase application process. Phase I, the Emerging MainStreet Program, requires that communities raise local capital from public and private sources and create a local,

volunteer organization. After one year, communities are eligible for Phase II, the Start-Up MainStreet phase. During this two-year phase, organizations must hire paid staff, and NMMP provides ongoing training. Communities also become eligible for Capital Outlay Funds during this phase. The availability of these funds varies from year to year based on approvals from the New Mexico legislature. The final phase, Certified MainStreet Phase, begins the fourth year and continues in perpetuity.

The MainStreet organization staff focuses on ongoing management of the district, increasing the strength of organization and complexity of local projects. During this phase, the MainStreet organization continues to be eligible for Capital Outlay Funds.

Tax Increment Development Districts

The Tax Increment Development Act was passed by the New Mexico legislature in 2006. The act allows for cities and counties to create Tax Increment Development Districts (TIDDs) to fund public improvements that will promote economic development and encourage job creation. For the purposes of TIDDs, public infrastructure includes sanitary and sewerage systems, drainage and flood controls, water systems, highways/streets/roads/bridges, parking, trails, pedestrian and transit facilities, landscaping, public buildings and facilities, electric generation, natural gas distribution, lighting, telecommunications, traffic control,

school sites and facilities, libraries and cultural facilities, equipment related to identified facilities (including vehicles), construction and planning services, workforce housing, and any other unidentified improvement deemed “for the use or benefit of the public.” TIDDs do not have the power of eminent domain, but do have the ability to acquire land in support of tax increment development projects.

Public infrastructure funding is available through tax increment financing (TIF) for both GRT and property tax. The state, county, and municipality can pledge up to 75 percent of GRT and property tax within the TIDD for a maximum of 25 years to pay debt service on bonds issued to cover upfront infrastructure costs. Municipalities, counties, and the state can pledge separate GRT dedications.

The establishment of a TIDD requires the approval of a minimum of 50 percent of real property owners in the boundaries of the district or can be initiated by a local government. In both cases, the establishment of TIDD requires the creation of a tax increment development plan, public hearing, and adoption of a local resolution.

Metropolitan Redevelopment Act

The Metropolitan Redevelopment Act allows municipalities to create Metropolitan Redevelopment Areas (MRAs) to address blight and disinvestment. MRAs are established to promote industry and develop trade and other economic activity, mitigate the threat of

serious unemployment, and maintain a balanced and stable economy. The legislation authorizes MRAs to:

- Acquire, either by construction, purchase, gift, devise, lease or sublease; to improve and equip; and to finance, sell, lease projects or part of projects
- Issue revenue bonds as provided by the Metropolitan Redevelopment Code
- Enter into a financing agreement with others in order to provide revenue to pay the bonds
- Lease, sell, or otherwise dispose of any/all projects upon terms and conditions agreeable to the local governing body
- Have the option to renew any lease or other agreement and to grant options to buy any project at a price approved by the local governing body
- Local governments are not intended to operate commercial enterprises in the redevelopment area, however they can own operate housing facilities, healthcare facilities, utilities, recreation facilities, etc. within the MRA.

MRAs can enter into development agreements, create/revise zoning regulations, assemble land, and improve services and infrastructure. As with TIDDs, MRAs can utilize tax-increment financing (TIF) to fund public improvements, but MRAs are limited to property taxes only. Revenue bonds, with a maximum term of 20 years, may also be issued and do not require voter approval. Also similar to TIDDs, MRAs cannot

use eminent domain to acquire property for economic development. MRAs can also provide property tax deferrals and/or credits.

The MRA is governed by an appointed, unpaid board of directors. Cities can have multiple redevelopment areas and an MRA may be located outside of municipal boundaries, but must be within five miles.

Infrastructure Development Zone

Infrastructure Development Zones (IDZs) are quasi-municipal corporations created to fund infrastructure construction or upgrades. Property owners within an IDZ (requires 30 percent approval) agree to an additional property tax to fund infrastructure needs, creating a system where infrastructure is funded directly by property owners rather than local government. An IDZ can enter into contracts, issue debt, and tax.

An IDZ may be noncontiguous (within 3 miles) and cover land within multiple cities and counties. IDZs are allowed for commercial or residential purposes. Specific permissible improvements include:

- sanitary sewage systems, including collection, transport, storage, Implementation Strategies
- treatment, dispersal, effluent use and discharge;
- drainage and flood control systems;
- water systems for domestic, commercial, office, industrial, irrigation, municipal, fire protection or other purposes;
- highways, streets, roadways,

bridges, crossing structures and parking facilities;

- trails and areas for pedestrian, equestrian, bicycle or other nonmotor vehicle use;
- pedestrian malls, parks, recreational facilities and open space areas;
- landscaping;
- public buildings, public safety facilities and fire protection and police facilities;
- electrical and energy generation, transmission and distribution facilities including renewables;
- natural gas distribution facilities;
- lighting systems;
- cable or other telecommunications lines and related equipment;
- traffic control systems and devices;
- public educational or cultural facilities;
- equipment, vehicles, furnishings related to the items listed in this subsection;
- inspection, construction management and program management costs; and
- solid waste and garbage collection and disposal

Projects are financed through several channels: general obligation bonds (they must be approved in an election), funds contributed by a municipality or county, annual property taxes or special assessments, state or federal grants or contributions, private contributions, user, landowner and other fees, tolls and charges, proceeds of loans or advances, and any other legally permissible

sources.

Business Improvement District

Business Improvement Districts (BIDs) are special districts that allow for a property assessment to finance supplemental services and improvements to maintain and enhance commercial areas and provide services that the local government is unable to provide. Potential services include security, maintenance, marketing, business recruitment and retention, urban design regulation, parking administration, and capital improvements.

Property owners agree to an additional surcharge, or mill rate, in addition to their existing property tax rate. Private non-residential properties are assessed additional mills, while governments, non-profits, and residential owners are exempt from additional mills. Revenue from property taxes fund services and improvements within the district. If upfront investment is required, local governments may issue revenue bonds. Debt service is paid with the additional property tax revenue. BIDs can be managed by a quasi-public agency with a board of directors or a nonprofit agency.

To create a Business Improvement District, property owners and business owners must submit a petition to the local government demonstrating support from 51 percent of property owners within the proposed district.

For the district to realize maximum potential, it is recommended that

70 percent or more of business owners support the creation of the BID. Local business owners petition City Council, appoint a planning group, and prepare a BID management plan. After a public hearing, a local ordinance is adopted and a management committee is appointed.

Low Income Housing Tax Credits

Low Income Housing Tax Credits (LIHTC) is a federal program designed to finance the development of new affordable housing. Federal housing tax credits are awarded to developers of affordable housing in qualified projects that target lower income households (either 20 percent of units affordable to 50 percent of AMI or 40 percent of units available to 60 percent of AMI for a 15-year period). State agencies that allocate the credits, such as the New Mexico Housing and Finance Authority, often required deeper AMI targets or extended restriction periods. After securing an allocation, developers then sell these credits to investors to raise capital (or equity) for their projects, which reduces the debt that the developer would otherwise have to borrow. Provided the property maintains compliance with the program requirements, investors receive a dollar-for-dollar credit against their Federal tax liability each year over a period of 10 years. The amount of the annual credit is based on the amount invested in the affordable housing. For a 9 percent award, projects can receive the potential of up to 90 percent of projects costs for new construction projects, depending on syndication rates of federal tax credits and

the potential mix of affordable housing.

New Market Tax Credits

While LIHTCs are focused on residential projects, New Market Tax Credits (NMTC) are primarily focused on incentivizing investment in new commercial development in underserved or qualified census tracts that generate employment opportunities. Investors receive a 39 percent tax credit in exchange for investment in a certified Community Development Entity (CDE). This credit is received by the investor over a seven-year period. Fewer entities exist in the State of New Mexico with NMTC allocations than LIHTCs, and the legal structure of qualified investment can be difficult to administer. Additionally, the lower level of project subsidy available through NMTCs (39% versus up to 90% for LIHTC) requires additional revenue streams be generated by the project to attract investment; albeit, at lower rates of return than a typical market rate project.

FHA Section 221(d)(4) and 220 Insured Mortgage

HUD offers long-term, fixed-rate, non-recourse (FHA insured) construction and permanent mortgage financing for the development or rehabilitation of multifamily and/or senior projects by both for-profit and non-profit entities. Commercial space is permitted but may not exceed 10 percent of square footage, or 20-30 percent if the project is located in a HUD 220 eligible redevelopment zone. Loans are generally low-interest with a 40-

year amortization period after construction is completed. Loan maximums are generally set to a percent of eligible costs not to exceed a loan to value ratio of 85 to 90 percent depending on the level of project affordability. “Affordable” is defined as multifamily projects featuring 20 percent of project units at 50 percent of AMI or 40 percent of project units at 60 percent of AMI. While 221(D)(4) and 220 insured mortgages provide an excellent source of low-cost, low-risk (non-recourse) capital to multifamily projects, the application and administration of the loans can be cumbersome, and loans under \$4.0 million become comparatively expensive to traditional debt due to the cost of third-party reports through the term of the loan.

CONCLUSION

The El Camino Real Corridor Enhancement Plan is a culmination of genuine outreach, engaging stakeholder involvement, and creative ideas which resulted in the recommendation of four catalytic projects intended to spur economic opportunities in Doña Ana County. These four projects bring exciting scenarios for community involvement and agency initiatives that could stimulate change – improve the quality of life for the residents and increase visitor spending. With both short-term and long-term components, the recommended action items can be viewed as a comprehensive set or implemented independently.

Wayfinding and Signage – a visual invitation to truly enjoy the corridor.

Bicycle Infrastructure – construction of a bicycle lane to encourage bicycle tourism and make the corridor more pleasant for all users.

Culinary Tourism and Agritourism
- a comprehensive foundation to leverage locally produced food and wine.

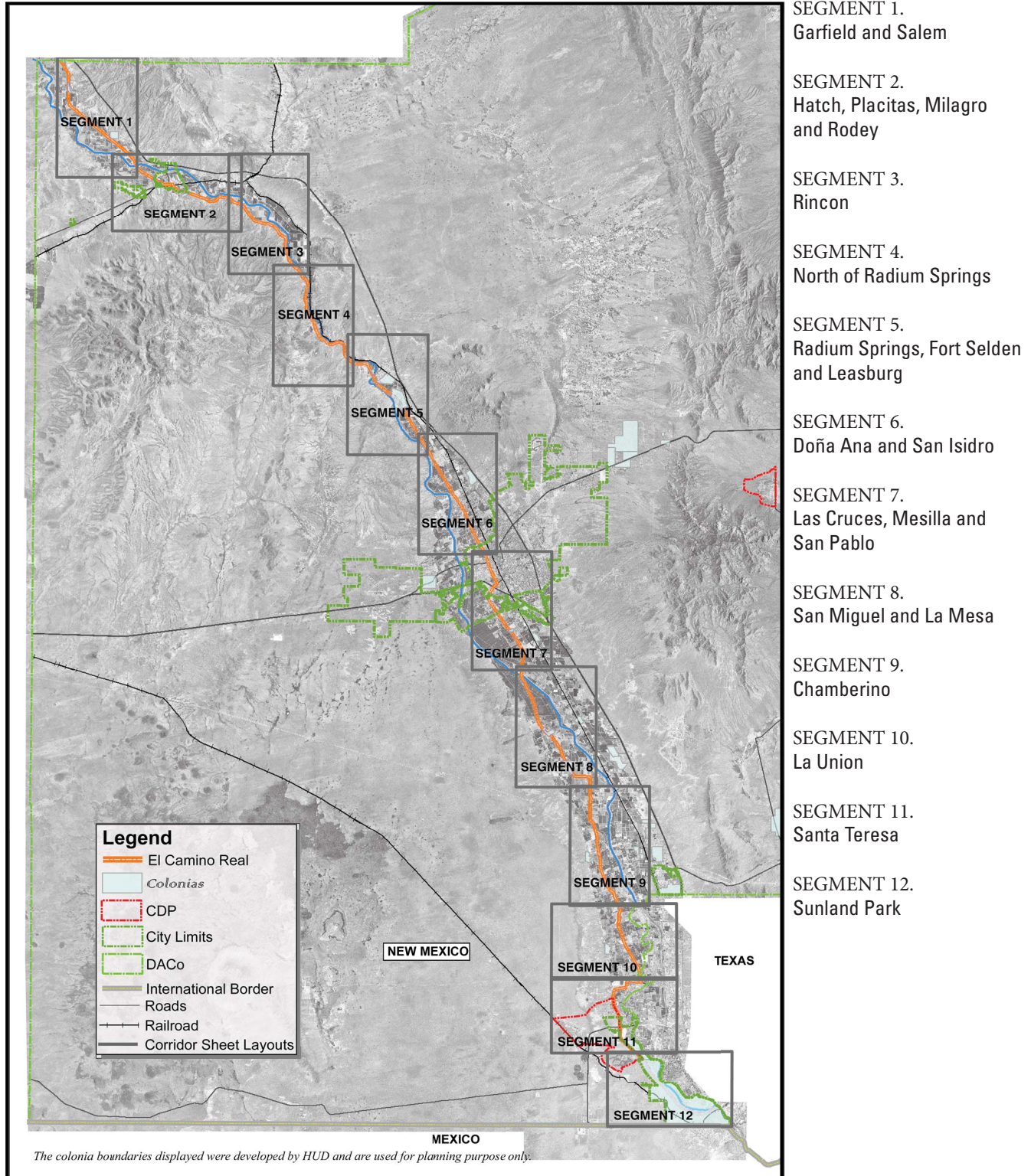
Commercial Revitalization – creative approach to the redevelopment of underutilized lands

The Corridor Enhancement Plan is just the beginning, a blue print for implementation. Sustainable ownership and comprehensive engagement by community leaders, at all levels, will be critical to true success!



APPENDIX A:

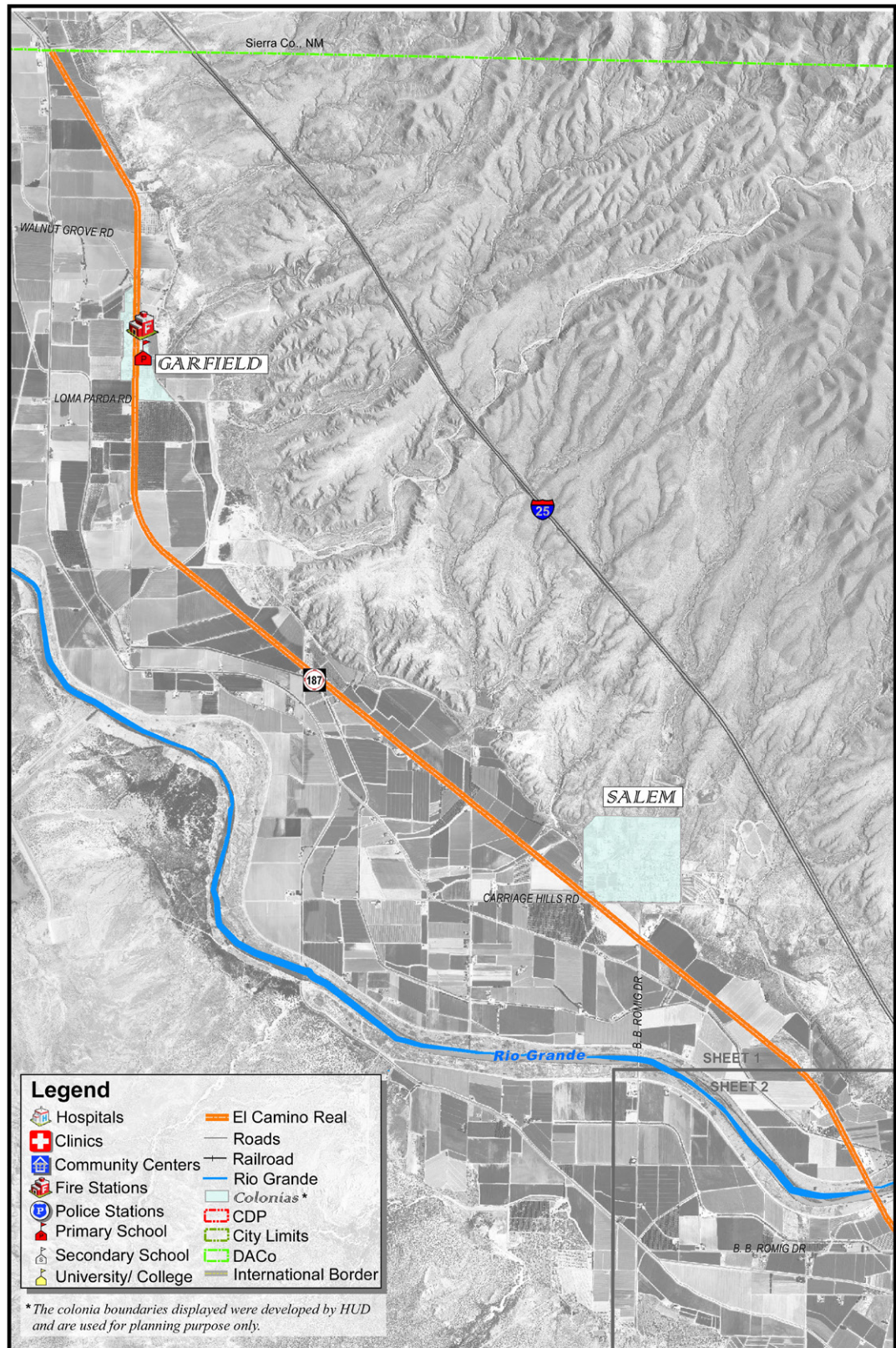
DETAILED SEGMENTS OF THE CORRIDOR



SEGMENT 1. Garfield and Salem

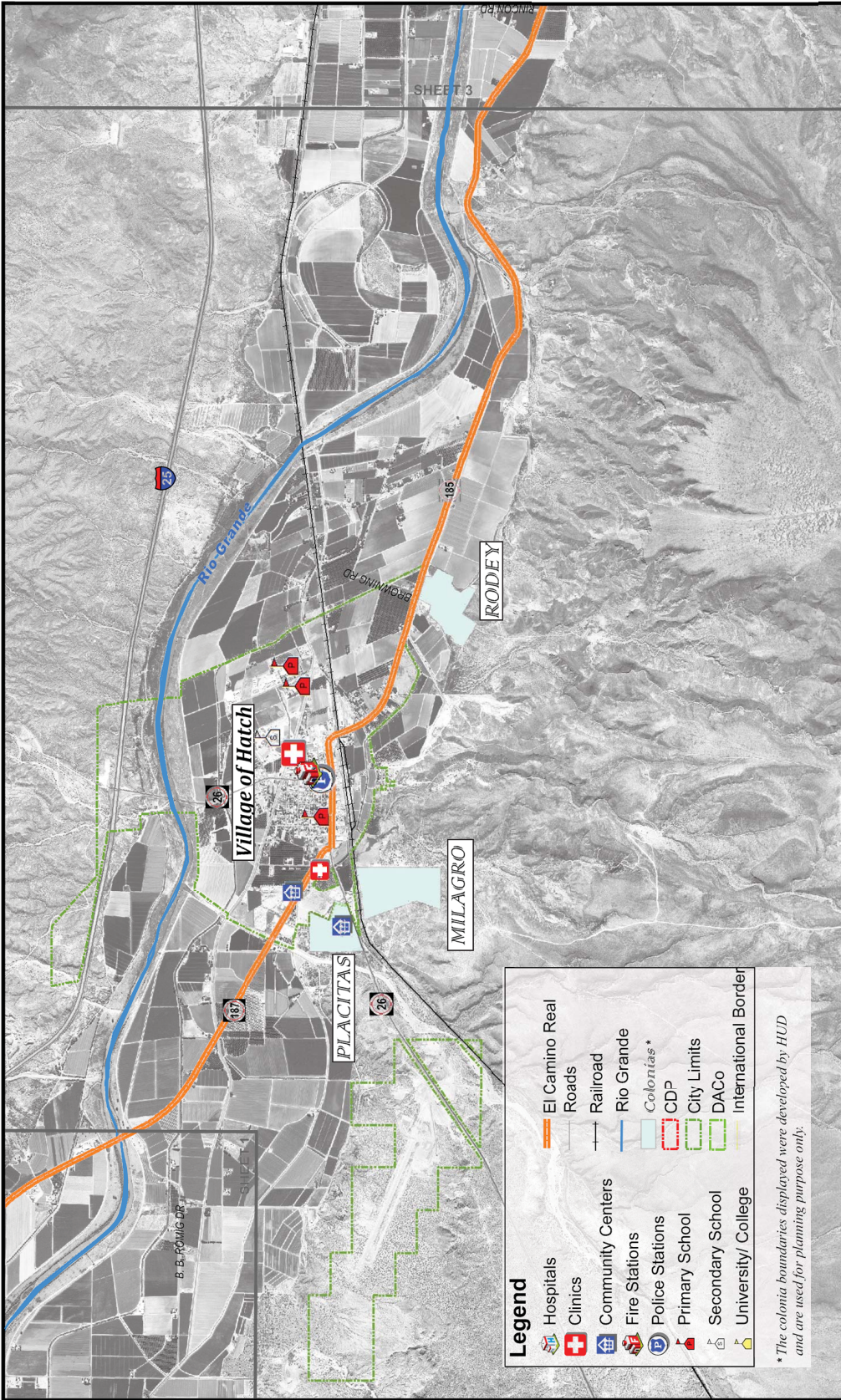
At a Glance

- Communities:
 - Garfield: 137
 - Salem: 942
 - Predominately Hispanic population
 - Large average family size (4.41/family in Salem)
- Economy
 - Agriculture primary economic driver – chile and crop production
- Roadway Profile – NM 187
 - Lane miles: 8.01
 - Travel Lanes: 2
 - Bicycle/Pedestrian: No
 - Shoulders : Yes
- What's Unique
 - Gateway for the corridor on the north end.



Doña Ana County, New Mexico





Doña Ana County, New Mexico

SEGMENT 2. Hatch, Placitas, Milagro and Rodey

- **At a Glance**
 - Communities:
 - Hatch: 1,648
 - Placitas: 576
 - Rodey: 388
 - Economy
 - Agriculture and Tourism
 - Potential gateway to the Spaceport



SCALE: 1 inch = 0.5 miles

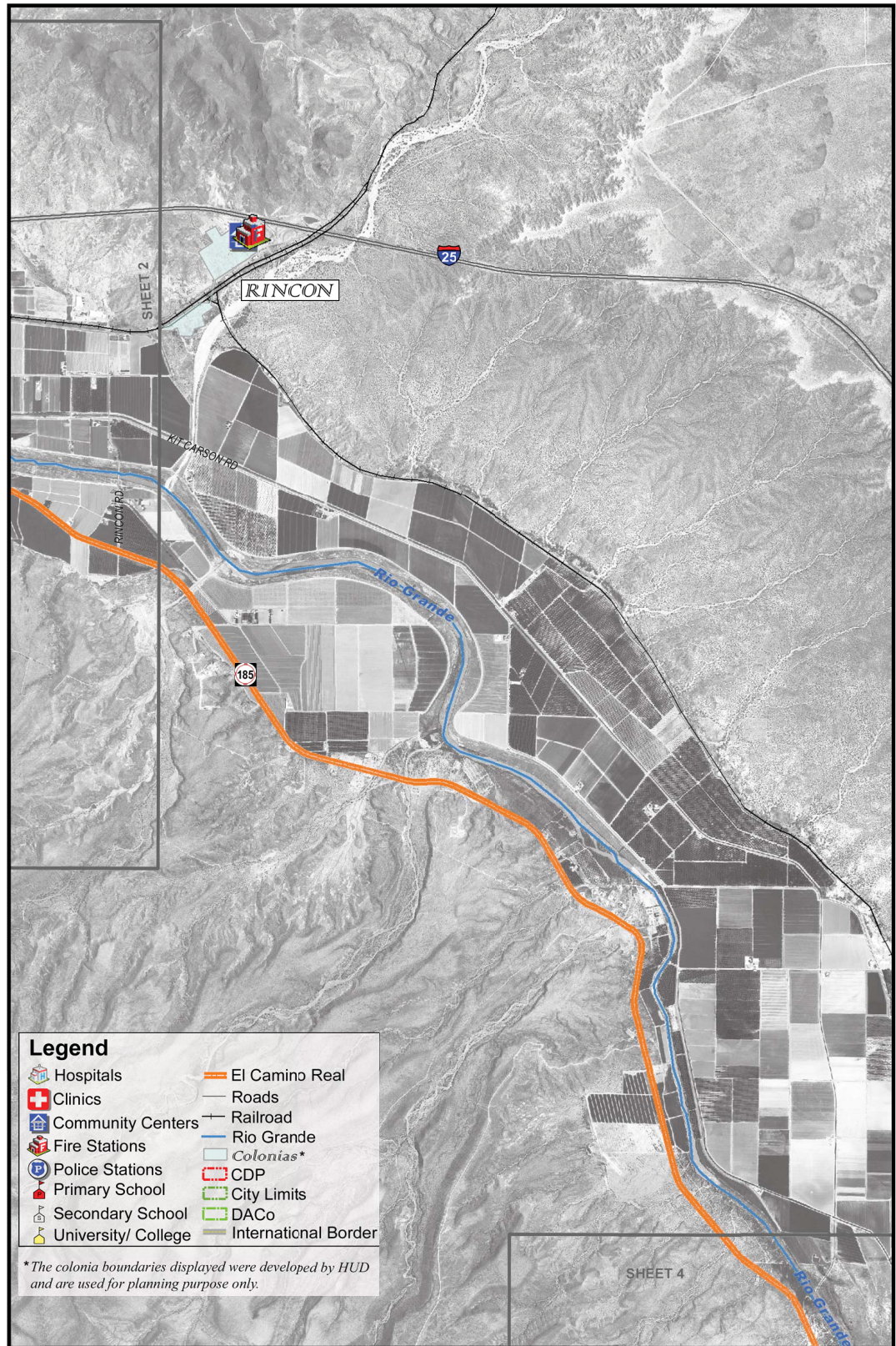
- Roadway Profile – NM 187/NM 26 / NM 185
 - Lane miles: 7.70
 - Travel Lanes: 2
 - Bicycle/ Pedestrian: No
 - Sidewalk: Yes (NM 26)
 - Shoulders : Yes

- **What's Unique**
 - Village of Hatch: the Chile Capital of the World
 - Increased traffic on portion of corridor due to connecting route between I-25 and I-10.

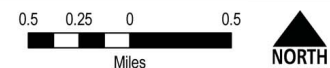
SEGMENT 3. Rincon

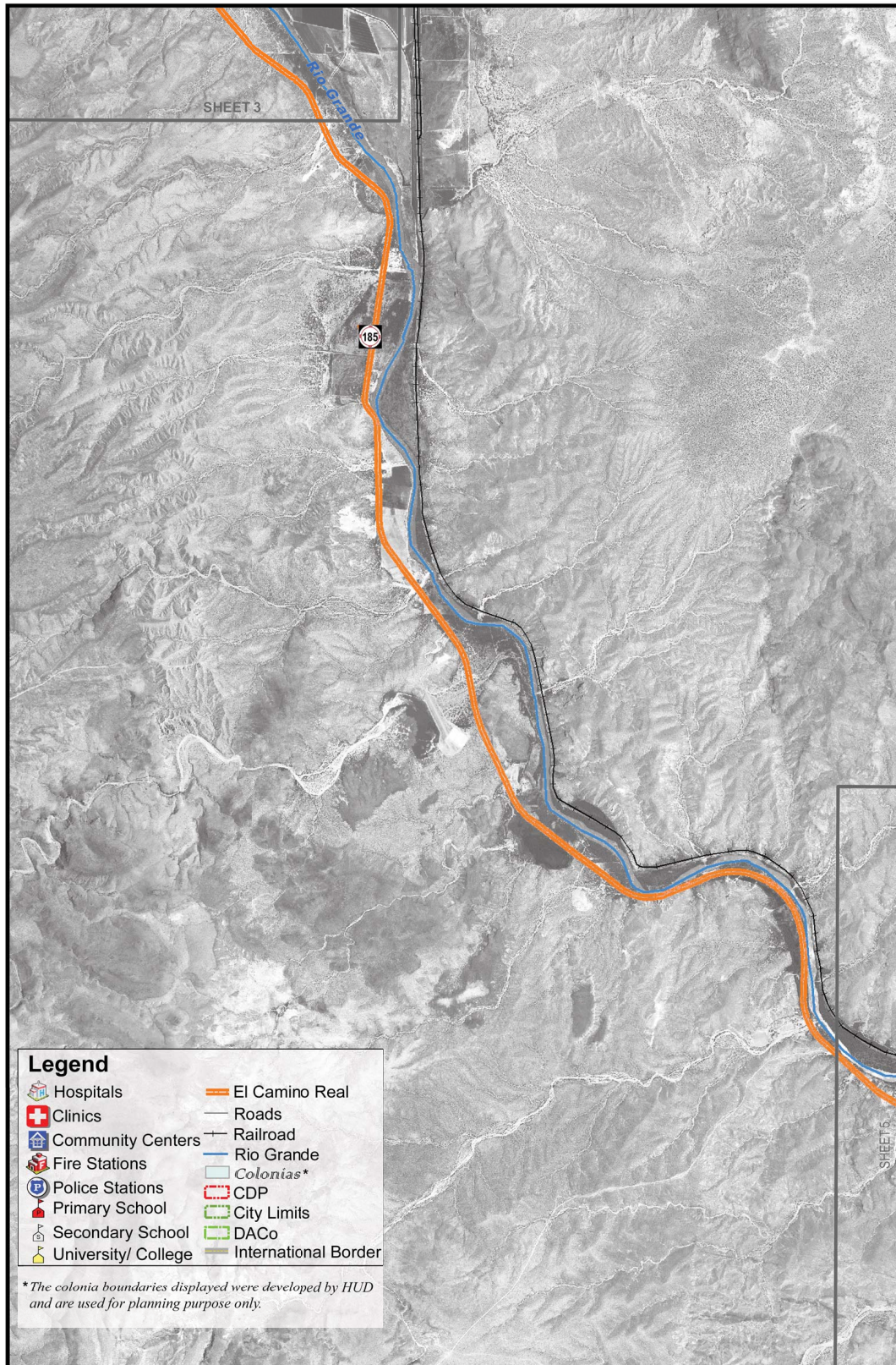
At a Glance

- Communities
 - Rincon: 271
- Economy
 - Agricultural production, almost all on east side of roadway
 - Railroad siding and operations yard in Rincon
- Roadway Profile – NM 185
 - Lane miles: 6.61
 - Travel Lanes: 2
 - Bicycle/Pedestrian: No
 - Shoulders: Yes
- What's Unique
 - Open, undeveloped character of this stretch



Doña Ana County, New Mexico



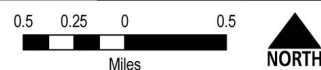


SEGMENT 4. North of Radium Springs

At a Glance

- **Communities**
 - Few residents along this stretch
- **Economy**
 - Virtually no agricultural, residential, or commercial development
- **Roadway Profile – NM 185**
 - Lane miles: 7.95
 - Travel Lanes: 2
 - Bicycle/Pedestrian: No
 - Shoulders: Yes
- **What's Unique**
 - Open, undeveloped character of this stretch
 - Proximity to the river
 - Relationship between the river and rocky terrain to the west

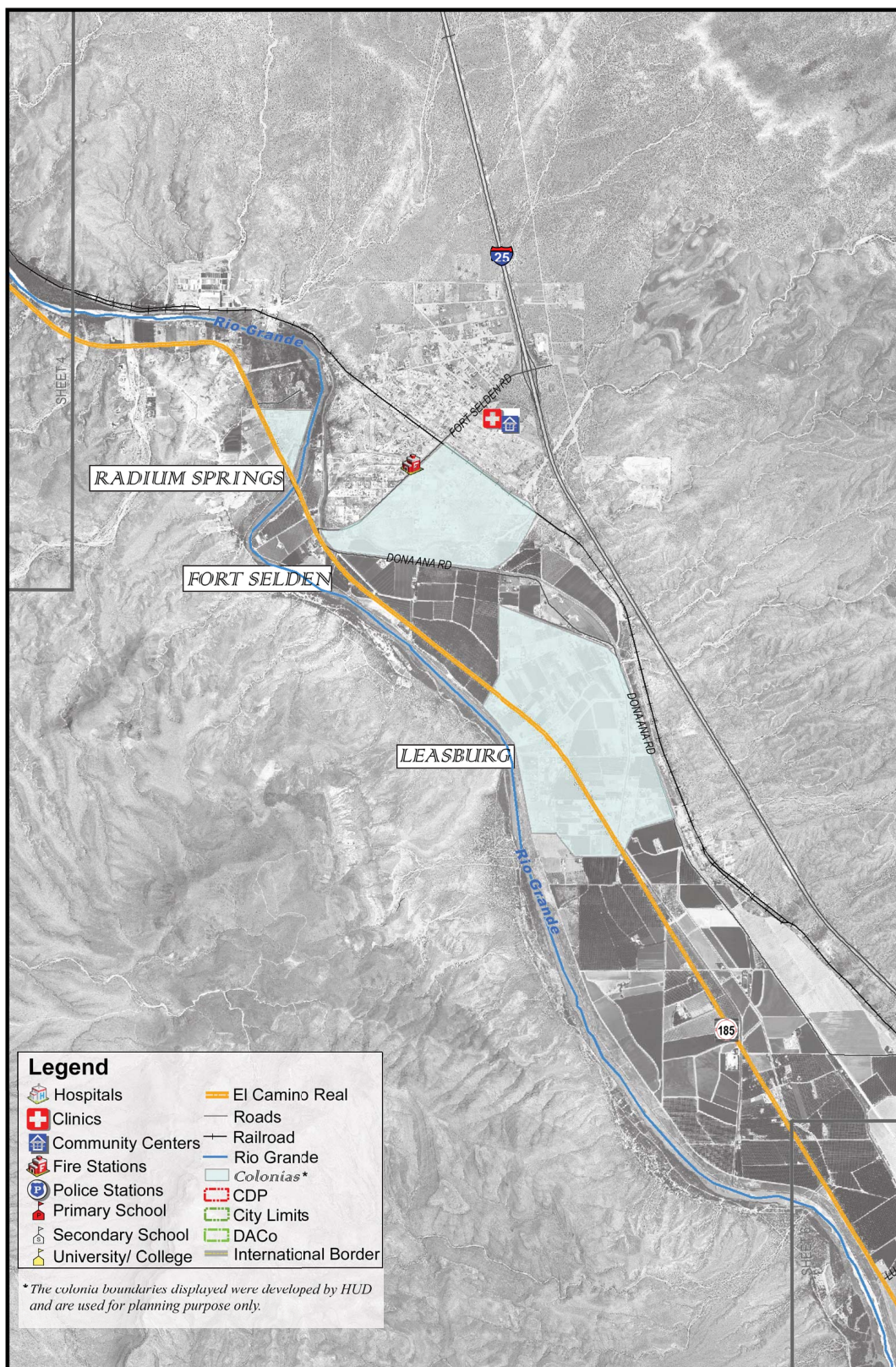
Doña Ana County, New Mexico



SEGMENT 5. Radium Springs, Fort Selden and Leasburg

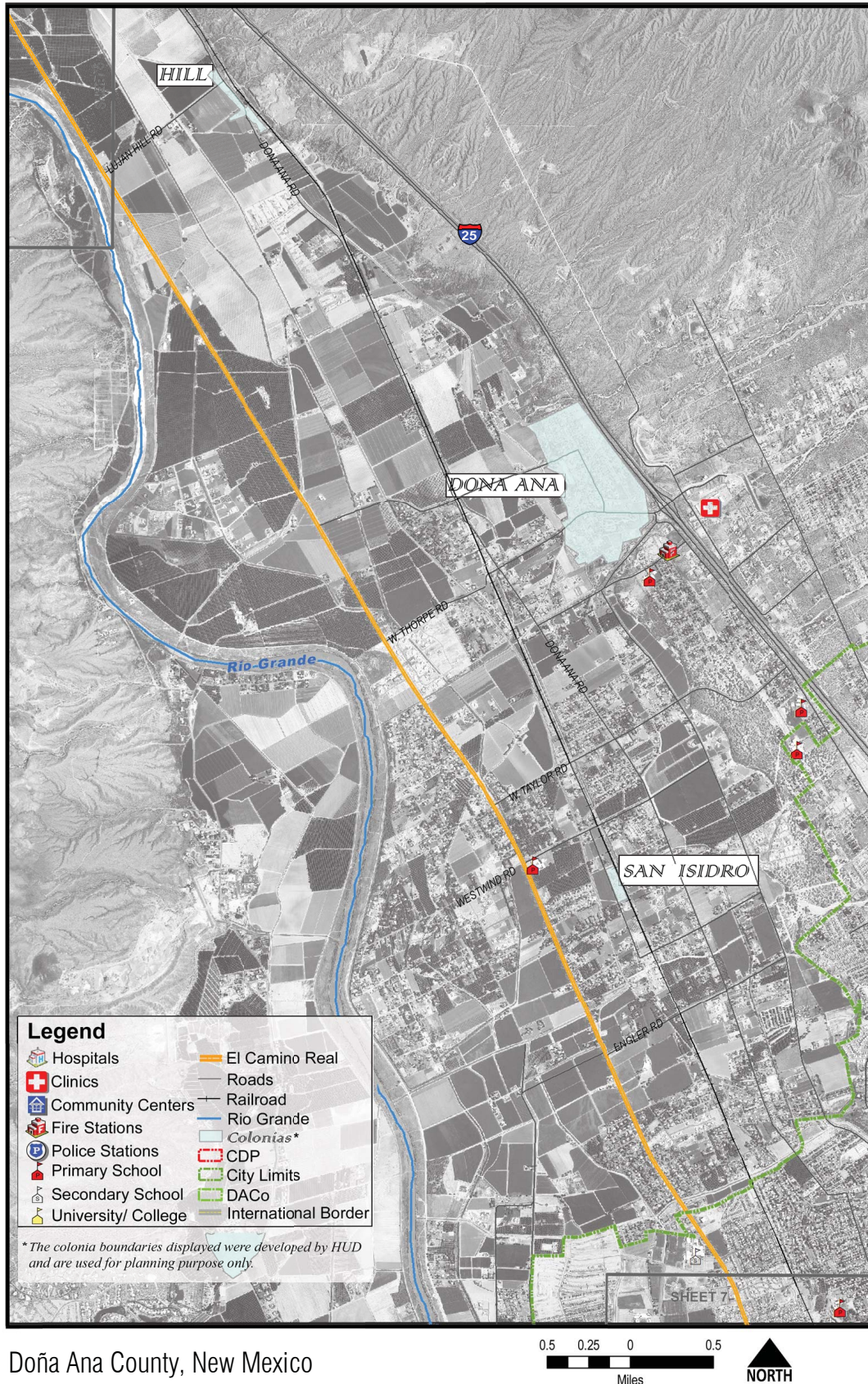
At a Glance

- Communities
 - Radium springs: 1,699
 - Fort Selden, Leasburg: not a census designated place
- Economy
 - Some recreation with Fort Selden and Leasburg State Park
 - Agriculture
- Roadway Profile – NM 185
 - Lane miles: 7.14
 - Travel Lanes: 2
 - Bicycle/Pedestrian: No
 - Shoulders: Yes
- What's Unique- Radium Springs tourist destination in early 1900's
 - Fort Selden – active fort in the late 1800's
 - Leasburg – NM State Park recreation facilities



Doña Ana County, New Mexico





SEGMENT 6. Doña Ana and San Isidro

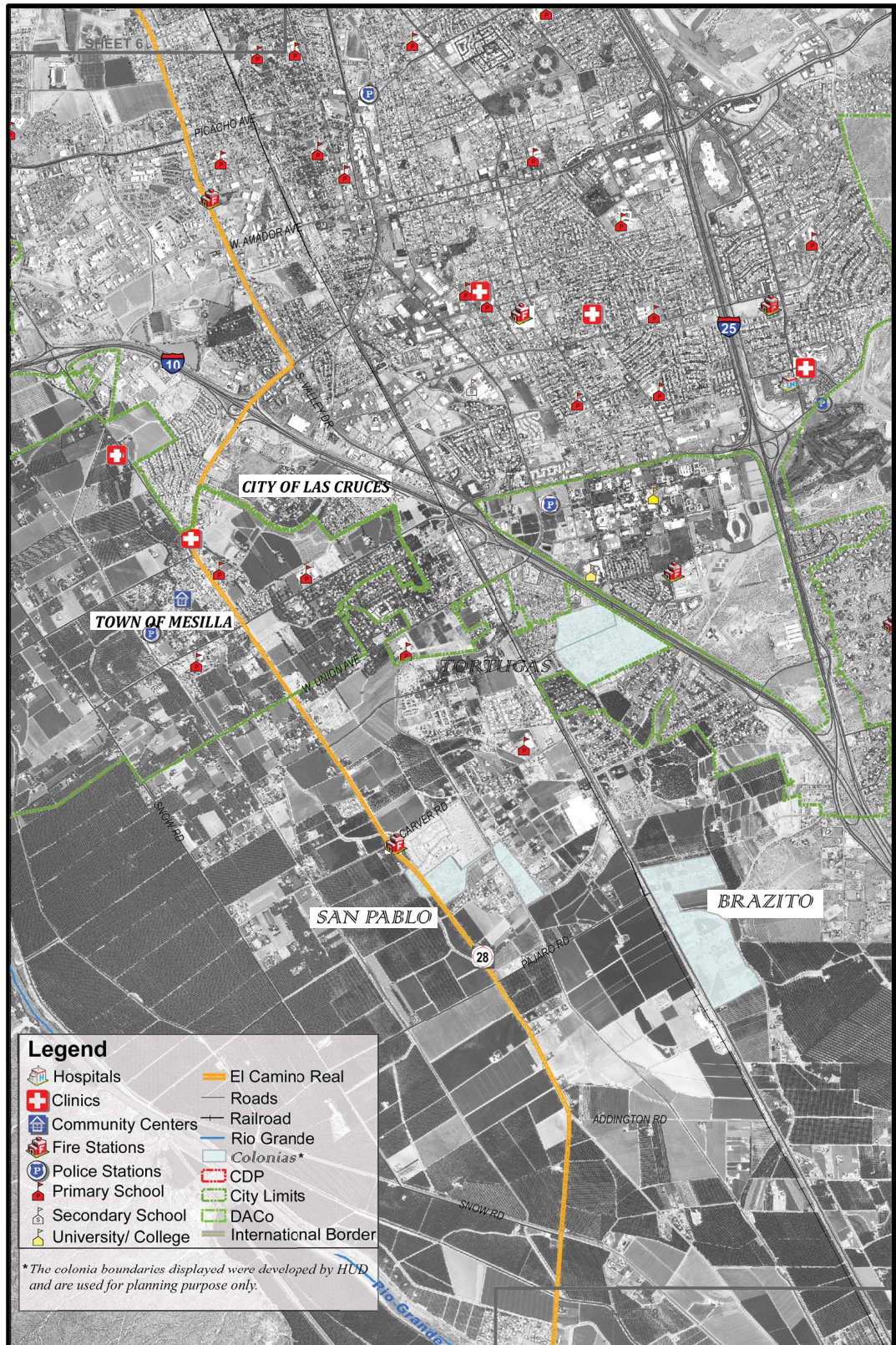
At a Glance

- Communities
 - San Isidro: 2,090
 - Doña Ana: 1,211
- Economy
 - Agriculture
- Roadway Profile – NM 185 (Valley Drive)
 - Lane miles: 8.62
 - Travel Lanes: 2 to 4
 - Bicycle/Pedestrian: Limited
 - Shoulders: Yes (in 2 lane configuration)
- What's Unique
 - Historic Plaza in Doña Ana

SEGMENT 7. Las Cruces and Mesilla

At a Glance

- Communities
 - Mesilla: 2,196
 - San Pablo: 806
 - Smallest average household size (2.24)
 - Highest average household income (\$53,000)
- Economy
 - Agriculture (wineries and pecan orchards)
 - Art galleries
 - Tourism
- Roadway Profile – Valley Drive / Avenida de Mesilla/ NM 28
 - Lane miles: 8.64
 - Travel Lanes: 4
 - Bicycle Facilities: No
 - Sidewalk: In Mesilla
 - Shoulders: Valley Dr.
- What's Unique
 - Proximity to largest urban population
 - Historic Plaza in Mesilla
 - Concentration of art galleries
 - Local cuisine



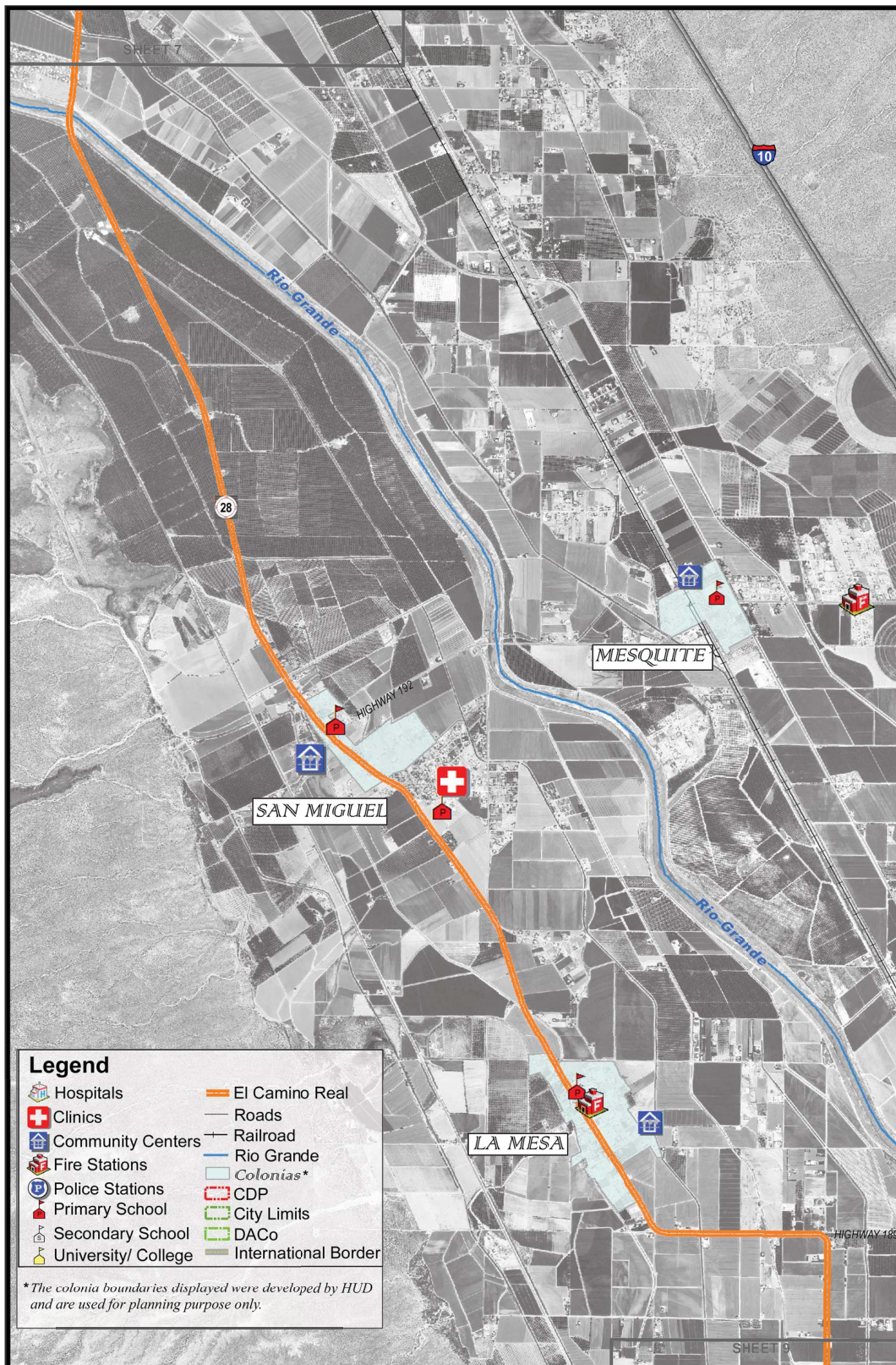
Doña Ana County, New Mexico



SEGMENT 8. San Miguel and La Mesa

At a Glance

- Communities
 - San Miguel: 1,153
 - La Mesa: 728
- Economy
 - Agriculture (wineries and pecan orchards)
 - Art galleries
 - Tourism
- Roadway Profile –NM 28
 - Lane miles: 9.63
 - Travel Lanes: transitions from 4-3-2 lanes
 - Bicycle/Pedestrian: No
 - Shoulders: Yes (in 2 lane configuration)
- What's Unique
 - Art galleries
 - Local cuisine
 - Pecan orchards



Doña Ana County, New Mexico



SEGMENT 9. Chamberino

At a Glance

Communities

- Chamberino: 919

Economy

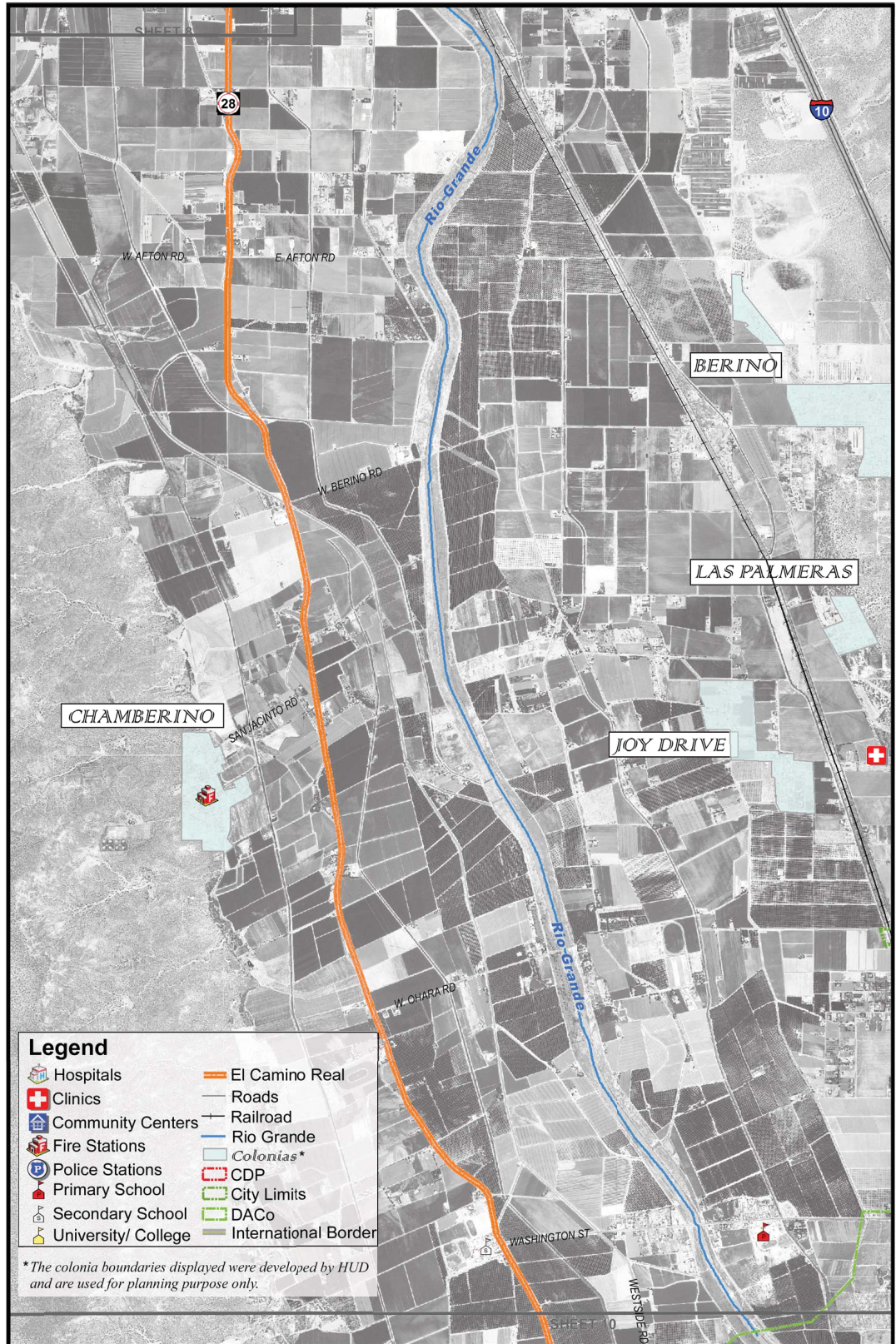
- Agriculture (pecan orchards, alfalfa, cattle grazing)

Roadway Profile –NM 28

- Lane miles: 8.14
- Travel Lanes: 2
- Bicycle/Pedestrian: No
- Shoulders: Yes

What's Unique

- Area part of Mexico until Gadsden Purchase



Doña Ana County, New Mexico



Doña Ana County, New Mexico

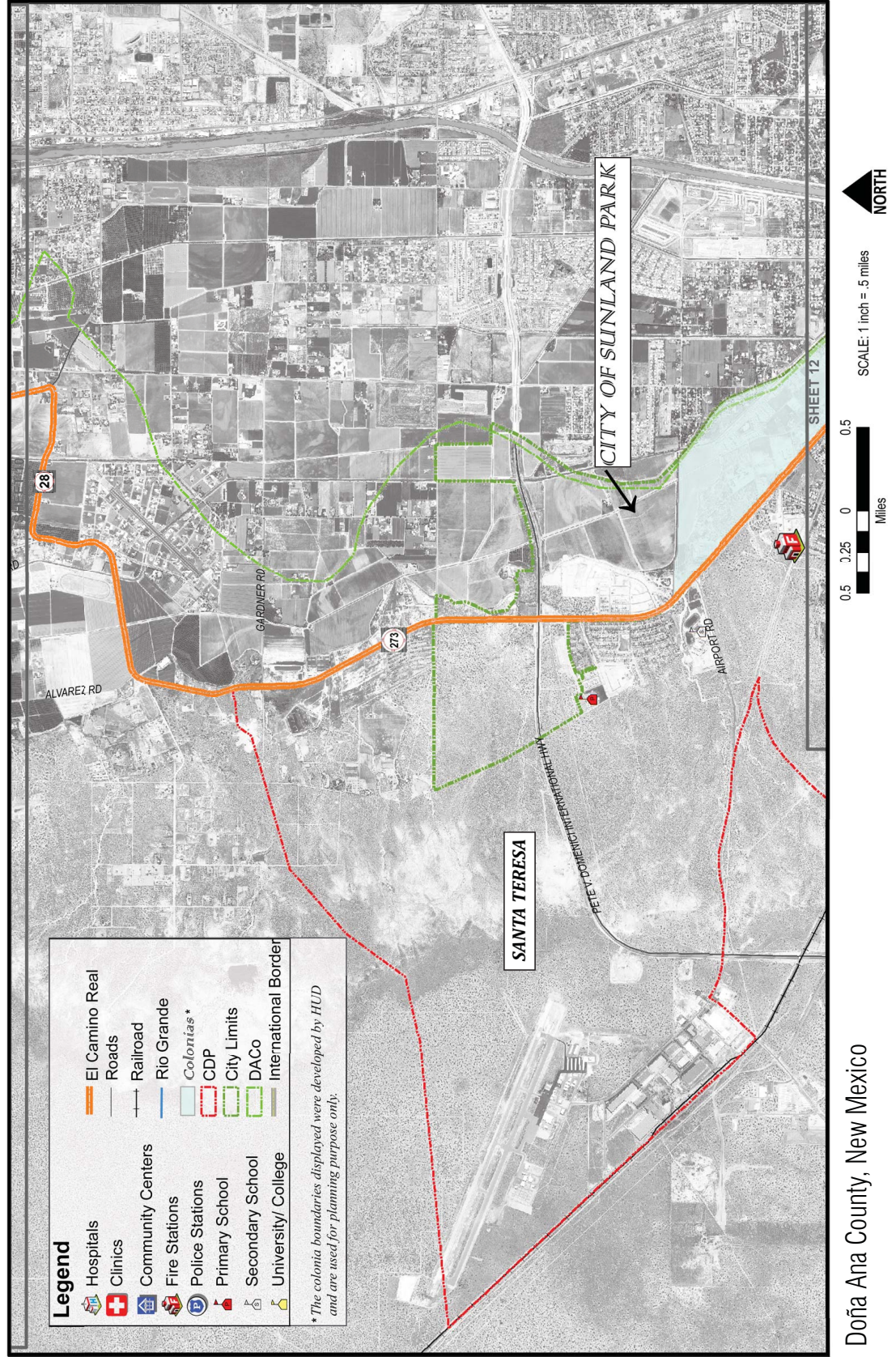
SEGMENT 10. At a Glance La Union

- **Communities**
 - La Union: 1,106
- **Economy**
 - Pecan orchards and wineries
 - Annual Blues/Jazz festival at local winery
- **Roadway Profile –NM 28**
 - Lane miles: 5.14
 - Travel Lanes: 2
 - Bicycle/Pedestrian: No
 - Shoulders: Yes
- **What's Unique**
 - Named for the union of two flooded communities: Los Ojitos and Los Amoles
 - Originally a refuge for Mexican settlers that did not want to be part of the U.S. after Treaty of Guadalupe Hidalgo

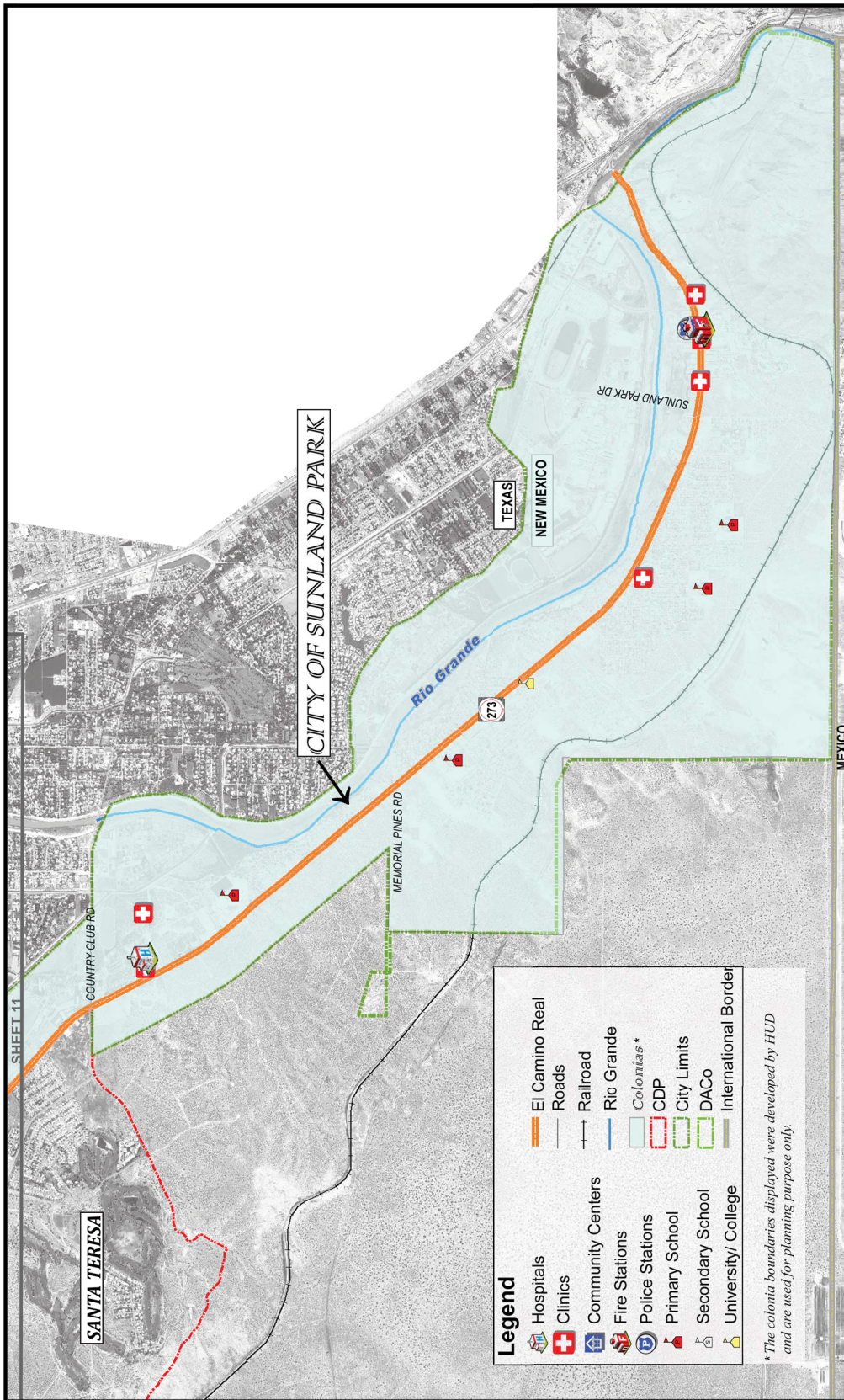
SEGMENT 11. At a Glance

Santa Teresa

- Communities
 - Santa Teresa: 4, 258
 - Sunland Park: 14,106
- Economy
 - Union Pacific Rail Facility
 - Warehousing and Distribution
- Roadway Profile – McNutt Road (NM 273)
 - Lane miles: 6.98
 - Travel Lanes: 2 to 4
 - Bicycle/Pedestrian: Yes
 - Shoulders: Yes
- What's Unique
 - Early archaeological site (Pre-Pueblo Revolt – 1500's)
 - War Eagles Air Museum (near Santa Teresa airport)
 - Proximity to border crossing at Santa Teresa



Doña Ana County, New Mexico



Doña Ana County, New Mexico

SEGMENT 12. At a Glance Sunland Park

- **Communities**
 - Sunland Park: 14,106
- **Economy**
 - Racetrack/Casino
 - Commercial activity for Sunland Park
- **Roadway Profile – McNutt Road (NM 273)**
 - Lane miles: 7.29
 - Travel Lanes: 2 to 4
 - Bicycle/Pedestrian: Yes
 - Shoulders: No
- **What's Unique**
 - Proximity to both Texas and Mexico
 - Historic crossing of Rio Grande and "entrada" into New Mexico by Don Juan de Oñate in 1598

APPENDIX B

The Economics of Land Use



Draft Report

Economic Benefits of Proposed Catalytic Projects – El Camino Real Corridor Management Plan

Prepared for:

Camino Real Consortium

Prepared by:

Economic & Planning Systems, Inc.

*Economic & Planning Systems, Inc.
730 17th Street, Suite 630
Denver, CO 80202-3511
303 623 3557 tel
303 623 9049 fax*

*Oakland
Sacramento
Denver
Los Angeles*

www.epsys.com

May 19, 2014

EPS #123041

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1. INTRODUCTION

This chapter provides an evaluation of possible economic benefits from the four catalytic projects recommended as part of the Camino Real Corridor Management Plan.

Tourism-Oriented Catalytic Projects

The first section considers three of these projects as a combined strategy for increasing tourism visitation and spending along the corridor. Thus, the potential economic impacts of the Wayfinding and Signage, Bicycle Infrastructure, and Culinary and Agritourism projects are evaluated as part of the same analysis. A brief discussion of the synergies between the three projects and the overlap in the target demographics is then followed by a brief overview of tourism in the Las Cruces area that sets the local context and provides a baseline understanding of the sector's influence on the regional economy. The next two sections utilize case studies of comparable bicycle infrastructure and culinary tourism projects to identify factors for visitation and average daily spending common to such projects. Numerous studies were consulted, and, the most salient sources for case study data were:

Bicycle Trails and Facilities

- Campos, Inc., The Great Allegheny Passage Economic Impact Study (2007-2008), 2009
- Institute for Tourism and Recreation Research, University of Montana, Analysis of Touring Cyclists: Impacts, Needs, and Opportunities for Montana, 2013
- North Carolina Department of Transportation Division of Bicycle and Pedestrian Transportation, Pathways to Prosperity: The Economic Impact of Investments in Bicycle Facilities, A Case Study of the North Carolina Northern Outer Banks, 2004
- Synergy/PRI/JPA, Katy Trail Economic Impact Report: Visitors and MGM2 Economic Impact Analysis, 2012

Culinary Tourism

- Canadian Tourism Commission, Travel Activities and Motivation Survey (TAMS), 2000
- School of Hospitality and Tourism Management, Ryerson University, Culinary Tourism: A Localized Economic Impact Assessment of Niagara-On-The-Lake, 2005
- The Tourism Research Centre, School of Business, University of Prince Edward Island, Panel Research: Culinary Tourism, 2010

Finally, the factors derived from these studies are then used to project several estimated benefits (visitation, expenditure, and increased employment) from the proposed catalytic projects.

Commercial Revitalization Catalytic Project

The analysis of the Commercial Revitalization catalytic project in Sunland Park addresses potential costs and revenues and uses these inputs to drive a pro forma to evaluate project feasibility. The final chapter provides an overview of public financing tools that could be used to close the financing gap is provided.

2. *TOURISM-ORIENTED CATALYTIC PROJECTS*

Project Synergies

Increasing tourism visitation and spending is one approach to diversifying the economy, generating increased revenue, and supporting net new jobs along the Camino Real corridor. The three catalytic projects addressing Wayfinding and Signage, Bicycle Infrastructure, and Culinary and Agritourism together form a cohesive strategy for pursuing this goal. The new bicycle lane pilot project between Mesilla and La Union and a new organization focused on the coordination and promotion of the agricultural and culinary resources of the area will work in conjunction with each other to attract additional visitors to the corridor. Improved wayfinding and signage options will enhance their experience once there.

These three projects contribute to a mutually supporting environment that also compliments the existing historic, natural, and cultural resources of the corridor. For example, a safer and more convenient bicycle trail along Highway 28 increases the ability of visitors to enjoy the natural beauty of the corridor and to more easily visit farms, wineries, towns and historic sites found between Mesilla and La Union (and eventually along the length of the corridor). In addition, improving the bicycle facilities and culinary and agricultural tourism options helps bring a critical mass of activities to the corridor. In order to entice tourists to visit in the first place, or to extend their stay, there must be enough appealing options to fill their time in a meaningful way. Multiple attractions and options for each type of activity can also help draw repeat visitors, ensuring future visits as they will not feel like they have experienced everything the corridor has to offer in a single trip.

Information from the Katy Trail and Canadian Tourism Commission (CTC) studies help demonstrate the synergies and overlap between different attractions and activities. Among the Katy Trail bicycle tourists surveyed by that 2012 study, 12 percent also visited a cultural attraction, 13 percent also visited a winery, and 19 percent made a point of visiting a small town along the trail.

The CTC study of U.S. culinary tourists found even more significant overlaps with other complimentary interests (many of which are represented in the Camino Real Corridor). Approximately one-third (35 percent) of the culinary tourists are also categorized as “Soft Outdoor Adventure Enthusiasts,” participating in activities such as bicycling, hiking, horseback riding, hot air ballooning, hunting, and fishing. Over half (56 percent) are identified as “Heritage Tourism Enthusiasts” who enjoy visiting museums, local festivals, farmers’ markets, and historic sites. Finally, 61 percent actively enjoy art galleries, and 76 percent visit local arts and crafts studios.

Such overlapping interests correspond well with what the Camino Real Corridor through Doña Ana County has to offer, and suggests a significant opportunity for combined marketing campaigns that highlight the range and variety of activities and attractions that will appeal to prospective visitors to the Camino Real Corridor.

Demographic Overlap among Bicycle and Culinary Tourists

One aspect of the synergy between the Bicycle Infrastructure and Culinary and Agritourism catalytic projects can be identified in the similar demographics they are likely to attract. In general, the tourists attracted to these types of amenities tend to be middle aged, and with higher levels of education and household income than the broader population of average tourists. As shown in **Table 1**, each of the studies indicates an average visitor age between 45 and 64 years old, with an overall average of 52. Over half of all visitors in every study had average annual incomes over \$50,000. In four cases, the proportion of visitors with incomes over \$50,000 ranged between 74 and 87 percent. Visitors with incomes greater than \$100,000 were typically around 30 percent of the total, and ranged as high as almost 50 percent in the North Carolina Outer Banks bicycle tourist study.

Table 1
Bicycle and Culinary Tourist Demographics

Facility or Report	% of Total Tourists	Average Age	% with Income > \$50,000	% with Income > \$100,000	% with College Degree	% with Graduate Degree
Bicycle Tourists						
Great Allegheny Passage (2011)	---	45 to 54	54%	21%	---	---
Katy Trail, Missouri (2012)	---	52	74%	34%	58%	27%
Montana Bicycle Tourist Study (2013)	---	53	75%	38%	---	---
Outer Banks, North Carolina (2004)	17%	46	87%	49%	78%	40%
Culinary Tourists						
Prince Edward Island Study (2010)	15%	45 to 64	67%*	31%	43%	19%
Niagara-on-the-Lake Study (2005)	18%	55 to 64	84%*	---	80%	42%
CTC-TAMS Survey (2000)	11%	48	63%	29%	84%	47%

Source: Economic & Planning Systems Research

* Prince Edward Island and Niagara-on-the-Lake figures are for greater than \$60,000 rather than \$50,000.

H:\123041-Dona Ana Corridor\Data\2014\Benefits Analysis\123041-Comparable bike facilities.xlsx\Bike-Culinary Demographics

Relatively high proportions of visitors in these studies also had significant educational attainment. Only one study reported fewer than 50 percent of visitors having earned a college degree (Prince Edward Island, 43 percent); in the other studies, between 58 percent and 84 percent of visitors had at least a college degree. A relatively high proportion of visitors documented in these studies also had graduate or other post-secondary degrees (between 19 and 47 percent).

To place the significance of these numbers in context, the Niagara-on-the-Lake study reports that while 80 percent of culinary visitors had earned a college degree or higher, only 60 percent of regular tourists to the region had a comparable level of educational attainment. Similarly, the Canadian Tourism Commission study showed that wine and culinary tourists typically have higher average household incomes (\$76,600) than general tourists (\$65,200 -- both figures are 1998 US\$).

Las Cruces Tourism Overview

Tourism in the Las Cruces area has rebounded significantly since 2009 levels during the Great Recession. Statistics from the Las Cruces Convention and Visitors Bureau (CVB) show that total attendees at conventions, sporting events, and organized tours tracked by the Bureau increased 137 percent between 2009 and 2013, an average rate of 24.1 percent per year (**Table 2**). Data were not available to cover the years prior to the recession. Thus, the strong growth rates are likely indicative of a rebound to pre-recession levels in addition to growth from an expanding industry.

Table 2
Las Cruces Visitation and Room Nights, 2009-2013

Category					2009-2013		
	2009-2010	2010-2011	2011-2012	2012-2013	Total	Ann. #	Ann. %
Visitation	30,450	53,683	49,284	72,124	41,674	10,419	24.1%
Room Nights	8,340	13,203	24,128	24,365	16,025	4,006	30.7%

Source: Las Cruces Convention and Visitors Bureau; Economic & Planning Systems

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Room night trends in Las Cruces improved even more dramatically, indicating more overnight stays and longer visits per average attendee (**Table 2**). Room nights increased from 8,340 in 2009 to 24,365 in 2013, an overall increase of 192 percent, or 30.7 percent per year on average. Although room night percentages by category fluctuate significantly between conventions and sporting events, the two combined have accounted for over 95 percent of the total during the last four years.

Las Cruces Convention and Visitors Bureau strategies outlined in its 2013 Annual Report will potentially complement and support the tourist-oriented catalytic projects. First, the CVB participated in a branding exercise during 2013 and summarized that "One of the key lessons we learned through the branding exercise is that people need a very specific reason to visit Las Cruces." The branding exercise resulted in a new branding slogan: "Explore. Experience. Discover." In addition, the CVB notes that "Today's visitors are looking for more than sightseeing. They are much more focused on sight-doing." The bicycle lane and culinary tourism catalytic projects proposed in this report certainly help fulfill the CVB's strategy to provide more meaningful hands-on experiences for visitors. In addition, the CVB also started a restaurant-oriented program in 2013 called "Ticket 2 Taste" in which both visitors and Doña Ana County Residents could enter to win prizes by dining at a certain number of area restaurants and having their "passports" validated. A similar passport program is supported by many local winery owners, and collaboration with the CBV to establish a broader culinary tourism passport program may prove fruitful.

Bicycle Facilities

Visitation and expenditure factors for the tourism-oriented catalytic projects are derived from a number of comparable case studies. It is important to note that academic and other studies of the economic benefits of bicycle facilities and culinary tourism were each conducted in different contexts and often employed varying methodologies, scales, and timeframes. In many cases the studies provide different measures of summary data, making direct comparisons challenging. For example, the bicycle trails considered in each study vary in terms of length, urban vs. rural settings, populations served, and available commercial amenities. While the studies provide some generally applicable information, the specific statistics must be calibrated to fit the context of the Camino Real and Doña Ana County in 2014. The variation among the various studies makes precise comparisons and analysis difficult; therefore, the factors derived from them are used to generate a range of estimates (Conservative/Average/Optimistic) for visitation and average daily spending.

Despite these challenges, several consistent themes emerge from an examination of these varied case studies, as presented below.

Visitation

National trend

Examined from several perspectives, improving the bicycle infrastructure along the Camino Real is a good strategy for increasing tourism visitation in the corridor. On the national level, The Outdoor Foundation, in its 2013 Outdoor Participation Report, states that among outdoor activities, bicycling ranks third in terms of participation rate (behind running/jogging/trail running and freshwater/saltwater/fly fishing) with 42.3 million participants (approximately 15 percent of the population) over age six. Additionally, bicycling ranks second behind the "Running, jogging, and trail running" category by frequency of participation, with an estimated 2.7 billion total outings, or an average of 64 annual outings per cyclist. These numbers begin to indicate the potential scale of local and visiting cyclists who might enjoy expanded cycling facilities in the area. Furthermore, "Bicycle tourism is increasing in popularity because of its appeal to aging populations and the manner in which it can straddle the boundaries between heritage, adventure and sustainable tourism."

New Mexico

The State of New Mexico has a focus on attracting more bicyclists and other outdoor activity participants as part of its state-wide tourism strategy. In its 2013 annual report, the New Mexico Tourism Department states that one of its objectives is to "increase visitor Outdoor activity levels and maintain high cultural activity levels." These metrics are measured against both national trends as well as those of New Mexico's "Competitive Set," (identified as a weighted average of Arizona, Colorado, and Utah) as shown in **Table 3**. The State has high scores on the "Culture index" compared to both national and competitive set numbers, and hopes to maintain that advantage.

Table 3
New Mexico Tourism Outdoor and Culture Activity Indexes

Category	2010	2011	2012	2011-2012 Change
Outdoor Activity Index				
New Mexico	33.6	34.6	52.9	52.9%
Competitive Set	44.0	44.4	57.0	28.4%
Culture Index				
New Mexico	60.2	56.7	63.0	11.1%
Competitive Set	44.2	44.0	44.2	0.5%

Source: New Mexico Tourism Department 2013 Annual Report; Economic & Planning Systems

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In contrast, scores from the last three years for the “Outdoor Activity Index” show New Mexico lagging neighboring competitive set states. In the most recent year (2012) New Mexico has an Outdoor Activity score of 52.9 compared to a score of 57 for the competitive set. The good news however, is that the trend over the last three years shows New Mexico closing that gap, particularly between 2011 and 2012. While the competitive set states increased their Outdoor Activity score 13 points from 44 to 57 during that time (a 30 percent increase), New Mexico’s score increased 19.3 points from 33.6 to 52.9 (a 57 percent increase). Improving and expanding its bicycle facilities will help the Camino Real Corridor capture a greater share of this growing New Mexico tourist demographic.

Case Studies

Bicycle facility case studies from around the country also provide strong indications that new infrastructure and promotion can significantly drive both tourism visitation as well as the use of trails and bike lanes by locals. Visiting cyclists’ activities can range from recreational, self-guided rides to one-day and multi-day organized rides, races, and tours. While this analysis will not distinguish between the various activities of visiting bicyclists, for longer term planning it is important to recognize the diversity of expectations such tourists might have for bicycling opportunities when they travel.

One metric to calculate potential corridor visitation generated by new bicycle infrastructure is to apply a factor of users per mile derived from comparable case studies (**Table 4**). As mentioned previously, the case studies encompass a wide variety of contexts and circumstances. The five facilities listed range in length from 26 to 240 miles and have annual visitation ranging from 75,000 to 800,000. The Virginia Creeper Trail is primarily in a rural setting; the largest town on the trail is the western terminus, Abingdon, Virginia, with a population of 8,200. The Katy Trail in Missouri and the Great Allegheny Passage (GAP) in Pennsylvania and Maryland are also rural in nature, but each passes through several cities. The Katy Trail passes through the Missouri state capitol, Jefferson City (population 43,000), and the GAP terminates in Pittsburgh (population 306,000). The Outer Banks are a coastal area of North Carolina, long known as a major tourist destination.

Economic Benefits of Catalytic Projects
05/19/2014**Table 4**
Comparable Trails, Annual Average Users per Mile

Bike Trail	State	Annual Visitors	Length of Trail (miles)	Average Users per Mile	
				With Outer Banks	Without Outer Banks
Great Allegheny Passage	Pennsylvania	800,000	150	5,333	5,333
Katy Trail	Missouri	400,000	240	1,667	1,667
North Fruita Desert Trail System	Colorado	74,838	26	2,935	2,935
Outer Banks	North Carolina	680,000	56	12,143	—
<u>Virginia Creeper</u>	<u>Virginia</u>	<u>130,172</u>	<u>33</u>	<u>3,945</u>	<u>3,945</u>
Weighted Average		417,002	101	4,133	3,133

Source: Economic & Planning Systems Research

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Finally, the North Fruita Desert Trail system is geared specifically to mountain biking. It is included as a relevant case study, however, because it is a good example of the rapid growth that can accompany new bicycle facilities and because it shares several contextual similarities with Las Cruces. Annual mountain bike use of the area grew from 500 in 1994 to 20,000 in 2003 and to approximately 75,000 at the last estimate in 2013. In addition, the area population and surrounding land uses have several things in common with the Las Cruces area. The combined cities of Fruita and nearby Grand Junction have a population of approximately 73,000 (comparable to Las Cruces' 100,000), and the area surrounding Fruita has substantial Bureau of Land Management and agricultural uses.

Annual average users per mile among these facilities range from 1,667 along the Katy Trail to over 12,000 in the Outer Banks. The weighted average of users per mile on all these facilities is 4,133. The North Carolina Outer Banks case is included for reference, but clearly represents an outlier with more than double the number of users per mile than the next highest case study. A more conservative estimate, calculated without the Outer Banks, results in an average of 3,133 users per mile. This latter figure will be used as the average in the range of estimates utilized throughout the remainder of this report. The Conservative Scenario will use an estimate of 2,000 riders per mile (33 percent less than the average) and the Optimistic Scenario will use an estimate of 4,000 users per mile (33 percent above the average).

This range of estimates derived from the comparable case studies is used to help estimate probable annual average users per mile for the 24 mile Camino Real pilot project from Mesilla to La Union (**Table 5**). Once marketing and word-of-mouth have built up visitation to a stabilized range (approximately 5 years, 2016-2021), the Mesilla to La Union pilot segment could attract between 48,000 and 96,000 users annually; the average scenario forecasts approximately 72,000 users annually.

Table 5
Potential Visitation, Camino Real Bicycle Trail

Bike Trail	Average Users per Mile	Length of Trail (miles)	Annual Users
Mesilla to La Union Pilot Project			
Conservative Scenario	2,000	24	48,000
Average Scenario	3,000		72,000
Optimistic Scenario	4,000		96,000

Source: Economic & Planning Systems

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Economic Benefits of Catalytic Projects
05/19/2014

Three of the comparable bicycle facility studies provide reliable data on the proportion of day/local users and overnight users. In **Table 6** the factors from those studies are used to calculate a weighted average of day (67 percent) and overnight (33 percent) users which is then applied to the conservative, average, and optimistic user projections for the Camino Real facility shown above. For the average scenario, estimates show that with stabilized performance, the project segment will attract approximately 48,000 day users and 24,000 overnight visitors annually. Under the conservative scenario there will be approximately 32,000 days users and 16,000 overnight visitors, while the optimistic scenario forecasts over 64,000 day users and almost 32,000 overnight visitors annually.

Table 6
Day and Overnight Users of Bicycle Facilities

Bike Trail	State	Total Users	Day Users		Overnight Users	
			#	%	#	%
Comparable Bicycle Facilities						
Great Allegheny Passage	Pennsylvania	800,000	480,000	60%	320,000	40%
Katy Trail	Missouri	400,000	300,000	75%	100,000	25%
Virginia Creeper	Virginia	130,172	110,646	85%	19,526	15%
Weighted Average		443,391	296,882	67%	146,509	33%
El Camino Real Pilot Project						
	Scenario					
	Conservative	48,000	32,139		15,861	
	Average	72,000	48,209	67%	23,791	33%
	Optimistic	96,000	64,279		31,721	

Source: Economic & Planning Systems Research

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Table 7 below provides estimated growth rates for bicycle facility users during the initial growth period (2016 to 2020) and during the more established period after a stabilized performance level is reached after 2020. Growth rates are predicted to be highest during the first few years as the trail attracts attention and gains in popularity. Within approximately five years the trail is likely to have reached stabilized levels, and ridership will then likely grow at a more typical 2 percent per year thereafter.

Table 7
Bicycle Tourist Day and Overnight Users Forecast, 2016-2024

Year		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	Factor				Stabilized	2%	2%	2%	2%	2%	2%
Conservative Scenario											
Total Users		9,600	19,200	28,800	38,400	48,000	48,960	49,939	50,938	51,957	52,996
Day Users	67%	6,428	12,856	19,284	25,712	32,139	32,782	33,438	34,107	34,789	35,485
Overnight Users	33%	3,172	6,344	9,516	12,688	15,861	16,178	16,501	16,831	17,168	17,511
Average Scenario											
Total Users		14,400	28,800	43,200	57,600	72,000	73,440	74,909	76,407	77,935	79,494
Day Users	67%	9,642	19,284	28,926	38,567	48,209	49,173	50,157	51,160	52,183	53,227
Overnight Users	33%	4,758	9,516	14,274	19,033	23,791	24,267	24,752	25,247	25,752	26,267
Optimistic Scenario											
Total Users		19,200	38,400	57,600	76,800	96,000	97,920	99,878	101,876	103,913	105,992
Day Users	67%	12,856	25,712	38,567	51,423	64,279	65,565	66,876	68,213	69,578	70,969
Overnight Users	33%	6,344	12,688	19,033	25,377	31,721	32,355	33,003	33,663	34,336	35,023

Source: Economic & Planning Systems Research

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Expenditures

Potential spending by bicycle users on the Camino Real bicycle facility is estimated using factors derived from seven comparable facilities (**Table 8**). Users are categorized in two groups: local or day users, and overnight visitors. The number of each type of user and the average amount spent on a daily basis were factored into a weighted average of all facilities. Because the studies were conducted in different years dating back to 2001, all the average daily spending numbers were adjusted to 2013 equivalents for consistency before computing the weighted average.

Economic Benefits of Catalytic Projects
05/19/2014**Table 8**
Comparable Trails, Average Daily Expenditures

Trail Name	State	Date of Study	# Local Users	Local User \$	# Overnight Users	Overnight User \$
Cold Water Mountain Bike Trail	Alabama	2012	102,253	\$61.68	10,113	\$78.65
Great Allegheny Passage	Pennsylvania	2007	480,000	\$14.64	320,000	\$110.37
Katy Trail	Missouri	2012	300,000	\$11.48	100,000	\$124.23
Jackson Hole	Wyoming	2011	—	—	133,521	\$130.18
Maine (State-wide study)	Maine	2001	—	—	583,740	\$78.73
Montana (State-wide study)	Montana	2013	18	\$51.82	450	\$102.92
Virginia Creeper Trail	Virginia	2007	111,010	\$19.15	19,162	\$92.35
Weighted Average				\$19.03		\$97.43

Source: Economic & Planning Systems Research

Figures are shown in CPI-adjusted 2013 constant dollars.

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Based on these adjustments, the average daily spending of local/day users is estimated to be \$19.03 per person and the average daily expenditure for overnight visitors is estimated as \$97.43 per person. These two numbers are consistent with the average daily spending of all tourists in New Mexico which is shown in **Table 9** below. State-wide average day trip expenditures per person were \$70 in 2012 and average overnight expenditures were \$215 per person. The per person factor for overnight bicycle visitors is lower, as expected, because the average includes those cyclists who stay overnight in campgrounds and other options less expensive than hotels. The bicycle day user average is significantly lower than the state-wide day-trip tourist average because it encompasses local residents who simply make a trip on a local trail (perhaps buying simple beverages or meals) and are not really travelling tourists.

Table 9
Tourist Average Daily Spending per Person, New Mexico, 2010-2012

Category	2010	2011	2012
Average per Person Overnight Trip Expenditure	\$203	\$205	\$215
Year/Year Growth	-1.0%	1.0%	4.9%
Average per Person Day Trip Expenditure	\$57	\$62	\$70
Year/Year Growth	0.0%	8.8%	12.9%

Source: New Mexico Tourism Department 2013 Annual Report; Economic & Planning Systems

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Two additional factors should be considered when assessing and promoting bicycle facility average user spending on the Camino Real facility in the future. First, the number and accessibility of adjacent trail-related businesses and attractions will need to increase over time to optimize spending opportunities and to provide a more comfortable and rewarding experience for riders. Until such amenities are developed, lower levels of spending will likely correlate with the relatively limited food and beverage, lodging, attractions, and shopping options currently easily accessible from the proposed bike lanes.

Second, most studies cite touring bicyclists expressing preferences for multiple-day tours (five to seven days on average, and even longer for the more experienced and committed cyclists). The 24 mile proposed pilot project between Mesilla and La Union will offer only one or two days of riding opportunities for most overnight visiting bicyclists (depending on their fitness and motivation). Although riders can currently ride the complete 92 mile length of the corridor on existing roads, the convenience and safety of dedicated bike lanes or a separated trail will be a major factor in attracting a wider range of cyclists to the area. Thus, lengthening the system to the full length of the corridor should be a priority to increase the likelihood of attracting visitors for multiple night stays. In addition, linking the Camino Real system to other regional trails and systems will further enhance its appeal to a wide range of touring cyclists.

The proposed designation of the Organ Mountains-Desert Peaks National Monument could also be a boon to increasing tourism and attracting bicycling and other outdoor recreation enthusiasts, offering additional hiking and mountain biking activities and increasing the likelihood of longer overnight stays.

Culinary and Agritourism

Culinary and agritourism, like bicycle tourism, are potent markets for the Camino Real Corridor to exploit. Although not quite as large as the proportion of the American population that engages in bicycling, the number of food tourists is large and growing. In 2000, the CTC study of American food tourists estimated the size of the market at approximately 21.6 million and projected that it would grow to 28.2 million by 2025. This niche has outpaced these projections, as the International Culinary Tourism Association estimated the U.S. food tourism market at 27 million people in 2007.

Visitation

The three studies used to provide information for this report all focused on “Deliberate Culinary Tourists,” who are specifically motivated by food-related activities and seek opportunities to participate in such activities at a higher rate than average tourists. Few of the reports on culinary tourism provide specific visitation estimates; most are based on surveys of potential tourists. However, as seen in **Table 10**, the studies indicate that in general, dedicated culinary tourists represent between 11 percent and 18 percent of total tourists. The Canadian Tourism Commission study of American and Canadian tourists in 2000 identified approximately 11 percent as culinary tourists. The four more recent studies (which reflect the increasing popularity of culinary tourism since 2000) indicate culinary tourists represent between 15 percent and 18 percent of the total tourism market. The projections that follow use the more conservative 15 percent factor.

Table 10
Culinary Tourism Visitation Rates

Study or Report	% of Total Tourists
Culinary Tourists	
Ontario Culinary Tourism Plan Update (2010)	15%
Prince Edward Island Study (2010)	15%
Travel Industry Association (2007)	17%
Niagara-on-the-Lake Study (2005)	18%
CTC-TAMS Survey (2000)	11%

Source: Economic & Planning Systems Research

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Forecasts of Culinary Tourism visitation are shown in **Table 11** on the next page. This analysis assumes that a culinary tourism plan and marketing effort will eventually increase overall tourism to the area by 15 percent based on the case studies noted in Table 10. A culinary tourism plan and marketing effort should start yielding results beginning in 2017. To estimate culinary tourism visitation, total annual visitation is calculated beginning with a base number of 72,124 in 2013 (from the Convention and Visitors Bureau data in **Table 2**), and is escalated by 2 percent per year through 2025. Similar to the methodology used to forecast annual bicycle users, the proportion of expected culinary tourists is increased over the first five years until the stabilized level of 15 percent (approximately 12,700) is reached in 2021. The number of overnight culinary tourists is then calculated using a 45% factor from the State of New Mexico state-wide visitation statistics. As shown in **Table 11**, this yields 5,700 annual overnight culinary tourists forecast in 2021, increasing to almost 6,200 by 2025.

Table 11
Culinary Tourism Visitation & Spending Forecast

Category	Base 2013	Factor	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Visitation														
Culinary Tourists (%)	72,124	15%	73,566	75,038	76,539	78,069	79,631	81,223	82,848	84,505	86,195	87,919	89,677	91,471
Culinary Tourists (#)														
Overnight Culinary Visitors		45%												
Expenditures														
Overnight Culinary Visitors														
Average Daily Spending		\$215												
Total														

Source: Economic & Planning Systems
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Expenditures

The general message of studies on culinary tourists is that on average they spend more than typical tourists and they spend a higher proportion of their overall travel budget (up to 50 percent) on food-related activities. However, specific daily per person dollar amounts are difficult to ascertain from the available data. A few general guidelines and benchmarks inform our estimates below.

The International Culinary Tourism Association states that on average:

- Food travelers spend around \$1,200 per trip; and
- Over one-third (36% or \$425) of their travel budget goes towards food-related activities.

Unfortunately, the average trip length is not clear from the available data; thus preventing accurate calculation of a daily average from these figures.

The Niagara-on-the-Lake culinary tourism study showed that culinary tourists generally have average daily expenditures of over \$100 (double that of generic tourists surveyed) and that this was focused particularly on fine dining and winery purchases. Approximately 47 percent of culinary tourists in that study were estimated as day visitors, however no indication was provided of the spending differential between day and overnight visitors. The same study estimated that on average, culinary tourists spend 40% more for accommodations.

Given that the data show higher spending levels, the estimates of average daily spending by overnight culinary tourists in **Table 11** utilize the New Mexico state-wide figure of \$215 per day for all tourists. Recognizing that a more robust array of culinary and agritourism amenities and facilities will evolve along the corridor as the effects of the culinary tourism plan begin to take hold, the average per person daily spending is incrementally increased from \$175 in 2017 to the full \$215 at the point of stabilization in 2021.

Economic Benefits of Bicycle and Culinary Tourism

There is ample evidence from across the country that trails and other bicycle facilities benefit local economies. The following are just a few examples:

- A 2004 study of the Outer Banks trail system in North Carolina showed that a \$6 million investment over 10 years now yields approximately \$60 million annually in economic benefit and support for 1,400 jobs in the area.
- A 2012 study of the Katy Trail in Missouri estimates that it generates \$8 million in direct spending, over \$18 million in overall economic impact, and supports 367 jobs.
- The Virginia Creeper Trail and the Great Allegheny Passage generate annual direct spending of \$2.5 million and \$40.8 million respectively.
- A 2011 study of the Jackson Hole, Wyoming trail system showed that a \$1.7 million investment from 2000-2009 helped create an asset that generated \$18 million in annual direct spending in 2010 (\$1.1 million in local user expenditures and \$16.9 million in visiting user expenditures). This spending supported 213 summer and fall jobs in the area and \$3.6 million in wages.

Most official culinary tourism programs and organizations are still in early stages of development, thus conclusive studies of their economic benefits are largely unavailable. The few available studies do show that culinary tourism has positive economic benefits for local economies:

- The Ontario Culinary Tourism Association (OCTA) estimates that the 15.2 percent of total tourists visits to the province associated with deliberate culinary tourists generates approximately \$816 million in total trip-related expenditures.
- The OCTA also cites a study which shows that eating local food has a three-to-one economic impact on the local economy.
- The Niagara-on-the-Lake culinary tourism study estimates that the 17.6 percent of visitors to the area that are culinary tourists account for 30 percent of all tourist economic contributions.

The remainder of this section estimates the direct spending and job generation benefits of the bicycle and culinary tourism catalytic projects on El Camino Real.

Direct Spending

This section utilizes the visitation and spending factors derived earlier to inform estimates of the economic impact of the proposed Camino Real bicycle lanes, and focuses on the benefits of two key metrics: increased tourism spending and potential employment generation. However, other more nuanced factors such as increased land values, and increased sales and property taxes can be factored into more comprehensive studies in the future.

The visitation forecasts from **Table 7** and the average daily spending estimates from **Table 8** are combined in **Table 12** to estimate annual spending from day and overnight bicycle users. In the Average scenario, bicycle user direct spending reaches approximately \$3.2 million at stabilization in 2020 and grows to almost \$3.6 million by 2025. Under the Conservative scenario, once a stabilized level of use is obtained, annual direct spending from bicycling activities along the corridor could be approximately \$2.2 million per year. Finally, annual direct spending under the Optimistic scenario reaches \$4.3 million in 2020, increasing to almost \$4.8 million by 2025.

In order to accurately calculate potential spending from new culinary and bicycle tourists, and to avoid double counting potential visitors, **Table 13** adjusts the number of overnight bicycle tourist visitors from **Table 12** down by 35 percent to account for the likely overlap with culinary tourists cited above. For example, for the Average scenario in the stabilization year of 2020, the estimates show that 15,861 overnight bicycle tourists will visit the area. However, this number is adjusted down to 10,309 overnight visitors, recognizing that approximately 5,500 of those bicycle visitors will also be culinary visitors.

The adjusted overnight bicycle tourist visitation estimates from **Table 13** are carried over into **Table 14** which estimates the combined direct spending from bicycle users (day/local and overnight) and culinary overnight visitors (from **Table 11**). Under the Average scenario, annual direct spending grows from an estimated \$485,000 in 2016 to \$3.3 million in 2020. After visitation is stabilized for both projects by 2021, annual expenditures increase at approximately two percent per year, and reach \$4 million in 2025. Annual expenditure estimates in 2020 range from \$2.5 million under the Conservative scenario up to \$4.1 million in the Optimistic scenario. By 2025, it is estimated that annual direct spending will reach \$3.1 million, and \$4.9 million respectively.

Table 12
Bicycle Users Estimated Annual Expenditures, 2016-2025

Year	Factor	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
						Stabilized	2%	2%	2%	2%	2%
Conservative Scenario											
Total Users		9,600	19,200	28,800	38,400	48,000	48,960	49,939	50,938	51,957	52,996
Day Users	67%	6,428	12,856	19,284	25,712	32,139	32,782	33,438	34,107	34,789	35,485
Average Spending	\$19.03	\$122,339	\$244,678	\$367,017	\$489,356	\$611,696	\$623,929	\$636,408	\$649,136	\$662,119	\$675,361
Overnight Users	33%	3,172	6,344	9,516	12,688	15,861	16,178	16,501	16,831	17,168	17,511
Average Spending	\$97.43	\$309,043	\$618,087	\$927,130	\$1,236,173	\$1,545,217	\$1,576,121	\$1,607,643	\$1,639,796	\$1,672,592	\$1,706,044
Subtotal		\$431,382	\$862,765	\$1,294,147	\$1,725,530	\$2,156,912	\$2,200,050	\$2,244,051	\$2,288,932	\$2,334,711	\$2,381,405
Average Scenario											
Total Users		14,400	28,800	43,200	57,600	72,000	73,440	74,909	76,407	77,935	79,494
Day Users	67%	9,642	19,284	28,926	38,567	48,209	49,173	50,157	51,160	52,183	53,227
Average Spending	\$19.03	\$183,509	\$367,017	\$550,526	\$734,035	\$917,543	\$935,894	\$954,612	\$973,704	\$993,178	\$1,013,042
Overnight Users	33%	4,758	9,516	14,274	19,033	23,791	24,267	24,752	25,247	25,752	26,267
Average Spending	\$97.43	\$463,565	\$927,130	\$1,390,695	\$1,854,260	\$2,317,825	\$2,364,181	\$2,411,465	\$2,459,694	\$2,508,888	\$2,559,066
Subtotal		\$647,074	\$1,294,147	\$1,941,221	\$2,588,294	\$3,235,368	\$3,300,075	\$3,366,077	\$3,433,398	\$3,502,066	\$3,572,108
Optimistic Scenario											
Total Users		19,200	38,400	57,600	76,800	96,000	97,920	99,878	101,876	103,913	105,992
Day Users	67%	12,856	25,712	38,567	51,423	64,279	65,565	66,876	68,213	69,578	70,969
Average Spending	\$19.03	\$244,678	\$489,356	\$734,035	\$978,713	\$1,223,391	\$1,247,859	\$1,272,816	\$1,298,272	\$1,324,238	\$1,350,723
Overnight Users	33%	6,344	12,688	19,033	25,377	31,721	32,355	33,003	33,663	34,336	35,023
Average Spending	\$97.43	\$618,087	\$1,236,173	\$1,854,260	\$2,472,346	\$3,090,433	\$3,152,242	\$3,215,286	\$3,279,592	\$3,345,184	\$3,412,088
Subtotal		\$862,765	\$1,725,530	\$2,588,294	\$3,451,059	\$4,313,824	\$4,400,101	\$4,488,103	\$4,577,865	\$4,669,422	\$4,762,810

Source: Economic & Planning Systems Research

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Table 13
Overnight Bicycle Tourist Visitors, less 35% Overlap with Culinary Tourists

Year	Factor	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
						Stabilized	2%	2%	2%	2%	2%
Conservative Scenario Overnight Users Overlap with Culinary Total		3,172	6,344	9,516	12,688	15,861	16,178	16,501	16,831	17,168	17,511
		<u>-1,110</u>	<u>-2,220</u>	<u>-3,331</u>	<u>-4,441</u>	<u>-5,551</u>	<u>-5,662</u>	<u>-5,775</u>	<u>-5,891</u>	<u>-6,009</u>	<u>-6,129</u>
		2,062	4,124	6,186	8,247	10,309	10,516	10,726	10,940	11,159	11,382
Average Scenario Overnight Users Overlap with Culinary Total		4,758	9,516	14,274	19,033	23,791	24,267	24,752	25,247	25,752	26,267
		<u>-1,665</u>	<u>-3,331</u>	<u>-4,996</u>	<u>-6,661</u>	<u>-8,327</u>	<u>-8,493</u>	<u>-8,663</u>	<u>-8,836</u>	<u>-9,013</u>	<u>-9,193</u>
		3,093	6,186	9,278	12,371	15,464	15,773	16,089	16,411	16,739	17,074
Optimistic Scenario Overnight Users Overlap with Culinary Total		6,344	12,688	19,033	25,377	31,721	32,355	33,003	33,663	34,336	35,023
		<u>-2,220</u>	<u>-4,441</u>	<u>-6,661</u>	<u>-8,882</u>	<u>-11,102</u>	<u>-11,324</u>	<u>-11,551</u>	<u>-11,782</u>	<u>-12,018</u>	<u>-12,258</u>
		4,124	8,247	12,371	16,495	20,619	21,031	21,452	21,881	22,318	22,765

Source: Economic & Planning Systems Research

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Table 14
Bicycle and Culinary Tourism Combined Direct Spending

Year	Factor	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Bicycling - Conservative Scenario											
Day Users		6,428	12,856	19,284	25,712	32,139	32,782	33,438	34,107	34,789	35,485
Average Daily Spending	\$19.03	\$122,339	\$244,678	\$367,017	\$489,356	\$611,696	\$623,929	\$636,408	\$649,136	\$662,119	\$675,361
Overnight Users*		2,062	4,124	6,186	8,247	10,309	10,516	10,726	10,940	11,159	11,382
Average Daily Spending	\$97.43	\$200,878	\$401,756	\$602,634	\$803,513	\$1,004,391	\$1,024,479	\$1,044,968	\$1,065,867	\$1,087,185	\$1,108,929
Culinary		=	\$184,439	\$397,755	\$641,461	\$917,125	\$1,226,375	\$1,250,903	\$1,275,921	\$1,301,439	\$1,327,468
Total		\$323,217	\$830,873	\$1,367,407	\$1,934,330	\$2,533,211	\$2,874,783	\$2,932,279	\$2,990,925	\$3,050,743	\$3,111,758
Bicycling - Average Scenario											
Day Users		9,642	19,284	28,926	38,567	48,209	49,173	50,157	51,160	52,183	53,227
Average Daily Spending	\$19.03	\$183,509	\$367,017	\$550,526	\$734,035	\$917,543	\$935,894	\$954,612	\$973,704	\$993,178	\$1,013,042
Overnight Users*		3,093	6,186	9,278	12,371	15,464	15,773	16,089	16,411	16,739	17,074
Average Daily Spending	\$97.43	\$301,317	\$602,634	\$903,952	\$1,205,269	\$1,506,586	\$1,536,718	\$1,567,452	\$1,598,801	\$1,630,777	\$1,663,393
Culinary		=	\$184,439	\$397,755	\$641,461	\$917,125	\$1,226,375	\$1,250,903	\$1,275,921	\$1,301,439	\$1,327,468
Total		\$484,826	\$1,154,091	\$1,852,233	\$2,580,765	\$3,341,255	\$3,698,987	\$3,772,967	\$3,848,426	\$3,925,395	\$4,003,903
Bicycling - Optimistic Scenario											
Day Users		12,856	25,712	38,567	51,423	64,279	65,565	66,876	68,213	69,578	70,969
Average Daily Spending	\$19.03	\$244,678	\$489,356	\$734,035	\$978,713	\$1,223,391	\$1,247,859	\$1,272,816	\$1,298,272	\$1,324,238	\$1,350,723
Overnight Users*		4,124	8,247	12,371	16,495	20,619	21,031	21,452	21,881	22,318	22,765
Average Daily Spending	\$97.43	\$401,756	\$803,513	\$1,205,269	\$1,607,025	\$2,008,781	\$2,048,957	\$2,089,936	\$2,131,735	\$2,174,370	\$2,217,857
Culinary		=	\$184,439	\$397,755	\$641,461	\$917,125	\$1,226,375	\$1,250,903	\$1,275,921	\$1,301,439	\$1,327,468
Total		\$646,435	\$1,477,308	\$2,337,059	\$3,227,199	\$4,149,298	\$4,523,191	\$4,613,655	\$4,705,928	\$4,800,047	\$4,896,048

Source: Economic & Planning Systems Research

*Overnight Users less the 35% assumed overlap with Culinary tourists calculated in Table 11.

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Employment

This section estimates potential employment generation benefits based on the direct spending figures derived above. To accurately capture the aspects of the economy most likely to benefit from increased tourism and agricultural demand, a basket of 17 industries were selected from the Bureau of Labor Statistics (BLS) data based on four-digit NAICS designations that reflect the industries that are most likely to be affected (**Table 15**).

Table 15
Selected NAICS sectors related to catalytic projects

NAICS	Description
1112	Vegetable and melon farming
1113	Fruit and tree nut farming
1119	Other crop farming
1121	Cattle ranching and farming
1151	Support activities for crop production
1152	Support activities for animal production
3114	Fruit and vegetable preserving and specialty
3118	Bakeries and tortilla manufacturing
3121	Beverage manufacturing
4244	Grocery and related products wholesalers
4248	Alcoholic beverage merchant wholesalers
4452	Specialty food stores
5615	Travel arrangement and reservation services
7121	Museums, historical sites, zoos, and parks
7211	Traveler accommodation
7224	Drinking places, alcoholic beverages
7225	Restaurants and other eating places

Source: U.S. Bureau of Labor Statistics; Economic & Planning Systems
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BLS data on these industries is shown in **Table 16** (number of employees) and **Table 17** (average annual pay). Total employment in the selected basket of industries grew from 9,343 in 2002 to 9,684 in 2012. This represents total growth of 3.7 percent over 10 years, an annual rate of 0.4 percent. This relatively flat overall growth disguises several notable trends within the data. Employment in the "Support activities for crop production" industry decreased by over 45 percent from 2002 to 2012, a 5.8 percent annual rate of decrease. Among agricultural industries, "Fruit and tree nut farming" added the most new jobs in both absolute (333) and percentage terms (6.3 percent annually). Employment at "Restaurants and other eating places" increased by 1,225, from 4,125 in 2002 to 5,350 in 2012, a 2.6 percent annual rate.

A weighted average of average annual pay (in constant 2012 dollars) shows that wages for the selected basket of industries increased from \$14,120 to \$17,308 per year, an average annual rate of 2.1 percent (**Table 17**). Although data is not available to confirm the proportions of full-time and part-time jobs, average wages in this range indicate a significant number of part-time jobs as would be expected within some of the service and agricultural sectors represented here.

Table 16
Employment in Selected Industries, Doña Ana County, 2002-2012

NAICS Description	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2002-2012	
												Total Ann. #	Ann. %
1112 Vegetable and melon farming	306	375	301	238	227	210	228	183	---	245	247	-59	-6 -2.1%
1113 Fruit and tree nut farming	398	382	418	428	484	543	649	655	735	567	731	333	33 6.3%
1119 Other crop farming	186	188	158	185	177	172	169	157	---	---	245	59	6 2.8%
1121 Cattle ranching and farming	794	847	---	854	838	807	812	753	780	714	691	-103	-10 -1.4%
1151 Support activities for crop production	2,042	1,955	1,748	1,531	1,308	1,013	1,059	1,149	1,222	1,111	1,118	-924	-92 -5.8%
1152 Support activities for animal production	28	35	48	61	59	47	39	39	34	---	---	---	---
3114 Fruit and vegetable preserving and specialty	155	220	---	233	188	53	51	---	63	65	98	-57	-6 -4.5%
3118 Bakeries and tortilla manufacturing	70	68	71	87	61	61	60	61	58	58	56	-14	-1 -2.2%
3121 Beverage manufacturing	---	---	---	---	---	---	---	44	47	41	41	---	---
4244 Grocery and related products wholesalers	143	137	155	185	205	176	172	183	229	210	218	75	8 4.3%
4248 Alcoholic beverage merchant wholesalers	92	90	94	89	86	89	94	95	105	110	110	18	2 1.8%
4452 Specialty food stores	124	109	116	147	158	125	82	39	48	57	53	-71	-7 -8.1%
5615 Travel arrangement and reservation services	36	44	1	1	21	20	22	23	23	25	22	-14	-1 -4.8%
7121 Museums, historical sites, zoos, and parks	25	27	27	28	4	3	25	24	41	41	28	3	0 1.1%
7211 Traveler accommodation	522	521	538	565	715	818	669	627	619	569	576	54	5 1.0%
7224 Drinking places, alcoholic beverages	297	360	312	283	---	---	---	---	---	102	100	-197	-20 -10.3%
7225 Restaurants and other eating places	4,125	4,294	4,139	4,571	4,777	5,070	5,229	5,122	5,168	5,268	5,350	1,225	123 2.6%
TOTAL	9,343	9,652	8,126	9,486	9,308	9,207	9,360	9,154	9,172	9,183	9,684	341	34 0.4%

Source: U.S. Bureau of Labor Statistics; Economic & Planning Systems

Note: Suppressed data represented by: --- indicates data which does not meet BLS or State agency disclosure standards.

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Economic Benefits of Catalytic Projects
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Table 17
Average Annual Pay in Selected Industries, Doña Ana County, 2002-2012

NAICS Description	2002-2012											2002-2012	
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Total	Ann. # Ann. %
1112 Vegetable and melon farming	\$18,141	\$16,612	\$18,281	\$20,899	\$21,836	\$22,806	\$23,462	\$24,663	--	\$23,277	\$22,121	\$3,980	\$398 2.0%
1113 Fruit and tree nut farming	\$20,668	\$23,248	\$23,531	\$24,692	\$28,557	\$26,148	\$27,772	\$27,870	\$27,243	\$28,490	\$29,431	\$8,763	\$876 3.6%
1119 Other crop farming	\$22,089	\$22,174	\$22,359	\$20,630	\$20,187	\$19,376	\$20,383	\$23,596	--	--	\$24,265	\$2,177	\$218 0.9%
1121 Cattle ranching and farming	\$23,403	\$23,013	--	\$23,151	\$23,320	\$24,325	\$23,728	\$24,419	\$24,666	\$23,953	\$23,880	\$477	\$48 0.2%
1151 Support activities for crop production	\$9,225	\$8,885	\$9,748	\$10,377	\$11,886	\$12,951	\$14,504	\$13,087	\$13,689	\$14,930	\$13,668	\$4,444	\$444 4.0%
1152 Support activities for animal production	\$18,935	\$19,068	\$22,260	\$27,854	\$19,731	\$20,260	\$20,499	\$20,494	\$20,045	--	--	--	--
3114 Fruit and vegetable preserving and specialty	\$17,102	\$17,144	--	\$12,937	\$24,673	\$22,581	\$24,080	--	\$26,472	\$26,107	\$23,133	\$6,030	\$603 3.1%
3118 Bakeries and tortilla manufacturing	\$16,904	\$17,408	\$17,722	\$14,667	\$16,494	\$16,572	\$17,842	\$18,059	\$18,501	\$17,828	\$17,625	\$721	\$72 0.4%
3121 Beverage manufacturing	--	--	--	--	--	--	--	\$29,362	\$26,529	\$25,146	\$25,805	--	--
4244 Grocery and related products wholesalers	\$33,524	\$37,060	\$43,281	\$38,706	\$40,368	\$47,279	\$48,020	\$47,326	\$47,102	\$49,874	\$48,349	\$14,825	\$1,483 3.7%
4248 Alcoholic beverage merchant wholesalers	\$44,455	\$45,629	\$47,272	\$47,339	\$47,397	\$47,401	\$47,051	\$48,120	\$46,732	\$43,627	\$45,200	\$745	\$74 0.2%
4452 Specialty food stores	\$20,827	\$26,402	\$23,473	\$18,216	\$19,040	\$20,870	\$28,160	\$16,807	\$17,165	\$14,520	\$13,698	-\$7,129	-\$713 -4.1%
5615 Travel arrangement and reservation services	\$17,900	\$17,493	\$13,045	\$17,291	\$33,026	\$38,589	\$42,882	\$38,382	\$35,094	\$34,976	\$36,091	\$18,191	\$1,819 7.3%
7121 Museums, historical sites, zoos, and parks	\$38,838	\$35,002	\$35,269	\$36,845	\$58,543	\$59,785	\$38,660	\$40,703	\$29,620	\$28,742	\$37,821	-\$1,016	-\$102 -0.3%
7211 Traveler accommodation	\$14,621	\$14,656	\$14,627	\$14,532	\$15,205	\$15,266	\$15,000	\$15,484	\$14,939	\$15,451	\$15,165	\$544	\$54 0.4%
7224 Drinking places, alcoholic beverages	\$11,108	\$10,687	\$11,494	\$12,220	--	--	--	--	--	\$12,041	\$12,990	\$1,882	\$188 1.6%
7225 Restaurants and other eating places	\$11,696	\$11,449	\$11,762	\$11,556	\$11,768	\$11,865	\$12,075	\$12,989	\$13,268	\$13,191	\$13,172	\$1,476	\$148 1.2%
TOTAL	\$339,434	\$345,931	\$314,124	\$351,912	\$392,032	\$406,074	\$404,119	\$401,360	\$361,086	\$372,152	\$402,414	\$62,981	\$6,298 1.7%
Weighted Average	\$14,120	\$14,109	\$13,932	\$14,822	\$15,860	\$15,963	\$16,519	\$16,941	\$17,121	\$17,093	\$17,308	\$3,188	\$319 2.1%

Source: U.S. Bureau of Labor Statistics; Economic & Planning Systems

Note: Suppressed data represented by: --- indicates data which does not meet BLS or State agency disclosure standards.

Note: Figures are shown in constant 2012 dollars using CPI for West Area Size Class B/C (50,000 to 1,500,000). Not Seasonally adjusted.

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Table 18 further illustrates employment and annual wages within this selection of industries in comparison to total employment in Doña Ana County across all industries. The selected industries have decreased slightly as a proportion of overall employment since 2002, decreasing from 16 percent to 14 percent of the total in 2012. Overall employment grew at an annual rate of 1.5 percent while the selected basket of industries increased at the previously mentioned annual rate of 0.4 percent. Average annual pay among the selected industries also lagged the rate of growth of the overall market, increasing at an annual rate of 2.1 percent versus 3.3 percent for the County as a whole over the past 10 years.

Estimates of hourly wages for the selected industries are derived from average annual pay and shown in **Table 19**. In 2012, the weighted average of \$17,308 per year indicates an average hourly wage of \$8.32 for a full-time 40 hour per week employee. Assuming approximately half of the jobs analyzed here are part-time, those same annual wages equate to an hourly wage of approximately \$13.31 for a part-time (25 hours per week) employee. These figures represent jobs at the lower end of the wage spectrum, as would be expected in the service and agricultural sectors; however they are also generally entry level jobs with limited barriers to entry available to segments of the County population that may have limited experience, education, or training.

Table 18
Employment and Average Annual Pay, Doña Ana County, 2002-2012

Doña Ana County	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2002-2012		
												Total	Ann. #	Ann. %
Employees														
Total All Industries	59,841	61,405	62,552	65,191	66,860	67,818	69,105	67,759	69,187	69,109	69,246	9,405	941	1.5%
Selected Industries¹	9,343	9,652	8,126	9,486	9,308	9,207	9,360	9,154	9,172	9,183	9,684	341	34	0.4%
Percent of Total	16%	16%	13%	15%	14%	14%	14%	14%	13%	13%	14%	---	---	---
Average Annual Pay														
Total All Industries	\$25,256	\$26,243	\$27,492	\$28,569	\$29,969	\$31,422	\$32,894	\$34,264	\$34,630	\$34,807	\$34,796	\$9,540	\$954	3.3%
Selected Industries^{2,3}	\$14,120	\$14,109	\$13,932	\$14,822	\$15,860	\$15,963	\$16,519	\$16,941	\$17,121	\$17,093	\$17,308	\$3,188	\$319	2.1%

Source: U.S. Bureau of Labor Statistics; Economic & Planning Systems

¹ Selected Industries are tourism and agriculture related 4-digit NAICS industries.

² Average Annual Pay is a weighted average of the selected industries.

³ Annual average pay figures are shown in constant 2012 dollars.

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Table 19
Average Annual Pay and Hourly Equivalents, Selected Industries, 2002-2012

Category		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
	Factor											
Average Annual Pay												
Weighted Average of Selected Industries*		\$14,120	\$14,109	\$13,932	\$14,822	\$15,860	\$15,963	\$16,519	\$16,941	\$17,121	\$17,093	\$17,308
Full-Time Hourly Rate (40 hrs / wk)	2,080	\$6.79	\$6.78	\$6.70	\$7.13	\$7.62	\$7.67	\$7.94	\$8.14	\$8.23	\$8.22	\$8.32
Part-Time Hourly Rate (25 hrs / wk)	1,300	\$10.86	\$10.85	\$10.72	\$11.40	\$12.20	\$12.28	\$12.71	\$13.03	\$13.17	\$13.15	\$13.31

Source: U.S. Bureau of Labor Statistics; Economic & Planning Systems

*Note: Selected Industries are tourism and agriculture related 4-digit NAICS industries.

Note: Average Annual Pay is a weighted average of the selected industries shown in constant 2012 dollars.

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Economic Benefits of Catalytic Projects
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Utilizing the estimated direct spending numbers from **Table 14** and the average annual pay figures just presented, **Table 20** estimates potential job creation resulting from the bicycle and culinary tourism catalytic projects. As a general guideline, the value of employee wages and benefits can be calculated as approximately 45 percent of new direct spending. The balance of 55 percent is attributed to wholesale costs, property management, rents and mortgages, etc. This analysis assumes that wages account for 90 percent of the compensation, as part-time and service industry jobs are less likely to have robust benefits. The resulting Annual Earnings number is divided by average annual wages for the industry grouping that are escalated by 2.1 percent per year (based on the trend identified in **Table 18**).

For example, in the Average Scenario, after five years of building to a stabilized performance, direct spending in 2020 is estimated at just over \$3.3 million. Annual Earnings & Benefits of 45 percent equal \$1.5 million. Subtracting 10 percent of that figure for the value of benefits yields Annual Earnings of \$1.35 million. Finally, dividing this amount by the 2020 estimated average annual earnings of \$20,439 shows that the direct spending from bicycle and culinary tourism will support approximately 66 jobs.

The projected direct spending and job generation benefits of the bicycle and culinary tourism projects are summarized more succinctly in **Table 21**. Under the Average Scenario, total direct spending is projected to grow from almost \$500,000 in 2016 to \$4 million in 2025, initially supporting 10 new jobs, and eventually supporting 72 jobs along the corridor.

Table 20
Bicycle and Culinary Tourism, Estimated Employment Generation, 2016-2025

Category	Factor	2016 2.1%	2017 2.1%	2018 2.1%	2019 2.1%	2020 2.1%	2021 2.1%	2022 2.1%	2023 2.1%	2024 2.1%	2025 2.1%
Conservative Scenario											
Total Combined Direct Spending		\$323,217	\$830,873	\$1,367,407	\$1,934,330	\$2,533,211	\$2,874,783	\$2,932,279	\$2,990,925	\$3,050,743	\$3,111,758
Annual Earnings & Benefits	45%	\$145,448	\$373,893	\$615,333	\$870,449	\$1,139,945	\$1,293,653	\$1,319,526	\$1,345,916	\$1,372,834	\$1,400,291
Annual Earnings	90%	\$130,903	\$336,504	\$553,800	\$783,404	\$1,025,951	\$1,164,287	\$1,187,573	\$1,211,324	\$1,235,551	\$1,260,262
Average Annual Earnings		<u>\$18,808</u>	<u>\$19,203</u>	<u>\$19,607</u>	<u>\$20,018</u>	<u>\$20,439</u>	<u>\$20,868</u>	<u>\$21,306</u>	<u>\$21,754</u>	<u>\$22,211</u>	<u>\$22,677</u>
Estimated Total Jobs		7	18	28	39	50	56	56	56	56	56
Average Scenario											
Total Combined Direct Spending		\$484,826	\$1,154,091	\$1,852,233	\$2,580,765	\$3,341,255	\$3,698,987	\$3,772,967	\$3,848,426	\$3,925,395	\$4,003,903
Annual Earnings & Benefits	45%	\$218,172	\$519,341	\$833,505	\$1,161,344	\$1,503,565	\$1,664,544	\$1,697,835	\$1,731,792	\$1,766,428	\$1,801,756
Annual Earnings	90%	\$196,354	\$467,407	\$750,154	\$1,045,210	\$1,353,208	\$1,498,090	\$1,528,052	\$1,558,613	\$1,589,785	\$1,621,581
Average Annual Earnings		<u>\$18,808</u>	<u>\$19,203</u>	<u>\$19,607</u>	<u>\$20,018</u>	<u>\$20,439</u>	<u>\$20,868</u>	<u>\$21,306</u>	<u>\$21,754</u>	<u>\$22,211</u>	<u>\$22,677</u>
Estimated Total Jobs		10	24	38	52	66	72	72	72	72	72
Optimistic Scenario											
Total Combined Direct Spending		\$646,435	\$1,477,308	\$2,337,059	\$3,227,199	\$4,149,298	\$4,523,191	\$4,613,655	\$4,705,928	\$4,800,047	\$4,896,048
Annual Earnings & Benefits	45%	\$290,896	\$664,789	\$1,051,677	\$1,452,240	\$1,867,184	\$2,035,436	\$2,076,145	\$2,117,668	\$2,160,021	\$2,203,222
Annual Earnings	90%	\$261,806	\$598,310	\$946,509	\$1,307,016	\$1,680,466	\$1,831,892	\$1,868,530	\$1,905,901	\$1,944,019	\$1,982,899
Average Annual Earnings		<u>\$18,808</u>	<u>\$19,203</u>	<u>\$19,607</u>	<u>\$20,018</u>	<u>\$20,439</u>	<u>\$20,868</u>	<u>\$21,306</u>	<u>\$21,754</u>	<u>\$22,211</u>	<u>\$22,677</u>
Estimated Total Jobs		14	31	48	65	82	88	88	88	88	87

Source: U.S. Bureau of Labor Statistics; Economic & Planning Systems
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Table 21
Bicycle and Culinary Tourism Economic Benefits Summary

Category	2016 4.3%	2017 4.1%	2018 4.1%	2019 3.9%	2020 3.9%	2021 3.7%	2022 3.7%	2023 3.5%	2024 3.5%	2025 3.3%
Conservative Scenario										
Total Combined Direct Spending	\$323,217	\$830,873	\$1,367,407	\$1,934,330	\$2,533,211	\$2,874,783	\$2,932,279	\$2,990,925	\$3,050,743	\$3,111,758
Estimated Total Jobs	7	18	28	39	50	56	56	56	56	56
Average Scenario										
Total Combined Direct Spending	\$484,826	\$1,154,091	\$1,852,233	\$2,580,765	\$3,341,255	\$3,698,987	\$3,772,967	\$3,848,426	\$3,925,395	\$4,003,903
Estimated Total Jobs	10	24	38	52	66	72	72	72	72	72
Optimistic Scenario										
Total Combined Direct Spending	\$646,435	\$1,477,308	\$2,337,059	\$3,227,199	\$4,149,298	\$4,523,191	\$4,613,655	\$4,705,928	\$4,800,047	\$4,896,048
Estimated Total Jobs	14	31	48	65	82	88	88	88	88	87

Source: U.S. Bureau of Labor Statistics; Economic & Planning Systems
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3. COMMERCIAL REVITALIZATION FINANCIAL FEASIBILITY

Introduction

The consultant team identified a pilot project catalytic node at the intersection of Racetrack Drive and McNutt Road (NM 273) in Sunland Park for potential redevelopment as part of the Camino Real Corridor Management Plan, as shown in **Figure 1** on the following page. The entire 9.44 acre site is owned by the City of Sunland Park and currently houses several City offices. Based on high level market demand projections, the consultant team developed potential development programs and streetscape improvements for both a pilot project on 1.6 acres and for a complete development on the entire 9.44 acres. The project aims to help create a southern gateway to the Camino Real Corridor, to facilitate safe access across this section of the corridor, and to establish a mixed use hub on underutilized land in Sunland Park. The project builds upon the Sunland Park Downtown Plan and the Border Crossing Master Plan, and when developed is intended to catalyze the market for additional real estate development, increase business opportunity, and broaden the Doña Ana County tax base.

As explained in greater detail in the sections that follow, the catalytic project has several merits and is financially feasible, with City participation through a Metropolitan Redevelopment Area (MRA). The MRA enables the City to direct Tax Increment Financing (TIF) proceeds into the project to increase quality and close gaps. With the gap financing, the project is feasible and the City can catalyze the market, establish new comparables, and stimulate additional development activity along the Camino Real corridor. Key findings include:

- The residential component of the project provides a stronger financial return when compared to the retail component. Thus, the full project should be undertaken as a whole, with residential and commercial built simultaneously, which will minimize the amount of public financing required.
- When considered in its entirety, the project generates a surplus of approximately \$1.6 million, which can be used by the City to leverage additional catalytic projects and/or civic improvement along the corridor.
- In addition to the funds that can be used to leverage future projects, the pro forma assumes that the City will be fully compensated for the current market value of the land. Thus, the City will be able to monetize the current asset and use proceeds, estimated at \$2.2 million, for other municipal projects.
- The project will create 108 dwelling units and 25,000 square feet of commercial floor area at a key intersection on the Camino Real corridor, thus providing opportunity for local business development.
- The tax base of the City of Sunland Park and Doña Ana County will increase both in terms of assessed valuation for property taxes and revenue attributed to GRT. Note that the pro forma assumes a redirection of property tax revenue (but not GRT) into the project (as a function of the TIF) for a 20-year period.

The following feasibility evaluation analyzes both the Phase 1 catalytic pilot project as well as the complete three-phase development, shown graphically in **Figure 2** and summarized in **Table 22**.

Figure 1
Sunland Park Commercial Revitalization Pilot Project Context Map



Figure 2
Sunland Park Commercial Revitalization Site Plan



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Table 22
Summary Development Program - Full Project

Description	Phase 1		Phase 2		Phase 3		Total	
Land	1.60	Acres	3.71	Acres	4.13	Acres	9.44	Acres
	69,696	Sq Ft.	161,608	Sq Ft.	179,903	Sq Ft.	411,206	Sq Ft.
Program								
Retail								
General	4,500	Sq Ft.	15,250	Sq Ft.	0	Sq Ft.	19,750	Sq Ft.
Restaurant	<u>5,250</u>	Sq Ft.	<u>0</u>	Sq Ft.	<u>0</u>	Sq Ft.	<u>5,250</u>	Sq Ft.
Total	9,750	Sq Ft.	15,250	Sq Ft.	0	Sq Ft.	25,000	Sq Ft.
Residential								
Units	0	Units	0	Units	108	Units	108	Units
Avg. Size	---	Sq Ft.	---	Sq Ft.	<u>891</u>	Sq Ft.	<u>891</u>	Sq Ft.
Total	0	Sq Ft.	0	Sq Ft.	96,228	Sq Ft.	96,228	Sq Ft.
Density								
FAR	0.14		0.09		0.53		0.29	
DU/Acre	---		---		26		11.4	
Public Park	---		---		26,136	Sq Ft.	26,136	Sq Ft.
Parking	97	Spaces	76	Spaces	189	Spaces	362	Spaces

Source: Dekker/Perich/Sabatini; Economic & Planning Systems

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Methodology

When reading this evaluation, it is important to keep in mind that EPS made several assumptions in the feasibility analysis. While the numbers in the following pages might look concrete, they really form the basis for starting a conversation with the City of Sunland Park and potential interested developers and will benefit from further vetting by developers in the corridor. Remember, the goal of such an evaluation, intrinsically, is to show how such a concept might come to fruition. While the final resulting development program may differ from what is shown here, this analysis provides an initial basis for evaluation of project feasibility. Ultimately, the analysis documents that public involvement in these civic improvements warrants public investment.

In order to understand the underlying economics and potential financial gaps of the project, EPS tested the financial feasibility of the Sunland Park program against current market conditions using a static feasibility analysis methodology. Static feasibility analysis compares potential project costs to the capitalized value of potential project revenues to determine feasibility. Rather than a discounted cash flow analysis methodology that compares the timing of future costs and revenues over time, static feasibility compares costs and revenues at one point in time, typically the anticipated year of stabilization. Static feasibility analysis is best used when more detailed information is not available and the timing of development is uncertain. Thus, assumptions about detailed costs and revenues, future growth and/or inflation, and the “time value of money” are not required.

For income-producing operating properties, such as apartments and typical office and retail space where a property owner generates rent from tenants, capitalized value is estimated by forecasting annual stabilized net operating income (rent revenue less operating expenses) and dividing by a direct capitalization rate. The capitalization rate, or “cap rate,” represents the annual return required by a real estate investor, and ultimately, the value investors place on the potential annual income. Cap rates can be extracted from the local market and vary depending on building type (residential, retail, office), quality, local market conditions, and overall risk. The capitalization rate is an inverse ratio. Thus, the higher the rate, the lower the resulting value; while the lower the rate, the higher the resulting value. By definition, the cap rate approach can only be used for development which generates an ongoing revenue stream (i.e., rents). Thus, it cannot be applied to land (other than unusual cases in which parcels are under long-term leases), or for-sale components of a given project (i.e., townhomes).

EPS applied static feasibility analysis to the identified development program, comparing potential capitalized value to potential project costs, including required return but exclusive of land. The resulting comparison yields the residual land value of the site, or the remaining land value of the site that could be supported by potential project revenues after subtracting out project costs. EPS then compared this value to estimated market values for land in the surrounding Sunland Park/El Paso area using various comparable land sales and listings. If the estimated residual land value is equal to or greater than the estimated market value of the land, then the project is estimated to be feasible. If the estimated residual land value is negative or less than the estimated market value of land, the project is estimated to be infeasible. A summary of the methodology is shown in **Table 23**.

Table 23
Methodology

Item	Operating Property
Project Revenue	Rent (\$ per Sq. Ft.) Size (Sq. Ft.) Gross Potential Income (GPI) <Less> Vacancy Effective Gross Income (EGI) <Less> Operating Expenses Net Operating Income (NOI) <Divided by> Capitalization Rate (A) Capitalized/Market Value
Project Costs	Site Development Costs <Plus> Vertical Development Costs <Plus> Hard Costs Contingency <Plus> Soft Costs (B) Development Costs
Residual Land Value	Market Value (A) <Less> Total Development Costs (B) (C) Residual Land Value
Market Land Value	(D) Market Land Value
Feasibility	(C) > (D) = Feasible (C) < (D) = Infeasible

Source: Economic & Planning Systems

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Key Assumptions

The following section outlines the key assumptions utilized in the two feasibility analyses which follow, including project revenues and capitalized value, project costs, and underlying market land values. These assumptions are based on current market conditions and development costs and apply to both the Phase 1-Project and the full Project scenarios outlined in the next section.

Project Revenue**Operating Revenue Assumptions**Operating Revenue

The development program contains three development types: standard retail space, restaurant space, and multifamily residential units. The overall program concept is to create a mixed use environment surrounding a linear park amenity, creating synergy between retail/restaurant uses and on-site residential uses, offering a new prototype for the southern end of the corridor.

The Phase1-Catalytic project includes the initial 4,500 square feet of general retail (out of a total of 19,750 square feet proposed for the complete development) and a 5,250 square foot

restaurant space. Phase 2 will add the remaining 15,250 square feet of general retail space and Phase 3 will incorporate 108 residential multifamily units situated around the linear park.

Based on research of local listings and discussions with brokers, annual retail rents for traditional retail space in the Sunland park and western El Paso generally ranges from \$8.00 to \$16.00 per square foot (excluding outliers), as shown in **Table 24** on the following page.

Based on the comparable commercial lease rates and discussions with local brokers, EPS estimates supportable annual retail rent for the catalytic project site to be to be approximately \$10.69 per square foot "triple net" (NNN), with the tenant paying all additional operating expenses.

Operating Expenses

Typical operating expenses include utilities, taxes, insurance, property management, and market/advertising. All commercial development is anticipated to be leased on a NNN basis with all expenses incurred by the future tenants. Thus, no operating expenses are to be incurred by the landlord.

Table 24
Commercial Lease Comparables

Address	Space		Rate	Type ¹	Listing	Source
	Min	Max				
1071 Country Club Rd	800	1,200	\$11.56	NNN	Active	CoStar
1831 Northwestern Dr	2,650	2,650	\$13.58	NNN	Active	CoStar
2501 N Stanton St	737	2,702	\$16.00	NNN	Active	CoStar
2701 N Mesa St	3,833	3,833	\$15.00	NNN	Active	CoStar
3100 N Mesa St	8,000	8,000	\$16.50	NNN	Active	CoStar
3233 N Mesa St	1,980	10,000	\$13.00	NNN	Active	CoStar
3737 N Mesa St	1,173	2,000	\$13.00	NNN	Active	CoStar
4000 Doniphan Dr	4,000	4,000	\$7.80	NNN	Active	CoStar
4907 Crossroads Dr	1,200	1,200	\$13.00	NNN	Active	CoStar
5300 Doniphan Dr.	10,500	10,500	\$9.00	NNN	Active	Loopnet
5470 Doniphan Dr	1,000	3,805	\$9.00	NNN	Active	CoStar
5500 Doniphan Dr	3,000	13,200	\$6.00	NNN	Active	CoStar
6431 Doniphan Dr	2,600	2,600	\$4.62	NNN	Active	CoStar
6761 Doniphan Dr	250	2,000	\$12.27	NNN	Active	CoStar
7061 Doniphan Dr	1,500	1,500	\$10.00	NNN	Active	CoStar
7930 N. Mesa	2,633	5,063	\$12.00	NNN	Active	Loopnet
811 Sunland Park Dr	8,700	8,700	\$12.00	NNN	Active	CoStar
I-10 and Sunland Park	8,700	8,700	\$8.00	NNN	Active	Loopnet
Weighted Average			\$10.69			

Source: Economic & Planning Systems

¹Type refers to lease type. NNN represents "Triple Net" lease where tenants are responsible for all assoc. operating expenses.

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Residential lease rate comparables are shown in **Table 25**. Average multifamily unit size for the Sunland Park/western El Paso area is estimated at 891 square feet, and average monthly rents are estimated at \$934. This corresponds to an average rental rate per square foot for residential units of \$1.05.

Table 25
Residential Lease Comparables

Address	Average Monthly Rent	Average Unit Size (Sq. Ft.)	Average Monthly Rent (per Sq. Ft.)
200 Desert Pass St	\$986.25	922	\$1.07
7990 Artcraft Rd	\$698.33	741	\$0.94
1600 N Resler Dr	\$1,031.14	1,003	\$1.03
1325 Northwestern Dr	<u>\$1,021.14</u>	<u>898</u>	<u>\$1.14</u>
Average	\$934.22	891	\$1.05

Source: CoStar; Economic & Planning Systems

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Market Value

As stated in the methodology section of this memo, to determine the market value of an operating property, net operating revenues must be divided by an estimated market capitalization rate. Capitalization rates represent the annual rate of return generated from net operating revenue. The required return varies based on a number of factors, including use, location, and overall building quality. As a new development in an economically-challenged portion of the County, the project will likely require higher a capitalization rate than a project in a more economically proven location such as Las Cruces or other larger institutional investor markets where national investors frequently invest (Los Angeles, Chicago, Dallas, etc.). The higher rate is required to account for the perceived higher levels of risk associated with the unfamiliarity of a smaller market, limited local transaction data, and fewer economic drivers. As is such, limited data is available on typical cap rates in the Sunland Park market.

According to CoStar data for the Sunland Park/western El Paso market, retail cap rates for neighborhood or community retail range from 7.5 percent to 9.0 percent depending on the quality and location of the asset. The proposed project will be a new construction property, but in an untested retail market. Thus, EPS believes a cap rate of 8.0 percent is reasonable.

Project Costs

Site Development Costs

Demolition

The site is currently improved with institutional/government uses owned by the City of Sunland Park. Eight buildings on site total approximately 38,000 square feet. Based on its experience, EPS estimates demolition costs to average approximately \$10.00 per square foot.

Site Development

Project site development costs represent the expenditure associated with preparing the land for development. Potential costs include remediation, grading, utilities, drainage, landscaping, paving, curb and gutter, etc. Site development costs will also include the outdoor plaza related to the outdoor Mercado. In some cases these costs can be substantial (significant drainage issues and/or remediation of environmental contamination); however, given the current active uses on site, extraordinary costs have not been included. These general site development costs are included in the building costs for the commercial and residential uses explained below.

Parking

Parking costs represent the cost of paving and striping the onsite spaces and in the case of structured parking, the construction costs of the parking structure (supports, ramps, etc.). The identified development program utilizes approximately 360 surface parking spaces, the costs of which are also included in the building costs for the commercial and residential uses (as below).

Vertical Development Costs

Vertical development costs represent the construction-specific costs (materials, labor, and overhead) associated with the development of a new project. Vertical development costs include the building's structural shell and systems. For commercial development, typically the tenants finish the interior of the spaces, and the developer pays a portion of these costs a Tenant Improvements, negotiated within the lease.

Core and Shell

Core and shell costs represent the construction costs of the structural-frame, interior building systems (HVAC, plumbing, elevators, etc.), and common areas (lobby, hallways, stairwells, etc.). Core and shell costs are greatly contingent on the required structural material (steel or wood-frame) necessary to support the use. In this case the commercial buildings will likely require steel-frame construction. Commercial uses are estimated to average approximately \$80 per square foot.

Residential building costs include the structural-frame, interior building systems, and interior finish of both common areas and individual apartment units (thus negating the need for separate tenant improvements as found in commercial uses). Multifamily residential structures of more than five stories require concrete and steel frame construction which is more expensive than typical wood frame construction. The residential units built for this development program are likely to be only two or three stories, and building costs are estimated at \$90 per square foot.

Tenant Improvements

Tenant improvements represent the interior finish of tenant space, including flooring, lighting, and a portion of attached furniture, fixtures, and equipment (FFE). Tenant finishes are often negotiated as part of retail or office lease terms, so the ultimate amount to be paid by the developer can vary. For the purposes of this analysis, EPS estimates tenant improvements to be incurred by the developer will cost approximately \$20 per square foot of leasable area for the general retail space and \$40 per square foot for the restaurant space. As explained above, tenant improvements are not a separate factor in residential development, and thus, no tenant improvements are assumed for the residential units.

Hard Cost Contingency

A hard cost contingency represents budgeted dollars to account for any potential cost overruns. While not guaranteed to be spent, contingency funds are frequently fully-utilized. Based on EPS' experience, hard cost contingencies typically average 5.0 to 10.0 percent of hard costs, depending on the particular developer. Thus, EPS estimates a hard cost contingency of 5.0 percent of hard costs (including site and vertical development costs).

Soft Costs

Soft costs include all of the non-construction costs associated with the development of a project. These costs include entitlement costs, building permits/fees, architectural fees, legal fees, other consultant fees, financing costs (interest), and the developer fee. Soft costs can vary greatly depending on the project. However, a general rule of thumb is between 25 and 30 percent of project hard costs. Thus, for the purposes of this analysis, EPS assumes soft costs of approximately 25.0 percent of total hard costs.

Land Value

In addition to hard and soft costs, the acquisition of the underlying land is a significant project cost to any real estate development. Land values are determined by a number of factors, including location, size, access, zoning, required site development costs, and the potential future use. To determine potential feasibility requirements, EPS compared the residual land value, or the remaining supportable land cost after all project costs are netted from estimated market value, to the estimated market value of the land for a given site.

To estimate the market value of land in the Sunland Park/western El Paso area, EPS compiled a list of comparable land sales and listings in the area, as shown in **Table 26** on the following page.

Excluding outlier values of approximately \$1 and \$12 per square foot, recent land sales in the area ranged from as little as approximately \$3.00 per square foot to as much as \$8.50 per square foot, depending on size and location. The catalytic project development concept is based on a parcel of approximately 9.44 acres, toward the larger end of the available range. Although the location lacks prime visibility directly from I-10, it does front a high volume arterial (McNutt Road) at the intersection with one of the major north-south corridors in the City. The fact that the land is held under single ownership (the City of Sunland Park) is a significant benefit to the project as it eliminates potentially difficult and expensive land aggregation in order to move the project forward. Given these factors, EPS believes land acquisition for this project is likely to be consistent with the average calculated from recent comparable sales, shown in the following table to be \$5.37 per square foot.

Table 26
Land Comparables

Description	Address	Size		Sale/ Listing	Sale Date	Source
		Acres	SqFt			
				Price		
				Total	Per Sq. Ft.	
Vacant near McNutt		1.89	82,328	\$367,500	\$4.46	Loopnet
South of Race Track	2011 Appaloosa	3.01	131,116	\$937,500	\$7.15	Loopnet
North of Race Track	179 Sunland Park Drive	11.36	494,842	\$1,400,000	\$2.83	Loopnet
Retail area South of I-10	1300 Sunland Park Drive	4.45	193,842	\$2,350,000	\$12.12	Loopnet
South of CC Rd bwtwn I-10 & Doniphan	1050 Sunland Park Drive	2.03	88,427	\$100,000	\$1.13	Loopnet
South of CC Rd bwtwn I-10 & Doniphan	4501 Osborne Drive	1.17	50,965	\$436,250	\$8.56	Loopnet
Weighted Average					\$5.37	

Source: Economic & Planning Systems

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Feasibility Results

This section provides the pro forma feasibility results for the Phase 1-project scenario followed by results for the complete project scenario.

Phase 1 – Catalytic Project

The development program for the Phase 1-project is shown in **Table 27**. The general retail space of 4,500 square feet is combined with restaurant space of 5,250 square feet on a 1.6 acre portion of the parcel right at the corner of McNutt road and Racetrack drive.

Table 27
Development Program - Phase 1 Project

Description	Phase 1 - Catalytic Project	
Land	1.60	Acres
	69,696	Sq Ft.
Program		
Retail		
General	4,500	Sq Ft.
Restaurant	5,250	Sq Ft.
Total	9,750	Sq Ft.
Residential		
Units	0	Units
Avg. Size	---	Sq Ft.
Total	0	Sq Ft.
Density		
FAR	0.14	FAR
DU/Acre	---	
Parking	97	Spaces
Public Park	---	

Source: Dekker/Perich/Sabatini; Economic & Planning Systems

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Phase 1 Project Costs (excluding land)

Based on the demolition, core and shell, and tenant improvement costs explained previously, the Phase 1 project costs are shown in **Table 28**. Including a 5 percent contingency for hard costs and a 25 percent allocation for soft costs, total projects costs (excluding land) are estimated at \$1.44 million.

Table 28
Program Project Costs, excluding land – Phase 1 Project

Description	Factor		Total
Site Costs ¹			
Demolition ²	\$10.00	1,856	\$19,000
Total Site Costs			\$19,000
		Retail Restaurant	
Building Costs			
Sq. Ft.		4,500 5,250	9,750
Core and Shell		\$80.00 \$80.00	
Core and Shell Subtotal		\$360,000 \$420,000	\$780,000
Tenant Improvements		\$20.00 \$40.00	
Tenant Improvements Subtotal		\$90,000 \$210,000	\$300,000
Total Building Costs		\$450,000 \$630,000	\$1,080,000
Total Hard Costs			\$1,099,000
Contingency	5.0%		\$55,000
Total Hard Costs			\$1,150,000
Soft Costs	25.0%		\$288,000
Total Costs			\$1,442,000

¹ Costs of general site improvements (utilities, parking, and landscaping) are captured in Building Costs.

² 1,856 sq. ft. of existing buildings

Source: Economic & Planning Systems

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Phase 1 Project Revenue

Project revenue is based on the average annual retail lease rate for the area of \$10.69. For simplicity, both retail and restaurant revenues are calculated using this figure, although local brokers indicate that the restaurant space has the potential to achieve slightly higher rates depending on the tenant. A market equilibrium vacancy rate of 10 percent is typical for most retail markets. However, CoStar data indicate a retail vacancy rate for the area of just over 20 percent over the last five years, coinciding in part with the great recession. The market seems to be improving, but given the uncertain timing of returning to the historic 10 percent equilibrium vacancy rate, this analysis utilizes a 15 percent rate.

The retail and restaurant uses in Phase 1 are estimated to generate annual Net Operating Income (NOI) of \$88,600. Based on a Cap Rate of 8.0 percent, this equates to a market value of \$1.1 million as shown in **Table 29**.

Table 29
Program Revenue/Market Value – Phase 1 Project

Description	Factor	Commercial		Total
		Retail	Restaurant	
Sq. Ft.		4,500	5,250	9,750
Rent (NNN / PSF)		\$10.69	\$10.69	
Gross Potential Income (GPI)		\$48,099	\$56,115	\$104,214
Vacancy	15%	\$7,215	\$8,417	
Net Operating Income (NOI)		\$40,884	\$47,698	\$88,581
Cap Rate				8.0%
Market Value				\$1,107,268

Source: Economic & Planning Systems

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Phase 1 Feasibility

EPS applied the Phase 1 costs and revenue identified above to test its overall financial feasibility. As stated, feasibility is determined by comparing the residual land value of the development program with the estimated market value of the associated land. If the residual land value is equal to or greater than the estimated market land value, the development is determined to be feasible. If the residual land value is less than the estimated market land value, the development is determined to be infeasible. Based on the given assumptions, current rental rates do not support a sufficient land value (\$5.37 per square foot) to trigger new development at this time, as shown in **Table 30**. The negative project value of \$335,000, combined with a market land value of \$374,000 indicates a feasibility gap of \$709,000.

However, this does not preclude potential development from occurring in the future, if certain public financing options are put into place. Note: A complete overview of public financing options is presented at the end of this appendix.

Table 30
Feasibility Results Summary – Phase 1 Project

Description		Total
Market Value		\$1,107,268
Project Costs		<u>\$1,442,000</u>
Residual Land Value	(\$4.80)	(\$334,732)
	<i>Per Sq. Ft.</i>	
Land (Market Value)	\$5.37	\$374,268
	<i>Per Sq. Ft.</i>	
Feasibility		No
Gap/Required Subsidy		(\$708,999)

Source: Economic & Planning Systems

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Based on the current cost and revenue assumptions, EPS estimates that the project is financially infeasible and requires some form of public assistance. One method to address the feasibility gap is to employ Tax Increment Financing (TIF) that is eligible as part of establishing a Metropolitan Redevelopment Area (MRA) financing district. This is one form of public financing and is shown in **Table 31** to provide an example of the role public financing could play in the commercial revitalization of the Camino Real corridor in Sunland Park. MRA (TIF) is a particularly appealing public finance tool in this scenario because the land upon which the development is proposed is currently owned by the City of Sunland Park and as such is tax exempt. Thus, any and all tax revenue generated by new commercial and residential development on the site is “increment” available to support bonds that fund site preparation costs or public infrastructure costs related to the streetscape and safety improvements proposed along McNutt Road and Racetrack Drive.

Table 31
Gap Financing – MRA-TIF Option – Phase 1 Project

Description		Total
Gap¹		(\$708,999)
Potential Sources		
MRA Financing (TIF)		
Current Assessed Value ²		\$0
Future Commercial Assessed Value		<u>\$369,089</u>
Future Assessed Value		\$369,089
Increment		\$369,089
Annual Revenue	41.01 Mills	\$15,135
20-year Total (nominal dollars)		\$302,705
Bond/Upfront Payment ³	5.0% Interest Rate	\$179,188
Total Gap Financing		\$179,188
Feasibility		No

¹ Calculated in Table 9, *Feasibility Results Summary – Phase 1 Catalytic Project*.

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

³ Assumes 20-year Bond and a 5.0% admin fee

Source: Economic & Planning Systems

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The test of the partial Phase 1 development of the site shows a gap of \$709,000 and potential TIF revenues of \$179,000, which is insufficient to achieve feasibility. As will be shown in the following section, residential real estate offsets the burden of the retail component and cross-subsidizes the project with sufficient revenues to make it viable. The feasibility for the entire three-phase project appears more realistic, and is shown in the next section.

Complete Three-Phase Project

The development program for the complete 9.44 acre project is revisited in **Table 32**. An additional 15,250 square feet of retail are added in Phase 2. In Phase 3, 108 residential units and a 0.6 acre public park are added to the development program.

Table 32
Development Program – Complete Project

Description	Phase 1		Phase 2		Phase 3		Total	
Land	1.60	Acres	3.71	Acres	4.13	Acres	9.44	Acres
	69,696	Sq Ft.	161,608	Sq Ft.	179,903	Sq Ft.	411,206	Sq Ft.
Program								
Retail								
General	4,500	Sq Ft.	15,250	Sq Ft.	0	Sq Ft.	19,750	Sq Ft.
Restaurant	<u>5,250</u>	Sq Ft.	<u>0</u>	Sq Ft.	<u>0</u>	Sq Ft.	<u>5,250</u>	Sq Ft.
Total	9,750	Sq Ft.	15,250	Sq Ft.	0	Sq Ft.	25,000	Sq Ft.
Residential								
Units	0	Units	0	Units	108	Units	108	Units
Avg. Size	---	Sq Ft.	---	Sq Ft.	891	Sq Ft.	891	Sq Ft.
Total	0	Sq Ft.	0	Sq Ft.	96,228	Sq Ft.	96,228	Sq Ft.
Density								
FAR	0.14		0.09		0.53		0.29	
DU/Acre	---		---		26		11.4	
Public Park	---		---		26,136	Sq Ft.	26,136	Sq Ft.
Parking	97	Spaces	76	Spaces	189	Spaces	362	Spaces

Source: Dekker/Perich/Sabatini; Economic & Planning Systems

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Complete Project Costs (excluding land)

Based on the demolition, core and shell, and tenant improvement costs explained previously, the complete project costs are shown in **Table 33**. Including a 5 percent contingency for hard costs and a 25 percent allocation for soft costs, total projects costs (excluding land) are estimated at \$15.4 million.

Table 33
Program Project Costs, excluding land – Complete Project

Description	Factor				Total
Site Costs ¹				Combined Site	
Demolition ²	\$10.00			37,829	\$378,000
Public Park	\$4.50			26,136	<u>\$118,000</u>
Total Site Costs					\$496,000
		Retail	Restaurant	Residential	
Building Costs					
Sq. Ft.		19,750	5,250	96,228	121,228
Core and Shell		\$80.00	\$80.00	\$90.00	
Core and Shell Subtotal		\$1,580,000	\$420,000	\$8,660,520	\$10,661,000
Tenant Improvements		\$20.00	\$40.00	---	
Tenant Improvements Subtotal		<u>\$395,000</u>	<u>\$210,000</u>	<u>\$0</u>	<u>\$605,000</u>
Total Building Costs		\$1,975,000	\$630,000	\$8,660,520	\$11,266,000
Total Hard Costs					\$11,761,000
Contingency	5.0%				\$588,000
Total Hard Costs					\$12,350,000
Soft Costs	25.0%				\$3,087,000
Total Costs					\$15,437,000

¹ Costs of general site improvements (utilities, parking, and landscaping) are captured in Building Costs below.

² 37,829 sq. ft. of existing buildings.

Source: Economic & Planning Systems

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Complete Project Revenue

Complete project revenue is based on the average annual retail lease rate for the area of \$10.69 and an average annual residential lease rate of \$12.58. Estimated market vacancy rates of 15 percent and 8 percent of used for commercial and residential uses respectively. The full three-phase development program is estimated to generate annual Net Operating Income (NOI) of \$1.34 million. Based on the assumed Cap Rate of 8.0 percent, this equates to a market value of \$16.76 million as shown in **Table 34**.

Table 34
Program Revenue/Market Value – Complete Project

Description	Retail	Restaurant	Residential	Total
Sq. Ft.	19,750	5,250	96,228	121,228
Rent Monthly (Per Sq. Ft.)			\$1.05	
Rent Annual (Per Sq. Ft.)	\$10.69	\$10.69	\$12.58	
Gross Potential Income (GPI)	\$211,099	\$56,115	\$1,210,743	\$1,477,957
Vacancy	15.0%	15.0%	8.0%	
Net Operating Income (NOI)	\$179,434	\$47,698	\$1,113,883	\$1,341,015
Cap Rate	8.0%		8.0%	8.0%
Market Value	\$2,839,150		\$13,923,540	\$16,762,690

Source: Economic & Planning Systems

Note: Commercial Lease rates are generally quoted in annual terms, while Residential Lease rates are quoted a monthly figures.

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Complete Project Feasibility

EPS applied the Complete Project costs and revenue identified above to test its overall financial feasibility (**Table 35**). Based on the current cost and revenue assumptions, EPS estimates that the project is feasible with some form of public assistance. While the development program will generate approximately \$1.33 million in residual land value, this amount is still \$882,000 less than the estimated market value of the full 9.44 acres (\$2.2 million).

However, as mentioned above, this gap does not preclude potential development from occurring in the future, if certain public financing options are put into place. When potential MRA (TIF) proceeds are estimated for the full project (**Table 36**), the analysis shows that annual revenues of \$212,000 will support a bond of \$2.5 million. This bond amount would cover the \$882,000 financing gap identified in **Table 35**, and would provide an additional \$1.6 million to help cover the costs associated with streetscape improvements on McNutt Road and Racetrack Drive. The pro forma also assumes that the City will receive \$2.2 million for the value of the land, which can be invested in other municipal projects.

Economic Benefits of Catalytic Projects
05/19/2014**Table 35**
Feasibility Results Summary – Complete Project

Description	Total
Market Value	\$16,762,690
Project Costs	\$15,437,000
Residual Land Value \$3.22	\$1,325,690
Per Sq. Ft.	
Land (Market Value) \$5.37	\$2,208,178
Per Sq. Ft.	
Feasibility	No
Gap/Required Subsidy	(\$882,488)

Source: Economic & Planning Systems
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Table 36
Gap Financing – MRA-TIF Option – Complete Project

Description	Total
Gap¹	(\$882,488)
Potential Sources	
MRA Financing (TIF)	
Current Assessed Value ²	\$0
Future Residential Taxable Value	\$4,641,180
Future Commercial Taxable Value	<u>\$946,383</u>
Future Assessed Value	\$5,581,976
Increment	\$5,581,976
Future Residential Revenue 37.26 Mills	\$172,930
Future Commercial Revenue 41.01 Mills	\$38,808
Annual Revenue	\$211,739
20-year Total (nominal dollars)	\$4,234,774
Bond/Upfront Payment ³ 5.0% Interest Rate	\$2,506,796
Total Gap Financing	\$2,506,796
Feasibility	Yes

¹ Calculated in Table 14, *Feasibility Results Summary – Complete Project*

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

³ Assumes 20-year Bond and a 5.0% admin fee

Source: Economic & Planning Systems
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4. NEW MEXICO PUBLIC FINANCE TOOLS

Introduction

This portion of the appendix summarizes the available public finance tools in the State of New Mexico with applicability along the Camino Real Corridor.

A significant component of the Camino Real Corridor Management Plan is to generate redevelopment along the corridor, creating and expanding new jobs and services. Given that land acquisition and new construction costs result in aggregate costs that exceed the level of debt that can be supported with project Net Operating Income (NOI), some form of public financing is needed. EPS conducted a review of available public finance tools to catalyze redevelopment and support new and existing businesses. Based on EPS' review, the primary public finance tools with applicability on the corridor include:

- Local Redevelopment Act (LEDA)
- New Mexico MainStreet Program (NMMP)
- Tax Increment Development Districts (TIDD)
- Metropolitan Redevelopment Area (MRA)
- Infrastructure Development Zone (IDZ)
- Business Improvement District (BID)

A brief summary of each tool is shown in **Table 37** at the end of the appendix.

Local Economic Development Act (LEDA)

The New Mexico Local Economic Development Act (LEDA) was passed by the state legislature in 1994 based on the idea that economic development is best addressed at the local level where local officials and community members are most familiar with the challenges facing a particular community. The act gives local governments the authority to participate in economic development efforts, including the ability to raise revenue through the sale of bonds to finance land acquisition, building construction, or infrastructure to support business retention, growth and development. More specifically local governments may purchase, lease, grant, construct, or reconstruct buildings or infrastructure; acquire or convey land; provide direct loans or loan guarantees for land, buildings or infrastructure; and provide public works essential to location and expansion of business. According to the legislation, retail and farming businesses are ineligible for LEDA funds.

LEDA requires local governments to adopt an economic development plan or a comprehensive plan with an economic development component. The following are possible criteria which could be established for a proposal to receive LEDA funding:

- Stop economic leaks in the community
- Attract high quality, sustainable jobs
- Address the needs of small business and agricultural activity
- Strengthen small business activity

- Assure cultural preservation of the of historic areas
- Meet the local retail and service needs of underserved communities.
- Promote the economic viability of agriculture
- Provide jobs, livable wages and employment opportunities
- Assure a net increase flow of dollars within the local economy
- Create local corporate activity

The County can also give additional priority to qualifying projects that specifically encourage the expansion or relocation of new or existing businesses, assist business start-ups, create new jobs, assist economic clusters identified in the economic development plan, and/or add value to the knowledge base of the local labor force. LEDA applications are reviewed by a group of identified County departments, and applicants are subject to a public hearing before the County Commissioners for consideration for a local adoption ordinance. Once the local ordinance is adopted, the applicant enters into an Economic Development Agreement with the County and is still subject to local land use review.

Two primary revenue sources are available for LEDA projects: general funds reserved for economic development and revenue bonds backed by an Infrastructure Gross Receipt Tax (I-GRT). General Fund revenue available for LEDA funding is capped at 5.0 percent of total local General Fund expenditures. I-GRT is limited to 1/4 of one percent tax for cities and 1/8 of one percent for counties and requires approval of the majority voters in the specific local government. In addition to economic development, a local government may use I-GRT funds to replace, repair, or construct infrastructure, for general municipal or county services, to pay debt service on bonds, or expand or improve public transportation.

New Mexico MainStreet Program

The New Mexico MainStreet Program (NMMP) is an organization that provides resources, education, training, and technical services for qualifying MainStreet organizations. Initiated in 1985, there are currently 23 MainStreet projects and six Arts and Cultural Districts throughout the state. Primary program services include organized public outreach and professional marketing of the MainStreet district, including assistance in visitor website design, as well as eligibility to receive MainStreet Capital Outlay Funds for master planning, infrastructure upgrades, and building restoration improvements. Last, businesses in a MainStreet district are eligible for low interest loans to restore, preserve and bring building up to code. The Main Street Revolving Loan Fund is managed by the New Mexico Historic Preservation Division.

The NMMP does not require any qualifying building form, street configuration, or design standards and is provided free of charge to qualifying districts by the State of New Mexico. However, municipalities and private sources are expected to cover various expenses such as administrative and personnel costs. To be eligible for the Main Street Revolving Loan Fund, local businesses must have an adopted Business Plan and a design concept. Total loan proceeds are limited to \$75,000.

To qualify as NMMP, a district must navigate a three-phase application process. Phase I, the Emerging MainStreet Program, requires that communities raise local capital from public and private sources and create a local, volunteer organization. After one year, communities are eligible for Phase II, the Start-Up MainStreet phase. During this two-year phase, organizations

must hire paid staff, and NMMP provides ongoing training. Communities also become eligible for Capital Outlay Funds during this phase. The availability of these funds varies from year to year based on approvals from the New Mexico legislature. The final phase, Certified MainStreet Phase, begins the fourth year and continues in perpetuity. The MainStreet organization staff focuses on ongoing management of the district, increasing the strength of organization and complexity of local projects. During this phase, the MainStreet organization continues to be eligible for Capital Outlay Funds.

Tax Increment Development Districts

The Tax Increment Development Act was passed by the New Mexico legislature in 2006. The act allows for cities and counties to create Tax Increment Development Districts (TIDDs) to fund public improvements that will promote economic development and encourage job creation. For the purposes of TIDDs, public infrastructure includes sanitary and sewerage systems, drainage and flood controls, water systems, highways/streets/roads/bridges, parking, trails, pedestrian and transit facilities, landscaping, public buildings and facilities, electric generation, natural gas distribution, lighting, telecommunications, traffic control, school sites and facilities, libraries and cultural facilities, equipment related to identified facilities (including vehicles), construction and planning services, workforce housing, and any other unidentified improvement deemed "for the use or benefit of the public." TIDDs do not have the power of eminent domain, but do have the ability to acquire land in support of tax-increment development projects.

Public infrastructure funding is available through tax-increment financing (TIF) utilizing both GRT and property tax. The state, county, and municipality can pledge up to 75 percent of GRT and property tax within the TIDD for a maximum of 25 years to pay debt service on bonds issued to cover upfront infrastructure costs. Municipalities, counties, and the state can pledge separate GRT dedications. Additional TIDD funding can be generated through a property tax assessment limited to \$5 on each \$1,000 of net taxable value for a maximum of four years.

The establishment of a TIDD requires the approval of a minimum of 50 percent of real property owners in the boundaries of the district or can be initiated by a local government. In both cases, the establishment of TIDD requires the creation of a tax increment development plan, public hearing, and adoption of a local resolution.

Metropolitan Redevelopment Act

The Metropolitan Redevelopment Act allows municipalities to create Metropolitan Redevelopment Areas (MRAs) to address blight and disinvestment. MRAs are established to promote industry and develop trade and other economic activity, mitigate the threat of unemployment, and maintain a balanced and stable economy. The legislation authorizes MRAs to:

- Acquire, either by construction, purchase, gift, devise, lease or sublease; to improve and equip; and to finance, sell, lease projects or part of projects;
- Issue revenue bonds as provided by the Metropolitan Redevelopment Code;
- Enter into a financing agreement with others in order to provide revenue to pay the bonds;

- Lease, sell, or otherwise dispose of any/all projects upon terms and conditions agreeable to the local governing body;
- Have the option to renew any lease or other agreement and to grant options to buy any project at a price approved by the local governing body; and
- Local governments are not intended to operate commercial enterprises in the redevelopment area, however they can own operate housing facilities, healthcare facilities, utilities, recreation facilities, etc. within the MRA.

MRAs can enter into development agreements, create/revise zoning regulations, assemble land, and improve services and infrastructure. As with TIDDs, MRAs can utilize tax-increment financing (TIF) to fund public improvements, but MRAs are limited to property taxes only. Revenue bonds, with a maximum term of 20 years, may also be issued and do not require voter approval. Also similar to TIDDs, MRAs cannot use eminent domain to acquire property for economic development. MRAs can also provide property tax deferrals and/or credits.

The MRA is governed by an appointed, unpaid board of directors. Cities can have multiple redevelopment areas and an MRA may be located outside of municipal boundaries, but must be within five miles.

Infrastructure Development Zone

Infrastructure Development Zones (IDZs) are quasi-municipal corporations created to fund infrastructure construction or upgrades. Property owners within an IDZ (requires 30 percent approval) agree to an additional property tax to fund infrastructure needs, creating a system where infrastructure is funded directly by property owners rather than local government. An IDZ can enter into contracts, issue debt, and tax.

An IDZ may be noncontiguous (within 3 miles) and cover land within multiple cities and counties. IDZs are allowed for commercial or residential purposes. Specific permissible improvements include:

- sanitary sewage systems, including collection, transport, storage, treatment, dispersal, effluent use and discharge;
- drainage and flood control systems;
- water systems for domestic, commercial, office, industrial, irrigation, municipal, fire protection or other purposes;
- highways, streets, roadways, bridges, crossing structures and parking facilities;
- trails and areas for pedestrian, equestrian, bicycle or other non-motor vehicle use;
- pedestrian malls, parks, recreational facilities and open space areas;
- landscaping;
- public buildings, public safety facilities and fire protection and police facilities;
- electrical and energy generation, transmission and distribution facilities including renewables;
- natural gas distribution facilities;
- lighting systems;
- cable or other telecommunications lines and related equipment;
- traffic control systems and devices;
- public educational or cultural facilities;

- equipment, vehicles, furnishings related to the items listed in this subsection;
- inspection, construction management and program management costs; and
- solid waste and garbage collection and disposal

Projects are financed through several channels: general obligation bonds (they must be approved in an election), funds contributed by a municipality or county, annual property taxes or special assessments, state or federal grants or contributions, private contributions, user, landowner and other fees, tolls and charges, proceeds of loans or advances, and any other legally permissible sources.

Business Improvement District

Business Improvement Districts (BIDs) are special districts that allow for a property assessment to finance supplemental services and improvements to maintain and enhance commercial areas and provide services that the local government is unable to provide. Potential services include security, maintenance, marketing, business recruitment and retention, urban design regulation, parking administration, and capital improvements.

Property owners agree to an additional surcharge, or mill rate, in addition to their existing property tax rate. Private non-residential properties are assessed additional mills, while governments, non-profits, and residential owners are exempt from additional mills. Revenue from property taxes fund services and improvements within the district. If upfront investment is required, local governments may issue revenue bonds. Debt service is paid with the additional property tax revenue. BIDs can be managed by a quasi-public agency with a board of directors or a nonprofit agency.

To create a Business Improvement District, property owners and business owners must submit a petition to the local government demonstrating support from 51 percent of property owners within the proposed district. For the district to realize maximum potential, it is recommended that 70 percent or more of business owners support the creation of the BID. Local business owners petition City Council, appoint a planning group, and prepare a BID management plan. After public hearing, a local ordinance is adopted and a management committee is appointed.

Table 37
New Mexico Public Finance Tools Summary

Item	General Purpose	Stated Purpose	Abilities	Requirements	Implementation	Agency	Funding Source	Assessment/Tax	TIF	Bonds
LEDA	Job Creation	Allows local governments to participate in economic development efforts	Purchase, lease, grant, construct buildings or infrastructure, acquire land, loan guarantees, public works	Not for retail; focused on small business, jobs, and livable wages	Local government must adopt economic development plan	Local government (city or county)	General Fund (5.0 percent cap)	Yes: .0025 GRT Tax for cities; .00125 GRT Tax for counties	No	Yes
MMMP	Small business support and tourism	Provides resources, education, training, and technical services to local business communities	Outreach/Branding (visitor websites), low interest small business loans, eligible for state Capital Outlay Funds	No building form or cultural requirements	Phase I requires a local volunteer organization; Phase II requires paid staff	Local MainStreet staff	Local agency (staff/operations); State of New Mexico technical services, loan programs, capital funds	No	No	No
TIDD	Job Creation	Allows cities and counties to fund public infrastructure to promote ED and job creation	Fund on and offsite public improvements, no land acquisition	Apply to local municipality, county, and/or state. City of Albuquerque requires "No Net Expense"	Requires 50% private property approval or can be initiated by City; with each jurisdiction (city/county/state); Establish a Tax Increment Development Plan	City or County	Tax-Increment Financing (TIF)	No	Yes: GRT and Property Tax (up to 75%)	Yes
MRA	Redevelopment	Address blight and disinvestment	Acquire land, construct development, own housing/healthcare/recreation facilities, tax rebates	Establish blighted conditions on corridor	Designate area, establish blighted conditions, establish MRA plan, Adoption by City Council	Local government (City of ABQ Metropolitan Redevelopment Agency, potential county staff)	Tax-Increment Financing (TIF)	No	Yes: Property Tax only	Yes
IDZ	Infrastructure	Fund public infrastructure	Fund public infrastructure	Can be non-contiguous (within 3 mile radius)	Requires 30% of property ownership in the district, Adoption by City Council	Quasi-municipal corporation	Property Tax	Yes: Property Tax	No	Yes
BID	Small business support	Promote and preserve businesses in district	Service debt, provide security, perform maintenance, marketing, business recruitment, urban design	None	City Council petition with 51% of property and business owners, establish planning group and BID Management plan, Adoption by City	Quasi-municipal agency or non-profit agency	Property Tax/Assessment (non-residential only)	Yes: Property Tax	No	Yes

Source: Economic & Planning Systems

HM 12004 Economic Analysis Corridor 2013-18 and HM 12004 Public Finance Tools Summary Matrix, August 2013

