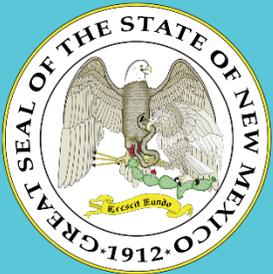


SANTA TERESA STRATEGIC PLAN

STRATEGIC ASSESSMENT REPORT

March 2025



WILSON
& COMPANY

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Acronyms and Initialisms

Federal & State Agencies/Organizations

- **BNSF:** Burlington Northern Santa Fe Railway
- **BHI:** Bohannon Huston Inc.
- **BLM:** Bureau of Land Management
- **BOTA:** Bridge of the Americas
- **CODER:** Consejo de Desarrollo Económico Regional Juárez, A.C.
- **CRRUA:** Camino Real Regional Utility Authority
- **EDD:** Economic Development Department
- **EPE:** El Paso Electric
- **EPMPO:** El Paso Metropolitan Planning Organization
- **FEMA:** Federal Emergency Management Agency
- **FIRM:** Flood Insurance Rate Map
- **GSA:** U.S. General Services Administration
- **MPO:** Metropolitan Planning Organization
- **MVEDA:** Mesilla Valley Economic Development Alliance
- **NMDOT:** New Mexico Department of Transportation
- **NMEDD:** New Mexico Economic Development Department
- **NMGC:** New Mexico Gas Company
- **NRCS:** National Resources Conservation Service
- **NMBA:** New Mexico Border Authority
- **NMSU:** New Mexico State University
- **POE:** Port of Entry
- **SRE:** Secretaría de Relaciones Exteriores
- **TxDOT:** Texas Department of Transportation
- **UPRR:** Union Pacific Railroad

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- **USFWS:** U.S. Fish and Wildlife Service
- **USGS:** United States Geological Survey

Technical/Industry Terms

- **AC.:** Acre
- **AC-FT:** Acre-Feet
- **ADD:** Average Daily Demand
- **ACS:** American Community Survey
- **BRWO:** Brackish Water Reverse Osmosis
- **CAGR:** Compound Annual Growth Rate
- **CDP:** Census-Designated Place
- **CMP:** Congestion Management Process
- **CN:** Curve Number
- **CNG:** Compressed Natural Gas
- **EV:** Electric Vehicle
- **EROI:** Economic Return on Investment
- **EMF:** Electromagnetic Field
- **FYTD:** Fiscal Year To Date
- **GDP:** Gross Domestic Product
- **GIS:** Geographic Information System
- **GPCD:** Gallons Per Capita Per Day
- **HEC-HMS:** Hydrologic Engineering Center - Hydrologic Modeling System
- **IRR:** Internal Rate of Return
- **LEED:** Leadership in Energy and Environmental Design
- **LEP:** Limited English Proficiency
- **LIDAR:** Light Detection and Ranging
- **LPOE:** Land Port of Entry
- **MDD:** Maximum Day Demand
- **MDS:** Master Drainage Study
- **MG:** Million Gallons
- **MGD:** Million Gallons Per Day
- **MRIO:** Multi-Regional Input-Output
- **NLCD:** National Land Cover Database
- **PHD:** Peak Hour Demand
- **PVP:** Private Vehicle Processing
- **RIA:** Regional Infrastructure Accelerators
- **ROI:** Return on Investment
- **STBAT:** Santa Teresa Border Area Transportation
- **STGRP:** Santa Teresa Gateway Rail Park
- **SWOT:** Strengths, Weaknesses, Opportunities, and Threats
- **TDS:** Total Dissolved Solids
- **USMCA:** United States-Mexico-Canada Agreement
- **WWTP:** Wastewater Treatment Plant

EXECUTIVE SUMMARY

The Santa Teresa Strategic Plan outlines a transformative vision to establish Santa Teresa, New Mexico as a premier global trade hub. Santa Teresa’s strategic location in the Paso del Norte region of Doña Ana County, New Mexico, the El Paso metropolitan area in Texas, and Ciudad Juarez in Mexico, offers a unique opportunity to capitalize on its international connectivity, its proximity to major freight corridors, and its robust industrial activities and growing manufacturing and logistics sectors. *Executive Summary Figure 1* illustrates the Santa Teresa Strategic Plan study area.¹

The Santa Teresa Strategic Plan underscores the region’s critical need for efficient border crossings, sustainable infrastructure, and enhanced binational collaboration to foster economic growth and a high quality of life.

The Plan’s key objectives are:

- To drive economic development by identifying current and future infrastructure needs
- To implement phased approach on targeted infrastructure investments
- To modernize border facilities to enable an increased and more efficient international flow of people and goods.

¹ The Santa Teresa Strategic Plan study area encompasses the city limits of Sunland Park, New Mexico, and the unincorporated lands of Doña Ana County. Sunland Park is included in the study area to account for specific demographic and economic analyses; however,

Santa Teresa faces significant infrastructure challenges that require immediate attention and therefore funding. The Camino Real Regional Utility Authority (CRRUA) water and wastewater systems are at capacity, limiting the potential for new industrial and residential developments. Broadband connectivity remains insufficient, leaving businesses and residents unable to compete effectively in the digital economy. El Paso Electric faces significant lead time challenges for power infrastructure expansion, with substation projects requiring extended periods for procurement and construction. These prolonged timelines—driven by supply chain constraints and the necessity to build infrastructure concurrently with customer demand rather than speculatively—create misalignment with prospective business operational needs.

Transportation networks represent another infrastructure challenge in Santa Teresa. The primary corridor connecting the Santa Teresa Port of Entry (POE) to the broader transportation network, NM 136, handles approximately 8,000 vehicles daily, with 20 to 30% comprised of heavy commercial traffic. Without significant investments to modernize this corridor and complete the proposed Border Highway Connector, the region risks losing its competitive edge in global trade. Additionally, the U.S. General Services Administration (GSA), with support from the City and County of El Paso, is advocating for the removal of commercial traffic at El Paso’s Bridge of the Americas (BOTA). Currently, BOTA facilitates approximately 760 commercial truck crossings daily. If part of this traffic is redirected to the Santa Teresa POE, it would

the primary focus area of the plan is the unincorporated Santa Teresa area. Infrastructure in Sunland Park that does not directly impact Santa Teresa is excluded from estimations and phasing.

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represent an increase of [80 to 90 additional cargo trucks per day through the port](#), intensifying the need for expanded POE infrastructure capacity.

The planned [Border Highway Connector](#) in Sunland Park, New Mexico, is critical to address these anticipated traffic shifts. This 8-mile state highway is expected to enhance connectivity between the Santa Teresa POE and the broader transportation network, reducing travel times and supporting efficient freight movement.

The reality of Santa Teresa's infrastructure deficiencies is a major reason for driving investment decisions away from the area when companies evaluate potential locations. NMSU and MVEDA have analyzed the factors and impact of these missed opportunities, finding that since 2021, the statewide economic impact of major projects choosing to locate elsewhere is estimated to include the loss of 23,729 jobs (15,922 direct jobs), \$8.5 billion in economic output, \$169 million in state tax revenue, and \$297 million in federal tax revenue. Recently, eight major projects chose against Santa Teresa's location which had an average of 1,990 jobs and \$2.7 billion in capital investment. These statistics underscore the critical need for strategic planning and infrastructure investment to ensure continued growth in Santa Teresa and the entire region.

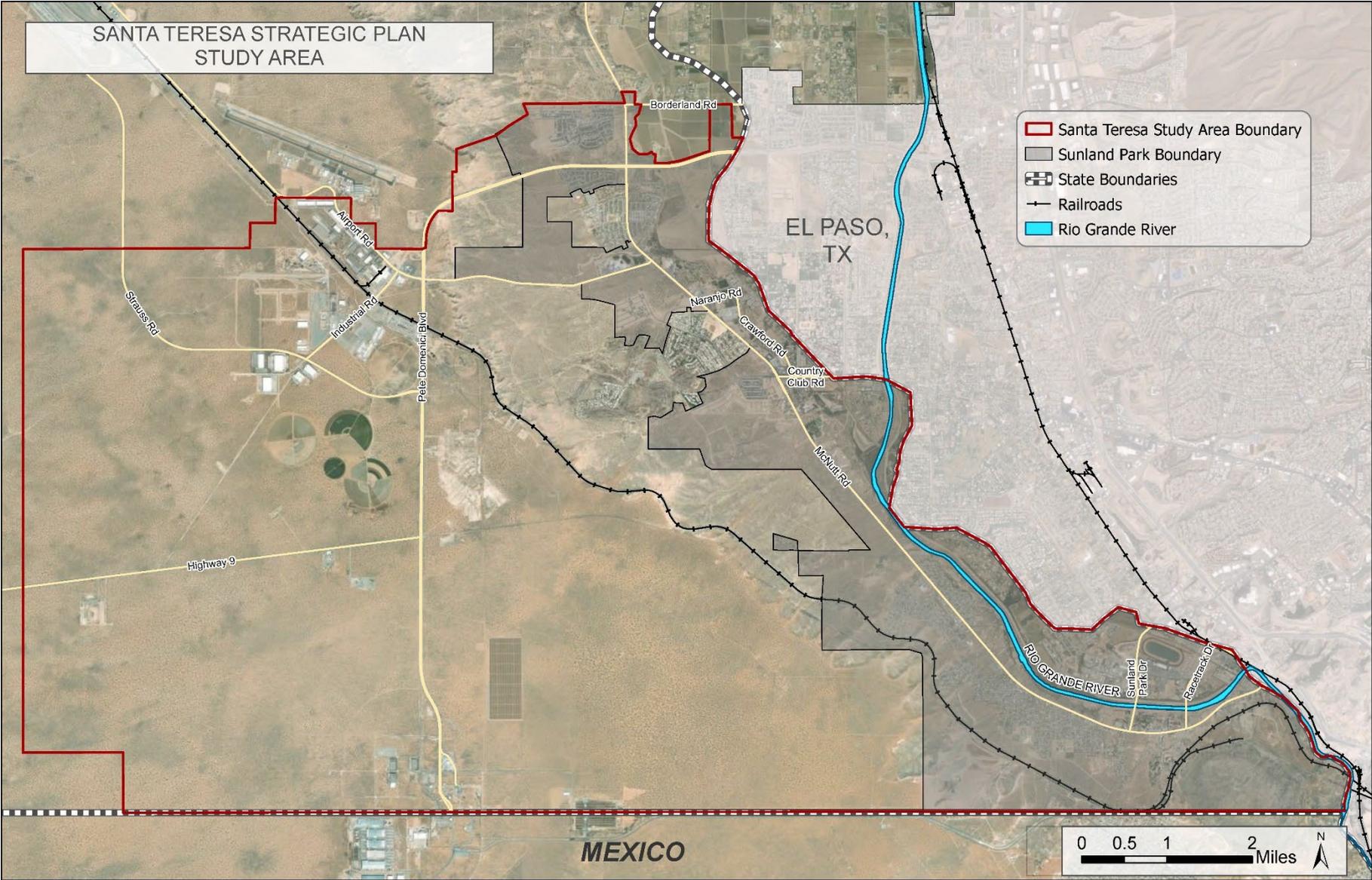
Central to the development of the Santa Teresa Strategic Plan has been engagement with Paso del Norte stakeholders which included state, county, and local governments, industry leaders, and community representatives. Collaborative stakeholder input was key in identifying and prioritizing critical infrastructure investments such as the expansion of water and wastewater capacity, the modernization of transportation networks, and the enhancement

of community facilities. Addressing these infrastructure gaps will attract new businesses while ensuring the retention and expansion of existing ones, resulting in the creation of high-quality jobs in an environment of long-term resilience.

Economic impact analysis conducted by NMSU of Santa Teresa's industrial development for the period 2024-2028, underscores the urgency of infrastructure investment in the region. NMSU estimates that if the required infrastructure investments are in place to enable continued growth, Santa Teresa's economic output would grow to \$4.6 billion by 2028, adding more than 10,300 direct jobs and nearly 17,000 total jobs to the region. Output and job growth would be cut by more than half if the region's identified infrastructure improvements are not undertaken. Santa Teresa would lose business opportunities to competing regions with more robust infrastructure.

Infrastructure investment in Santa Teresa is crucial to enhance its competitiveness and to achieve sustained economic growth and development in the Paso del Norte region.

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Executive Summary Figure 1: Project Study Area

PROJECT PURPOSE

The Santa Teresa Strategic Plan is designed to establish a framework for the region's development as a premier global trade hub, leveraging its strategic location within the Paso del Norte region, including Doña Ana County, New Mexico; the El Paso metropolitan area in Texas; and Ciudad Juárez, Mexico. Santa Teresa has experienced rapid growth, driven by increased freight traffic and the expansion of production and distribution facilities. While rail and air transportation networks provide significant logistical advantages, improvements in critical road networks and utility systems are necessary to fully realize the region's potential as a key international trade corridor.

The purpose of this effort is the creation of a strategic plan to establish and guide the investments needed to grow the Santa Teresa region. This includes the required actions and investments to support industry recruitment, regional economic development, and legislative funding requests during the 2024 and 2025 New Mexico Legislative Sessions.

The first phase of the project involves developing this Strategic Assessment Report, which serves as the foundation for the Santa Teresa Strategic Plan. Key components of this report include evaluating existing conditions to identify opportunities and challenges, engaging stakeholders to ensure alignment with local and regional priorities, and analyzing site suitability to determine optimal locations for future development. The cumulation of findings inform the initial phased recommendations for water, wastewater, drainage, and transportation, in addition to an

economic impact analysis. These recommendations support enhanced connectivity, competitiveness, and long-term economic prosperity across the region.

This assessment provides a comprehensive analysis that lays the groundwork for the later phases of this planning effort, which involve prioritized infrastructure master plans and strategic, data-driven decision-making. The complete efforts of the Santa Teresa Strategic Plan will serve as a roadmap for public and private sector investments, ensuring the region is well-positioned to become a leading gateway for international trade.

Regional Overview

Santa Teresa is strategically located in the Paso del Norte region, a dynamic border area encompassing Doña Ana County in New Mexico, the El Paso metropolitan area in Texas, and Ciudad Juarez in Mexico, as depicted in **Figure 2**. This region is home to approximately [2.6 million people](#) and boasts a robust industrial labor force of 569,000 workers. Of particular note is the region’s advanced manufacturing workforce, which exceeds 27,000 skilled workers, underscoring its importance as a hub for high-tech production. The region also plays a key role in international trade. Its ports of entry are ranked on the top 10 land ports for U.S.-Mexico trade with El Paso at No. 2 and Santa Teresa at No. 6.

The Santa Teresa Land Port of Entry was established in 1992 and initiated Santa Teresa’s exponential economic growth by attracting freight traffic, which contributed to new production and distribution facilities. This catalyst has set the foundation for Santa Teresa as an international trade center, leveraging the region’s other unique qualities, including freight access and connections through roadways, rail, and aviation; extensive available land for development; and a growing workforce. To advance Santa Teresa’s position as a competitive international trade gateway, regional stakeholders must collaborate on prioritized investments in transportation and utility infrastructure need to support economic growth.

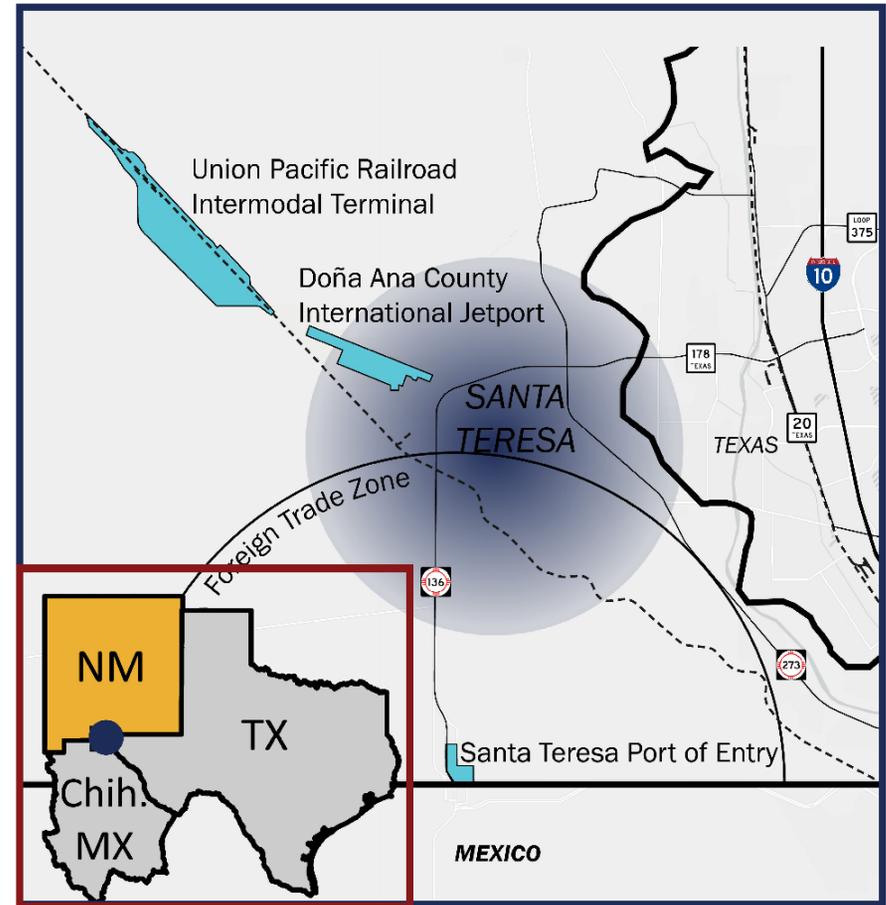


Figure 2: Santa Teresa Regional Location

The County’s foreign trade zone is now based on an alternative site framework, where the circle represents an expanded 12-mile overweight zone extending to the TX-NM border.

Other Regional Initiatives

This section outlines concurrent projects within the broader study area for informational purposes only. While these initiatives offer valuable regional insights, they are not part of the Santa Teresa Strategic Plan. The analysis behind the Plan specifically focuses on projects within the Santa Teresa area to ensure a targeted and actionable strategic approach. This concentrated scope facilitates a thorough examination of Santa Teresa's unique circumstances and development needs, especially considering its current jurisdictional structure.

Bridge of the Americas Land Port of Entry (BOTA) *[Website linked]*

The Bridge of the Americas Land Port of Entry, established in 1967 to connect El Paso, Texas, with Ciudad Juárez, Chihuahua, is undergoing significant modernization funded by the Bipartisan Infrastructure Law. The U.S. General Services Administration is upgrading the facility to improve traffic flow, enhance border security, and reduce wait times by constructing new administration buildings, inspection lanes, and additional vehicle pathways. Key sustainable measures include achieving net-zero readiness, reducing fossil fuel use by 80%, and securing [LEED](#) Gold (Leadership in Energy and Environmental Design) and [SITES](#) Silver certifications.

Meanwhile, plans to reroute cargo truck traffic from the congested area near the Chamizal National Memorial to Santa Teresa have prompted detailed concerns. A higher concentration of heavy-duty trucks could elevate exhaust emissions, impacting respiratory health, while increased noise levels may heighten risks of traffic

accidents and road safety issues. Additionally, local roads and infrastructure in Santa Teresa might not be designed to handle the extra load, potentially accelerating wear and creating safety hazards. Although intended to alleviate congestion and reduce pollution in parts of El Paso, the relocation could significantly affect the quality of life for Santa Teresa residents, underscoring the need for a balanced and comprehensive planning approach.

West Mesa Corridor *[Website linked]*

The West Mesa Corridor Study Phase 1B evaluates detailed alternatives for creating a direct connection between Santa Teresa, NM, and Interstate 10 west of Las Cruces in Doña Ana County, building on earlier recommendations for roadway corridors, alignments, cross-sections, and drainage improvements. The proposed High Mesa Road is forecasted to carry an average of 4,270 vehicles per weekday by 2040—3,350 cars and 920 trucks—although a 34% increase in truck crossings at the Santa Teresa Port of Entry since 2017 (a CAGR of 7.97%, reaching 154,147 in 2021) suggests even higher volumes may occur. The 33-mile corridor extends from the Santa Teresa border crossing north along the escarpment to I-10 west of Las Cruces and includes an alternative connection to the I-10 near Anthony via the NM 404 interchange, offering cost savings and leveraging existing six-lane improvements. At the same time, local facilities such as NM 136, NM 9, and various access roads support the region's transportation needs.

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Sunland Park Drive

The Sunland Park Drive Corridor Study, led by the City of Sunland Park, evaluates improvements to Sunland Park Drive and Posey Road to enhance capacity on a key I-10 connector, improve multimodal accessibility, and strengthen north-south mobility to the U.S.-Mexico border. Sunland Park Drive provides critical interstate access and serves as one of only three Rio Grande crossings, supporting regional connectivity and the adjacent Entertainment District. Sunland Park Drive faces growing travel demand, especially with projected development and a potential land port of entry south of McNutt Road. The existing four-lane segment south of the NM-TX line will be insufficient compared to the six-lane section north of the border, while Posey Road requires careful traffic considerations as a local street. Proposed improvements prioritize economic development, access management, and traffic efficiency, ensuring the corridor operates at LOS D or better for long-term functionality.

Futurity Drive

The New Mexico Main Streets program conducted the Futurity Road Facility Study through a grant initiative to help underserved communities implement infrastructure improvements. The study explores the potential to develop Futurity Road into a vibrant multimodal corridor, enhancing connectivity and accessibility. It highlights the placemaking benefits of improving the transportation network in key areas near Sunland Park's Entertainment District. The proposed project aims to enhance access, celebrate binational culture, promote multimodal

transportation, and establish a dynamic arts corridor, positioning the area as a premier destination.

Doniphan Drive Corridor Plan *[Website linked]*

The Doniphan Drive Corridor Plan, initiated by the TxDOT El Paso District, addresses a 15-mile segment of State Highway 20 from the Texas/New Mexico state line to Racetrack Drive, with a vision for transportation and development through 2040. The plan, developed through extensive data collection and community engagement, outlines short-, medium-, and long-term projects focused on improving roadways and intersections, enhancing pedestrian and bicycle connectivity, and upgrading critical infrastructure like road widening and stormwater management with a strong emphasis on environmental sustainability. Each initiative includes detailed assessments and phased schedules to drive economic growth, enhance safety, and improve quality of life along the corridor.

Borderland Expressway Project *[Website linked]*

The Texas Department of Transportation (TxDOT) is proposing the Borderland Expressway Project, previously referred to as the Northeast Parkway Project. This initiative aims to construct a new roadway along Loop 375 in El Paso County, Texas. The project will extend approximately 10.8 miles, starting from the Railroad Drive Overpass and ending at Farm to Market Road 3255 (Martin Luther King Jr. Boulevard) at the Texas-New Mexico state line.

Construction will occur in three phases and require about 544 acres of right-of-way. This project is not expected to displace structures. However, it will impact a floodplain and may affect archaeological

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resources, necessitating coordination with the Texas Historical Commission for mitigation efforts.

Tierra Santa Master Plan

The Tierra Santa Master Plan proposes 1,709 residential units and designated open space in Sunland Park, spanning approximately 386.6 acres along the western edge of McNutt Road, south of Country Club Road.

Independent Nation *[Website linked]*

Independent Nation, located at 420 Sunland Park Drive, will be an entertainment 1,500-capacity venue that will host concerts, festivals, comedy shows, and sporting events while supporting local artists. It will also feature the Sports Illustrated Clubhouse, integrating year-round sports programming, live broadcasts, and community events to retain regional talent and boost the local economy.

Vision, Mission and Goals

Vision

“Transform Santa Teresa, NM into a premier global trade hub fostering sustainable economic growth and cultural exchange, seamlessly uniting Mexico and the United States.”

Our Values:

- To honor the unique people, culture, and environment of Santa Teresa
- To seek overall prosperity and inclusive development in Santa Teresa

- To achieve a high quality of life for all residents of Santa Teresa
- To prioritize dignified and efficient border crossings
- To develop state-of-the-art infrastructure under sustainability standards
- To highlight the east-west/north-south connectivity assets of Santa Teresa
- To maintain a spirit of innovation to enhance competitiveness

Mission

“Catalyze sustainable development in Santa Teresa by strategically investing in phased infrastructure improvements, modernizing border crossings, and fostering innovative binational partnerships to unlock the region’s economic potential and secure its competitive edge in global trade while honoring its distinctive identity”

Goals

1. **Create a Cohesive Plan for Economic Development:** Develop a comprehensive strategic plan that supports and encourages economic development by identifying future infrastructure needs and potential funding mechanisms to ensure sustained growth.
2. **Phased and Coordinated Infrastructure Development:** Implement a phased and coordinated approach to infrastructure development that aligns with the region’s growth trajectory, ensuring that infrastructure investments support immediate and long-term growth needs.

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3. **Enhance Border Infrastructure:** Improve and modernize border crossing facilities to ensure efficient passage for goods, services, and people while minimizing environmental impact.
4. **Promote Binational Collaboration:** Establish spaces and initiatives that encourage cultural exchange and foster partnerships between Mexico and the United States, creating synergies for mutual prosperity.
5. **Sustainable Growth Planning:** Incorporate environmentally sustainable practices in infrastructure development to balance economic growth with preserving natural resources and the border region's unique ecosystem.
6. **Leverage Strategic Funding:** Secure local, state, federal, and international funding to support priority infrastructure projects and long-term economic development initiatives.
7. **Expand Workforce Development:** Invest in education and training to build a skilled workforce that supports the growing needs of industries in Santa Teresa and ensures regional competitiveness in the global market.
8. **Optimize Regional Connectivity:** Enhance transportation networks and digital infrastructure to improve connectivity within the Santa Teresa region and its surrounding area, supporting logistics, trade, and commerce.
9. **Support Industry Diversification:** Encourage the diversification of industries in Santa Teresa by promoting investment opportunities across various sectors, including manufacturing, logistics, renewable energy, and technology.
10. **Foster Public-Private Partnerships:** Engage with local businesses, governments, and international stakeholders to drive collaborative infrastructure investments aligned with long-term economic prosperity.
11. **Cultural and Environmental Stewardship:** Develop infrastructure that honors and integrates the border region's cultural heritage and environmental landscapes, ensuring that growth does not come at the expense of the community's identity or natural assets.

Summary of Existing Plans and Studies

A comprehensive review of the relevant plans and studies for the Santa Teresa Strategic Plan study area was completed in order to better understand the visions, goals, and plans for the region. The summary of these plans is organized into the following sections.

1. **Area Specific Master Plans**
2. **Regional Comprehensive Plans**
3. **Transportation Master and Strategic Plans**
4. **Facility Master Plans**
5. **Corridor or Facility Studies**
6. **Miscellaneous Studies**

Area Specific Master Plans

Verde Realty Santa Teresa Master Plan 2009 - Verde Realty [Website linked]

The purpose of the Verde Realty Santa Teresa Master Plan is to guide the Santa Teresa area’s development to allow for sustainable and environmentally sensitive growth, varied employment opportunities and desirable amenities.

The Verde Master Plan land use concept envisions mixed-use and commercial development at the core of the community, with industrial zones positioned on the northern and southern edges. A network of open spaces is integrated throughout the community.

Additionally, the plan includes master plans for road infrastructure, urban centers, regional transit systems, schools, drainage, water and wastewater systems.

Verde Realty Santa Teresa Master Plan Guiding Principles
Mixed-Use Development <ul style="list-style-type: none"> • Integrate housing, jobs, shopping, and recreation in traditional neighborhood designs
Community Services & Infrastructure: <ul style="list-style-type: none"> • Establish essential services (healthcare, emergency, civic facilities) • Create connected public transit linking town centers, schools, and regional hubs • Develop a multi-modal transportation center for air, rail, and road logistics
Housing & Community Design <ul style="list-style-type: none"> • Provide diverse, affordable housing options for different lifestyles and family types • Design walkable neighborhoods with comprehensive sidewalk/trail systems • Incorporate spaces for cultural events and public art • Create globally competitive housing using traditional neighborhood principles
Education & Accessibility <ul style="list-style-type: none"> • Support bilingual education opportunities • Ensure safe school access via public transit and trails
Economic Development <ul style="list-style-type: none"> • Leverage border location for distribution/manufacturing • Establish area as major regional employment center • Focus on job quality and quantity
Environmental Sustainability <ul style="list-style-type: none"> • Prioritize air and water quality through prevention • Implement water conservation at all scales • Utilize natural drainage systems and integrate flood detention areas into open spaces

Regional Comprehensive Plans

**One Valley, One Vision 2040 Regional Plan
2012 - Doña Ana County [Website linked]**

The plan sets a comprehensive vision and framework for long-term regional growth with specific goals for each category.

One Valley, One Vision 2040 Regional Plan Goals
Community Character, Design & Historic Preservation
<ul style="list-style-type: none"> Balance scenic preservation with property rights through compensation and incentives Encourage compatible innovative design Maintain unique community identities Safeguard Doña Ana County’s historic and cultural resources
Community Facilities & Services
<ul style="list-style-type: none"> Align facilities with future land use needs Meet resident needs through strategic placement and timing Coordinate across jurisdictions Ensure adequate recreational opportunities
Land Use
<p>Planning Framework</p> <ul style="list-style-type: none"> Base all regional plan elements on land use patterns through 2040 Ensure fiscal resilience in future land use planning Balance private property rights with public interests Incorporate Smart Growth principles <p>Development Strategy</p> <ul style="list-style-type: none"> Focus development in areas with existing/efficient infrastructure Promote mixed-use community development Preserve agricultural significance as a key economic driver <p>Conservation</p> <ul style="list-style-type: none"> Maintain open spaces and scenic rural areas Protect urban entranceways and transition zones between urban areas
Hazards & Safety
<ul style="list-style-type: none"> Protect people and property from hazards and stormwater impacts

Water
<p>Water Management</p> <ul style="list-style-type: none"> Ensure a sustainable, safe, and affordable water supply Protect water quality by preventing pollution
Air Quality
<p>Air Quality Management</p> <ul style="list-style-type: none"> Meet or exceed state and federal standards through regional cooperation
Environmental Resources
<p>Environmental Stewardship</p> <ul style="list-style-type: none"> Guide land use to protect natural environment Preserve wildlife habitats and connectivity Minimize development impacts on environmental assets
Transportation
<ul style="list-style-type: none"> Develop a safe, efficient multimodal system Coordinate with land use planning Enhance non-motorized options and transit accessibility
Utilities & Infrastructure
<ul style="list-style-type: none"> Support future land use with necessary utilities Meet projected needs through strategic implementation Coordinate across jurisdictions Maximize resource conservation
Housing
<ul style="list-style-type: none"> Create livable mixed-use neighborhoods with increased mobility options and a strong sense of community Provide diverse, affordable housing choices
Economy
<ul style="list-style-type: none"> Attract and sustain vital economic activities Diversify business opportunities Develop skilled workforce retention Leverage Rio Grande's economic potential sustainably Provide efficient infrastructure for growth
Intergovernmental Cooperation
<ul style="list-style-type: none"> Enhance regional cooperation for quality growth Engage diverse resident participation in the process of local government and intergovernmental cooperation.

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Doña Ana County Plan 2040 Comprehensive Plan 2015 - Doña Ana County [Website linked]

The Doña Ana County Plan 2040 Comprehensive Plan was created to guide the county’s growth through the year 2040. There are six livability principles which guide the plan:

1. Support Existing Communities
2. Preserve Our Heritage
3. Provide More Transportation Choice
4. Promote Affordable Communities
5. Enhance Economic Opportunity
6. Coordinate Policies and Investment

Through public engagement, the County selected the preferred growth scenario which includes development within or close to existing communities, prioritized flood management, infrastructure maintenance and expansion, transportation choice, and farmland stewardship. The plan’s recommendations are categorized into strategies, goals, actions and responsible parties.

An overview of these recommendations follows.

Doña Ana County Plan 2040 Comprehensive Plan Strategies and Goals	
Strategies	Goals
Strategy 1. Guide Future Development pattern	Plan communities for new population
	Provide a predictable way to allocate development
	Development in appropriate areas
	Provide marketable and affordable housing
	Ensure that annexations do not create burdens
Strategy 2. Broaden Economic Opportunity	Coordinate economic development across agencies
	Help businesses and residents improve financial efficiency
	Improve water resource efficiency
	Support regional small-scale businesses including agriculture
	Coordinate development and transportation
	Keep money from leaking out of the county
	Match job skills to business and industry needs
Strategy 3. Prioritize Infrastructure Planning and Investment	Coordinate the many silos of water management
	Reuse more water
	Improve access to market, jobs, and education
	Allocate road and maintenance funds strategically
	Prioritize urban streets along with rural roads
Strategy 4. Enhance Public Services	Maintain public services while keeping them affordable
	Continue to support fire, rescue and emergency services
	Support communities that promote healthy eating
	Enable residents to reach healthcare
	Improve walkability within existing communities
Ensure that communities have their own schools	

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Sunland Park 2040 Comprehensive Plan 2018 - City of Sunland Park [Website linked]

The City of Sunland Park 2040 Comprehensive Plan was designed to guide future development and project investments, serving as a comprehensive planning tool for city staff and elected officials to advance the city's vision. The plan cites issues and goals for various topics including land use, housing and neighborhoods, transportation, economic development, and natural resources. These are summarized in the tables below.

The plan also presents a series of recommendations for various aspects of transportation, including the enhancement of major roads and transit network connectivity between Las Cruces and El Paso, the expansion of dedicated multimodal facilities along key roadways, and the implementation of traffic calming measures on major routes to improve pedestrian safety.

Sunland Park 2040 Comprehensive Plan Issues and Goals	
Land Use	
Issues	Goals
Need town center, community spaces, annexation planning, residential growth, and parks	Strategic growth management, balanced land use mix, compatible transitions, transportation connectivity, attractive environment, targeted border growth towards Mexico/US boundary and Santa Teresa Airport via efficient infrastructure and annexation
Housing and Neighborhoods	
Issues	Goals
Limited affordable housing, rehabilitation needs, high turnover in mobile homes	Expand housing variety, meet socioeconomic needs, align with development goals
Transportation	
Issues	Goals
Increasing traffic, heavy truck congestion on McNutt Road	Support "Gateway City" vision, unified city concept, multi-modal efficiency
Economic Development	
Issues	Goals
Lack of business advocacy, need for rebranding, workforce development	Fiscal responsibility, business support, positive regional identity, workforce development, port of entry optimization, community engagement
Natural Resources	
Issues	Goals
Limited parks, trails, underutilized attractions (Mt. Cristo Rey, Mesa area, dinosaur tracks)	Comprehensive recreation system, tourism enhancement with environmental preservation, asset protection

Transportation Master and Strategic Plans

El Paso Horizon 2040 Metropolitan Transportation Plan 2014 - El Paso MPO [Website linked]

The El Paso Horizon 2040 Metropolitan Transportation Plan was created to guide transportation development in the El Paso Metro area. The planning area encompasses the City of El Paso, communities south of El Paso including Socorro and Fabens, and the southern parts of Doña Ana and Otero Counties in New Mexico.

The plan outlines some major constraints of freight transportation in the region as summarized below:

El Paso Metropolitan Area Freight Constraints
Delivery Constraints: Improper inspection infrastructure increases wait times which leads to higher operating costs for businesses and an overall hit to the economy.
Congestion: A lack of a planned road network for freight transport delays freight delivery times.
Pollution: A need to continuously upgrade vehicles and equipment to reduce emissions. The reduction of wait times also helps to reduce emissions.
Safety: High violence in the area has caused the closure of many manufacturers.

The plan forecasts the regional impacts if no expansion of the ports of entry (POE) occurs, indicating that existing POEs will face severe congestion, negatively affecting the regional economy. It recommends the construction of a green POE (the practice of using environmentally responsible and resource efficient process throughout a building’s life cycle), freight shuttle POE, and freight rail POE to address these challenges. The plan also discusses the importance of expanding bicycle networks and mass transit. The

plan outlines a congestion management process (CMP) described below.

El Paso Horizon 2040 Metropolitan Transportation Plan CMP Goals
Provide a transportation system that serves the public with mobility choices including pedestrians and bicyclists.
Identify and mitigate congestion on the transportation system.
Minimize air quality impacts of congestion.
Promote accessibility to an efficient transportation system for all citizens.

Santa Teresa Border Area Transportation Needs Assessment and Strategic Plan (STBAT Strategic Plan) 2016 - NMDOT [Website linked]

The Santa Teresa Border Area Transportation Needs Assessment and Strategic Plan (STBAT Strategic Plan) provides a strategic framework to anticipate and prioritize critical transportation infrastructure investments. It consolidates recommendations from earlier plans into a coordinated investment strategy.

The STBAT Strategic Plan achieves several key objectives. First, it offers an in-depth analysis of global economic trends that specifically impact the region, with a focus on the emerging freight corridors extending from Mexico to the United States. Second, the plan provides a comprehensive transportation needs assessment for the Santa Teresa Border Area, considering projected industrial, commercial, and residential growth. Third, it prioritizes transportation infrastructure investments, helping stakeholders identify the most strategic areas for funding to achieve the greatest benefits. Finally, the plan outlines a series of policies, programs,

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and analyses that entities should pursue to ensure the effective and efficient implementation of the recommendations.

Categories were created to help guide the development of recommendations for the identified projects. These categories were given weights and used to score the potential benefit of a specific infrastructure investment. The categories and their weights are:

- Economic Competitiveness (40%)
- Quality of Life (17%)
- Mobility (16%)
- State of Good Repair (10%)
- Project Readiness (7%)
- Safety (5%)
- Environmental Sustainability (5%)

The five highest scoring projects and their scores are included in the STBAT Strategic Plan Highest Scoring Projects table as follows:

STBAT Strategic Plan Highest Scoring Projects	
Project	Score
Widening and addition of multi-use path to NM 273 from NM 136 to Sea Pine Dr.	74.5
Signalizing intersection of NM 273 and Airport Rd.	73.9
Widening and addition of sidewalks to NM 273 from Edgewood Blvd. to Antone Rd.	72.8
Turn lane additions and improvements to the intersection of NM 273 and Country Club Rd.	70.6
Widening and addition of sidewalk and multi-use path to Country Club Rd. from NM 273 to the State Line.	69.4

Texas-Mexico Border Transportation Master Plan (BTMP) 2021 - TxDOT [Website linked]

The purpose of the BTMP is to identify transportation issues, needs, challenges, opportunities, and strategies for moving people and goods efficiently and safely across the border. The plan builds on the long-standing coordination between Texas and Mexico, and three previous border master plans in the region. The goals of the plan include:

- Mobility and Reliability
- Economic Competitiveness
- Safety and Security
- Connectivity
- Cross-Border Resilience
- Sustainable Funding
- Customer Service
- Asset Preservation
- Stewardship and Sustainability

The recommendations in the plan fall into three distinct categories: policies, programs, and projects. The policies and programs are broad recommendations for the Texas-Mexico border region. The twenty-two policies and 153 programs all relate to one of the goals presented above.

The recommended projects target specific locations along the border region. On the next page, you will find a table detailing the recommended projects for the Santa Teresa Area.

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Project Name	Description	Total Project Cost	Year
Low cost/high impact improvements at the Santa Teresa LPOE	Low cost/high impact improvements at the Santa Teresa LPOE	\$2,000,000	2025
LED signage for Santa Teresa	LED signage for Santa Teresa LPOE	\$300,000	TBD
Santa Teresa expansion of cargo area	Expansion of cargo area at Santa Teresa LPOE	\$2,100,000	TBD
Santa Teresa expansion of passenger processing area	Expansion of passenger processing area at Santa Teresa LPOE	\$2,100,000	TBD
Santa Teresa POE - stadium lighting in entry/exit throughout the port to brighten poorly lit areas in PVP and cargo as well as export facility	Enhance port security with comprehensive stadium lighting at PVP, cargo areas, and Santa Teresa LPOE export facility	\$115,696	TBD
Santa Teresa – Correct the turn radius at the entrance of the import cargo dock	Correct the turn radius at the entrance of the import cargo dock at Santa Teresa LPOE	\$120,000	TBD
Expansion and Modernization of the Santa Teresa LPOE	Modernize/expand Santa Teresa LPOE with Hazmat containment facility	\$15,000,000	2030
Rio Grande Levee Linear Park Trail	From Racetrack Drive to Country Club Road	\$150,000	2021
Sunland Park Drive Extension	Phase IC, D, II	\$600,000	2022
Brickland Trail	From Brickland Street to Mount Cristo Rey, Phase I A, B, C, D, II	\$150,000	2022
Sunland Park LPOE	Build new US-Mexico border crossing connecting Sunland Park to Anapra, Chihuahua	\$29,960,000	2025

Project Name	Description	Total Project Cost	Year
Sunland Park Drive	Build 4-lane divided arterial from McNutt Road to Sunland Park LPOE with UPRR grade separation	\$38,191,000	2025
El Camino Real Bicycle Lanes	Bike infrastructure along El Camino Real scenic highway from Sunland Park to Garfield	\$15,000,000	2050
Airport Road Sidewalks	Sidewalks near the DAC International Jetport	\$500,000	2021
New Crosswind Runway	Runway 3/21 construction at DAC International Jetport	\$500,000	2026
Industrial Avenue Grade Separation	Grade separation of Industrial Avenue over UPRR tracks	\$10,000,000	2030
Hwy 9 Pavement Preservation	From NM 136 to County Line	\$20,000,000	2030
T-hangar Construction	Additional hangar space for storage of aircraft at DAC International Jetport	\$1,000,000	TBD
St. Francis Drive Extension	Connect NM 136 to NM 273 with new road	\$25,000,000	2025
New Rail LPOE in Santa Teresa	New Rail LPOE in Santa Teresa	\$471,000,000	2050
McNutt Road Improvements	Widen McNutt Rd to 4 lanes with center turn lane from Racetrack Drive to Courchesne Bridge	\$5,285,000	2030
Grade Separation at NM 136/NM 273	Grade separation at the intersection of NM 136 and NM 273	\$16,423,000	2030
McNutt Road	From Racetrack Drive to Corishain Bridge	\$15,000,000	2030

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Project Name	Description	Total Project Cost	Year
Traffic Signals at NM 273/Airport Road	Install traffic signals at the intersection of NM 273 and Airport Road	\$1,300,000	2030
NM 9 Reconstruction	From NM 136 to El Paso MPO Boundary	\$15,000,000	2050
Anapra Road Widening and Rehabilitation	McNutt Road to Proposed Sunland Park POE Site and Border Crossing	\$11,330,000	2025
Strauss Road and Road 2A	Construct 600' WB right-turn lane near Verde Logistics Park	\$100,000	2030
Industrial Drive	Expand Industrial Drive to 4 lanes plus center turn and 150' southbound right turn lane	\$1,000,000	2030
Airport Road and Industrial Drive	Signalization	\$500,000	2030
Strauss Road and Road 2A	Add a traffic signal, second southbound left turn lane (200' storage), and second eastbound lane on Strauss through 2A	\$500,000	2050
Runway Improvement	Land acquisition, design, and construction of crosswind runway 03-21 at DAC International Jetport	\$4,600,000	2021-2025

New Mexico-Chihuahua Border Master Plan 2021 - NMDOT [Website linked]

The New Mexico-Chihuahua Border Master Plan is a binational plan developed to coordinate planning, inventory, and delivery of projects at the land ports of entry (LPOEs) and related transportation infrastructure serving the ports of the region. A framework was developed for assessing the priority of projects which includes the following categories:

1. Capacity/Congestion
2. Regional Benefit
3. Cost Effectiveness
4. LPOE Connectivity
5. Project Readiness
6. Binational Coordination

A point weighting system was developed based on the importance of these categories to evaluate projects of each type: land port of entry projects, multimodal infrastructure projects, and rail projects. The table on the following page displays the top-ranked projects, organized by project type.

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New Mexico-Chihuahua Border Master Plan Priority Projects	
<i>New Mexico</i>	
Land Port of Entry Projects	<ul style="list-style-type: none"> • Expansion and modernization of Santa Teresa Land Port of Entry • New rail land port of entry in Santa Teresa • New land port of entry in Sunland Park, New Mexico connection to Anapra, Mexico
Multimodal Infrastructure Projects	<ul style="list-style-type: none"> • Sunland Park Drive widening • St Francis Drive extension • NM 11 Village of Columbus bypass • Deming truck relief route • Columbus Road extension
Rail Projects	<ul style="list-style-type: none"> • Rail line from Santa Teresa Port of Entry to Union Pacific Railroad and BNSF (Burlington Northern Santa Fe) Railroad mainlines
<i>Chihuahua</i>	
Land Port of Entry Projects	<ul style="list-style-type: none"> • Expansion and modernization of San Jeronimo Port of Entry • New rail port of entry at San Jeronimo • Port of Entry Camino Real Tierra Adentro in Anapra
Multimodal Infrastructure Projects	<ul style="list-style-type: none"> • Access road to El Berrendo Port of Entry • Anapra Port of Entry to Jeronimo Port of Entry highway loop • Town of Palomas bypass • Carretera Janos-Agua Prieta and El Berrendo highway improvement • Bernardo Norzagaray Boulevard overpass
Rail Projects	<ul style="list-style-type: none"> • City of Juarez rail bypass • Rail spur to south loading terminal • South loading terminal

RMS 2050 Metropolitan Transportation Plan 2022 - El Paso MPO [Website linked]

The purpose of the RMS 2050 Metropolitan Transportation Plan (MTP) is to assist the EL Paso MPO in prioritizing transportation investments through 2050. The study area encompasses the entirety of El Paso County and portions of southern Doña Ana and Otero Counties, including the Santa Teresa Area. The plan focuses on achieving a series of goals with its recommendations. The goals include:

- Safety
- Maintenance and Operations
- Mobility
- Accessibility and Travel Choice
- Sustainability
- Economic Vitality
- Quality of Life
- Implementation

The plan includes a list of proposed transportation projects in the Santa Teresa area. These projects are recommended at different stages. The table on the following page displays the recommended projects.

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Immediate (2022) and Implementation Stage Projects (2023-2026)			
Project Name	Description	Total Project Cost	Year
NM 273/Airport Road Signals	Install traffic signals at intersection of NM 273 and Airport Road	\$1,325,481	2025
Short-Term Stage Projects (2027-2032)			
NM 498 (Anapra)	Rebuild 2-lane road from McNutt Road to Sunland Park Extension	\$1,758,626	2027
Racetrack Drive	Rebuild 2-lane road from Doniphan Drive to McNutt Road	\$1,605,007	2027
Sunland Park Drive Extension	Expand to 6 lanes (Texas State Line to McNutt Rd) and extend/widen to Sunland Park POE	\$4,953,302	2027
Sunland Park (Camino Real de Tierra Adentro) POE	New border crossing in Sunland Park for vehicles/pedestrians connecting to Anapra/Juárez	\$81,696,843	2027
St. Francis Drive Extension (Border Highway Connector)	Build a 2-lane roadway from NM 136 to Sunland Park Extension.	\$19,354,859	2027
Medium-Term Stage Projects (2033-2040)			
NM 136/Airport Road Grade Separation	Build grade-separated interchange at NM 136/Airport Road with ramps	\$60,500,000	2033
NM 136/NM 273 Grade Separation	Build grade-separated interchange at NM 136/NM 273 with ramps	\$67,100,00	2033
Long-Term Stage Projects (2041-2050)			
NM 9 Safety Corridor	Add shoulders and passing lanes on two-lane road from NM 80 to NM 136	\$11,000,000	2041

Facility Master Plans

Camino Real Regional Utility Authority Water Infrastructure Plan 2014 - CRRUA [Website linked]

The purpose of the Camino Real Regional Utility Authority (CRRUA) Water Infrastructure Plan is to assess the capacity of the existing combined water system to meet both current and future water demands over the next 20 years. The plan focuses on four service areas: the City of Sunland Park, the Santa Teresa Community, the Santa Teresa Industrial Park, and the Border Area. It includes an analysis of the current water system and models future water system requirements.

Camino Real Regional Utility Authority Water Infrastructure Plan Current System Analysis	
Production Capability Analysis	Storage Capability Analysis
<ul style="list-style-type: none"> • Current Demand: 3,940 gpm, plus an extra 1,415 gpm are needed if the largest wells are offline. • Sunland Park: Unable to meet MDD without its largest well. • Santa Teresa: Wells 30 and 19 need replacement to maintain MDD when the largest well is offline. • Santa Teresa Industrial Park: Experiences a 524-gpm shortfall when the largest well is offline. • Border Area: Shows a surplus of 640 gpm. • 2034 Projection: MDD expected to reach 6,865 gpm, requiring an additional 1,040 gpm capacity if the largest wells are offline. 	<ul style="list-style-type: none"> • The Sunland Park service area faces a slight storage deficit of 0.22 million gallons (MG) by 2034. • The Santa Teresa Community service area will have a storage surplus of 0.56 MG by 2034. • The Santa Teresa Industrial Park service area is projected to have a storage deficit of 0.9 MG by 2034. • The Border Area service area has sufficient storage capacity to meet both current and future demands.

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To ensure the system can meet the projected supply and storage needs in 2034, the plan includes the following recommendations:

Camino Real Regional Utility Authority Water Infrastructure Plan Recommendations
Replace Well 30, Well 8A (return to service), and Well 19 in the Santa Teresa Community.
Replace Well 14 in the Santa Teresa Industrial Park.
Replace Well 4 in the City of Sunland Park.
Install a 16-inch water main along Airport Road and a 12-inch loop line at Villa Valencia.
Connect the 10-inch line at McNutt Road to the Edgemont subdivision.
Replace the 8-inch line on Feather Moon Drive with a 12-inch line.
Install a 12-inch line on Teresa Paseo Dr between Trevino Road and Country Club Road, and on 1st Street between Linda Vista Dr and the 12-inch main at the west end of 1st Street.
Drill one new well in the Sunland Park Service Area and two new wells in the Santa Teresa Industrial Park Service Area.
Install a new 2.0 MG storage tank in the Santa Teresa Industrial Park Service Area.
Upsize approximately 8,500 feet of 8-inch line along McNutt Road to a 12-inch line.

Doña Ana County International Jetport Master Plan 2018 - Doña Ana County [Website linked]

The purpose of the Doña Ana County International Jetport Master Plan is to guide strategic decisions regarding capital resources for the airport by assessing future aviation demand and identifying long-term infrastructure requirements. The goals of the plan are:

1. Enhance safety and security
2. Support economic growth
3. Accommodate additional demand
4. Preserve/protect investment

A forecast of aircraft usage at the airport was conducted, projecting 179 based aircraft by 2025, an increase of 26 aircraft from 2015. The forecast also anticipated that total aircraft operations would rise from 41,500 in 2015 to 55,827 by 2025.

Several recommendations for future Jetport development were made. These recommendations are categorized into Airside and Landside improvements:

Doña Ana County International Jetport Master Plan Recommendations	
Airside	Landside
<ul style="list-style-type: none"> • Crosswind and cargo runway • New taxiway • Apron Expansion • Separate apron for helicopters • Upgrades to the runway pavement • Upgrades to lighting system with LEDs 	<ul style="list-style-type: none"> • Addition of 26 hangar spaces • General aviation terminal • Centralized maintenance equipment building • Wash rack • Increased parking • Enhanced fencing and security • Utility, water, and wastewater improvements • Support for U.S. customs • Establishment of an aircraft rescue and firefighting station

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The plan evaluated several recommendations, selecting the options that would provide the most optimal outcomes for the airport. For airside improvements, the preferred option is Alternative 3.2. For landside improvements, the preferred solution is a combination of South 1, North 1, and Option A. The following table summarizes the preferred alternatives.

Doña Ana County International Jetport Master Plan Preferred Alternatives	
Airside	Landside
<p>Alternative 3.2</p> <ul style="list-style-type: none"> • 12,000-foot crosswind runway • No extension of existing runway • Strengthening of current runway to 95,000 pounds • Implementing an instrument approach procedure on both runways with a visibility minimum of ¾ mile 	<p>Alternatives South 1, North 1, Option A</p> <ul style="list-style-type: none"> • Space for small general aviation at east and far west ends • Space for corporate general aviation near the Fixed Base Operator • A terminal west of the War Eagles Museum • Space for air cargo west of the terminal area • Space for large and special-use tenants at the east end • Space for commercial development along the southern boundary

Corridor or Facility Studies

Santa Teresa International Rail Study 2016 - NMBA/NMDOT [Website linked]

The New Mexico Border Authority (NMBA) and the New Mexico Department of Transportation (NMDOT) conducted the 2016 Santa

Teresa International Rail Study to assess the feasibility of establishing a binational rail bypass and a rail port of entry west of the El Paso/Juarez area near Santa Teresa, New Mexico. The goal of this new rail system is to address current limitations at the El Paso rail port of entry, such as freight traffic congestion, safety concerns, and connectivity issues. The study aimed to develop a financially viable, safe, reliable, and sustainable rail corridor that would promote economic growth in southern New Mexico. While the primary focus was on activities in the United States, the study also emphasized coordination between stakeholders in both Mexico and the United States.

Eight different alternatives were developed and initially evaluated against the following project goals:

1. Increase the capacity of the existing rail system and border crossing.
2. Improve safety by reducing rail-vehicular crossings.
3. Enhance the potential for economic development in the region.

All alternatives, except for one, met the project's primary goals and underwent further evaluation based on the following criteria:

- Operations/Mobility
- Safety
- Environmental/Community Impact
- Engineering Feasibility/Constructability
- Right-of-Way Feasibility/Property Ownership
- Cost
- Public/Agency/Stakeholder Input

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After this evaluation, Alternatives A, C, and F emerged as the most feasible, although Alternative F was eliminated due to its proximity to urban areas and elevation challenges. A more detailed evaluation was then conducted on Alternatives A, C, and a new hybrid alternative, using the same criteria. The hybrid alternative was identified as the most feasible option.

The study concludes with recommendations for the next steps in the project.

Santa Teresa International Rail Study Recommendations

- Exploring the potential for a multi-jurisdictional implementation sponsor.
- Determining appropriate cost allocation for the project.
- Identifying additional infrastructure investment needs.
- Assessing the potential for tax increment financing or the creation of an assessment district.

NM 136 Santa Teresa Port of Entry to Texas State Line Alignment Study *2016 - NMDOT [Website linked]*

The 2016 NM 136 Santa Teresa Port of Entry to Texas State Line Alignment Study aims to address existing deficiencies and implement improvements to accommodate future travel demands and support economic development in the region. The study identifies the primary issues with NM 136 as follows:

- Deteriorating pavement structure
- Increased truck traffic
- Legislative action extending the overweight zone to 12 miles from the Port of Entry
- Erosion and sedimentation at drainage structures

- Minor maintenance issues on the existing bridge over the railroad tracks

The study involved a thorough assessment of existing roadway conditions, including pavement, culverts, and drainage systems, as well as an evaluation of community factors such as demographics, environmental and cultural resources, and land use.

Using projected commodity flows for the Santa Teresa Port of Entry and traffic forecasts for 2040, the study assessed the capacity of NM 136. The conclusion was that the existing four-lane roadway will be adequate to support anticipated traffic growth and future travel needs. The study recommends minor improvements to intersections and the existing bridge, as well as resurfacing the roadway with Continuously Reinforced Concrete Pavement.

West Mesa Corridor Study *2017 - NMDOT [Website linked]*

The purpose of the 2017 West Mesa Corridor Study is to identify the optimal route for a new roadway that will improve connectivity between the Santa Teresa area and Interstate-10. The development of this new route is essential to manage the anticipated growth of the Santa Teresa area and the Land Port of Entry, while also alleviating traffic pressure on the current road network.

Four alternative routes are evaluated in the study: the NM 404 Alternative, Alternative B, Alternative C, and Alternative E. These alternatives were assessed based on several factors, including socio-economic and environmental justice impacts, land use and agricultural impacts, air quality and noise, hazardous materials,

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cultural resources, geology, soils, vegetation, wildlife, wetlands and waterways, protected species and habitats, and visual resources.

Traffic modeling and cost-per-trip projections, along with a weighted evaluation matrix, were used to identify the most effective route. The evaluation matrix considered the following categories and their respective weights:

- Meets Purpose and Need (3.0)
- Construction Cost (2.0)
- Economic Benefit (2.0)
- Long-Term Cost (1.5)
- Environmental Impact (1.0)
- Right-of-Way Impacts and Land Acquisition (0.5)

Based on these metrics, Alternative C was recommended as the best option, as it provided the most balanced solution to meet the project's purpose and need, while offering a low cost per trip and effective connectivity.

Commercial Border Crossing and Wait Time Measurement Report at Santa Teresa International Border Crossing 2019 - NMDOT [Website linked]

The 2019 Commercial Border Crossing and Wait Time Measurement Report at the Santa Teresa International Border Crossing involved the installation of radio frequency identification (RFID) equipment to measure the wait and crossing times of commercial vehicles entering New Mexico from Mexico at the Santa Teresa Land Port of Entry.

Following a site survey of the Santa Teresa Land Port of Entry and consultations with various agencies, RFID technology was selected for installation at four key locations within the port:

- The entrance to the Mexico Export Lot
- The Mexico Export Lot Booth
- The U.S. Federal Inspection Compound
- The New Mexico Motor Transportation Police Division Facility Booth

A report based on July 2019 data showed that the busiest day of the month had an average crossing time of 25 minutes, while the least busy day had an average crossing time of 13 minutes.

Border Highway Connector Phase A Study 2023 - NMDOT [Website linked]

The purpose of the Border Highway Connector Phase A Study is to address the need for improved transportation infrastructure. The proposed highway is intended to provide a direct connection between NM Highway 136 and Interstate 10, improving regional connectivity and facilitating travel between key destinations such as the Santa Teresa Port of Entry and the Union Pacific Railroad Strauss Yard Facility. Additionally, the Border Highway Connector is expected to help reduce traffic congestion on existing roadways and contribute to the overall quality of life for area residents. On the next page, you will find a table detailing the goals of the study

Border Highway Connector Phase A Study Goals
Evaluate and analyze potential highway alignments in a specific region.
Assess various criteria such as environmental impact, utility disruption, construction feasibility, right-of-way acquisition, costs, and public input.
Use a ranking methodology to compare the alignments and present detailed descriptions of each alignment's performance.
Discuss the existing conditions of the study area, transportation facilities, and agency coordination.
Emphasize the need for infrastructure improvements to support economic growth and development in the region.
Outline the stakeholder list and highlight the importance of public involvement in the study process.

The preferred alignment was determined to be West A-3 due to its positive impacts on economic development, traffic operations and connectivity. This alignment also provides access to areas of planned growth and is shorter in length compared to other alignments. The West A-3 alignment is recommended for further study in the Phase B report.

Miscellaneous Studies

Border Area Economic Development Strategy 2015 - Doña Ana County [Website linked]

The objective of the Border Area Economic Development Strategy is to assess the economic landscape of the border region and provide direction for future developments and investments. The overarching goals of the plan are:

1. Expedite business development through leveraged investment & coordination of public policy, diversify economic activity
2. Strengthen existing communities
3. Expand job opportunities for unemployed and underemployed residents of Doña Ana County

The plan undertakes an in-depth regional economic analysis. The core findings of this analysis are included in the following table.

Border Area Economic Development Strategy Core Findings
Doña Ana County and El Paso County have traditionally exhibited significant differences in employment growth despite being linked by their location.
Doña Ana County's economy is increasingly aligned with El Paso County and Juarez.
Mexico has experienced a surge in foreign investment in the past 12-18 months, many manufacturers have shifted from activity in Asian markets to North American markets.
The government of Chihuahua is actively promoting investment in San Jeronimo, with plans calling for a new rail crossing and new access roads.
For Santa Teresa, the main driver of growth in freight is expected to be freight moving north from the interior of Chihuahua.
In 2011, there was a greater flow of workers leaving the border area to work compared to workers commuting to the border area.

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The plan outlines short- and mid-term recommendations as summarized in the table below.

Short-Term Recommendations
Doña Ana County needs to identify a person to manage border area affairs.
Doña Ana County needs to implement an asset management program for roadways that it owns and maintains.
Doña Ana County needs to play an active role in the future of the Sunland Park POE.
Doña Ana and El Paso Counties, NMDOT, TXDOT, and El Paso MPO should annually monitor truck counts on key border arterials and lifts at UP Santa Teresa.
El Paso MPO, supported by NMDOT, TXDOT, and Doña Ana County, should launch a regional study documenting recent shifts in commodity and manufactured goods flows.
Detailed field surveys of existing housing stock need to be undertaken to identify housing inventories and levels of affordability.
The region should conduct an economic analysis of Paso del Norte using input-output data to clarify decade-long shifts in industry linkages and assess potential changes from investments in Santa Teresa POE.
Border Area Economic Development Organization needs to ensure that companies in Doña Ana County are benefiting from July 2014 approval of the alternative site framework for foreign trade zone 197.
NMDOT is currently undertaking a border master plan to collect data, identify planning issues, and engage with stakeholders, outcomes of this study will influence mid-term priorities.
Mid-Term Recommendations
The GIS web portal by Viva Doña Ana and NMSU should adopt a regional scope by integrating robust traffic data and expanded land use and property records.
As local economic recovery strengthens, conversations around public transport will need to continue. Partnerships with the private sector will be required to sustain support for future connections in the area.
The border area should be eligible for US Economic Development Administration infrastructure grant funding.

Lastly, the plan delineates multiple priority infrastructure projects. The top 5 highest-priority projects are presented in the following table.

Border Area Economic Development Strategy Top 5 Priority Infrastructure Projects
A reevaluation of Pete V. Domenici Hwy and Artcraft Rd. working toward a grade-separated limited-access route between the Santa Teresa POE and I-10.
Widening of Airport Rd, due to the increased truck movements coming to and from the UP Santa Teresa yard.
A truck focused interstate way-finding system which provides guidance to thru trucks regarding congestion on local interstates.
An evaluation of improvements to the Highway 9 connection to McNutt Rd. for commercial purposes.
Continued evaluation of the West Mesa Corridor connection from the border area northward to I-10 near Las Cruces.

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Southern New Mexico - El Paso Joint Land Use Study 2015 - Southern New Mexico - Doña Ana County [Website linked]

The primary objective of the study is to mitigate, or ideally eliminate, compatibility issues between military operations and surrounding civilian land uses. The study encompasses Doña Ana, Sierra, Lincoln, Otero, Socorro, and El Paso Counties. The key goals of the study are presented in the following table.

Southern New Mexico – El Paso Joint Land Use Study Key Goals
Facilitate stakeholder engagement, including landowners, federal, state, county, and municipal agencies, educational institutions, tribal governments, and other interested parties throughout all phases of the planning process.
Safeguard the public health and safety of civilian and military communities.
Conduct a joint analysis of factors that may restrict range and training missions due to incompatible land use developments adjacent to Fort Bliss, White Sands Missile Range, and Holloman Air Force Base.
Collaboratively develop recommendations for use by federal, state, and local governments, community groups, developers, and the military to preserve and enhance Department of Defense and civilian missions.
Identify compatible, feasible land uses near military installations, airports, and ranges, including noise and accident risk zones.
Formulate an implementation plan to address compatibility challenges posed by development and its impact on military missions, establishing criteria and robust policies for federal, state, and local government adoption.
Support local communities in achieving safe, compatible growth.
Develop or identify cooperative strategies for land and airspace use planning that equitably distribute the impacts of the program among federal, state, and local governments, private landowners, and the military community.
Enhance regional cooperation and promote collaborative land use planning between military installations and surrounding communities and counties.
Establish a sustainable forum for ongoing cooperation, communication, and implementation.

The study concludes with a series of recommendations as presented in the following table.

Southern New Mexico – El Paso Joint Land Use Study Recommendations
Establishing a Joint Land Use Study implementation body
Conducting regular outreach to the community and agencies
Creating clear points of contact
Enhancing notification methods
Building institutional capacity to manage regional airspace
Integrating compatibility considerations into local government plans
Encouraging participation from partners in local government planning
Collaborating on energy development planning
Mapping regional energy development opportunities
Promoting interagency consultation on land use
Ensuring compatibility with State Land Trust goals
Supporting conservation partnerships
Enhancing land use authority in El Paso County
Increasing awareness of regional noise impacts
Establishing a notification process for vertical structures
Promoting an integrated approach to regional water planning

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**Border Task Force Report - Paso del Norte Region
2022 - NMEDD [Website linked]**

This is a report of the Border Task Force which came together in 2022 and was sponsored jointly by New Mexico’s Secretary of Economic Development, Texas Congresswoman Veronica Escobar, and Chihuahua Secretary of Economic Development. It focuses on three main areas: border security, workforce development, and economic opportunities in the Paso del Norte region. The report advocates for technology-driven security solutions to improve border management and efficiency while emphasizing cross-border coordination. Workforce development is highlighted as a priority, stressing the need to align education and training with industry demands, particularly in Santa Teresa. The report also explores economic opportunities, focusing on manufacturing and supply chain growth, onshoring potential, and the impact of trade policies. Strategic collaboration between the U.S. and Mexico is identified as key to addressing infrastructure, labor, and trade challenges.

Immediate regional needs were identified by considering stakeholders’ top priorities and selecting projects that were not fully funded through existing channels. The report separately outlined immediate border infrastructure needs for Chihuahua, New Mexico, and Texas. New Mexico infrastructure needs are presented in the table to the right. Note that several of these needs are currently being addressed.

Immediate Border Infrastructure Needs, New Mexico		
Category	Projects	Amount (USD)
Rail	Juarez Rail Bypass connections	\$500,000,000
Ports	Santa Teresa Port modernization, streamlined funding for POEs, pre-clearance program expansion	\$173,000,000
Regional Connectivity	Pete Domenici Highway grade separations	\$99,614,000
Air	Doña Ana Jetport improvements	\$68,500,000
Water	Water infrastructure upgrades in Santa Teresa	\$48,500,000
Economic Development	Binational infrastructure planning, expansion of marketing and recruitment efforts, Santa Teresa Master Plan, supplier development programs, workforce training initiatives	\$8,986,000
Total		\$898,600,000

Integration of Existing Plans and Studies in the Santa Teresa Strategic Plan

The Santa Teresa Strategic Plan builds upon and synthesizes numerous existing plans and studies to create a cohesive, forward-looking regional strategy. This comprehensive approach ensures the current plan aligns with previous efforts while addressing emerging challenges and opportunities.

Strategic Alignment and Foundation

Reviewing existing plans provides the foundation for understanding the regional context, identifying historical priorities, and recognizing established visions for Santa Teresa's development. Key findings from these studies inform the Strategic Plan's direction in several critical ways:

- **Shared Vision Development:** The Verde Realty Master Plan's principles for mixed-use development, community services, and economic growth are incorporated into the Strategic Plan's balanced approach to development.
- **Regional Coordination:** Elements from the "One Valley, One Vision 2040 Regional Plan" and the "Doña Ana County Plan 2040" establish frameworks for coordinated infrastructure development and intergovernmental cooperation.
- **Transportation System Integration:** The Transportation Master Plans, including the STBAT Strategic Plan and Texas-

Mexico Border Transportation Master Plan, provide tested models for evaluating transportation priorities incorporated into the Strategic Plan's infrastructure assessment methodology.

- **Utility Infrastructure Planning:** The CRRUA Water Infrastructure Plan's technical standards inform the Strategic Plan's water and wastewater capacity planning approach, especially in identifying current system limitations.

Gap Analysis and Current Realities

The Strategic Plan identifies and addresses critical gaps between previous plans and current development needs:

- The existing CRRUA water and wastewater systems will require significant expansion to support projected growth.
- Transportation systems require modernization beyond what was envisioned in earlier studies to accommodate increasing cross-border trade and land development.
- Border crossing infrastructure needs expansion to handle commercial traffic that could be redirected from the Bridge of the Americas in El Paso.

Strategic Prioritization Framework

The review of existing studies has directly informed the Strategic Plan's phased implementation approach:

- The prioritization methodology draws from previous successful frameworks, particularly the weighted scoring

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systems used in the New Mexico-Chihuahua Border Master Plan.

- The Border Task Force Report's immediate infrastructure needs have been incorporated into Phase 1 priorities.
- The STBAT Strategic Plan's assessment categories (Economic Competitiveness, Quality of Life, Mobility, State of Good Repair, Project Readiness, Safety, and Environmental Sustainability) influence the current evaluation criteria for project prioritization.

By building upon this extensive foundation of existing research and planning, the Santa Teresa Strategic Plan creates a comprehensive, integrated approach that respects established priorities while addressing current challenges and positioning the region for sustainable future growth.

STAKEHOLDER ENGAGEMENT

A key component of ensuring project success is engaging stakeholders. Stakeholders bring value and expertise.

- Stakeholders have vast knowledge about current processes, historical information, and industry insight. It is crucial to involve all key stakeholders when collecting and documenting requirements to avoid missing significant project deliverables.
- Involving knowledgeable stakeholders during the planning process will dramatically increase the project's success by uncovering potential risks and discussing a plan to mitigate them before issues arise.
- Granting project acceptance is the stakeholder's final stamp of approval during the project closure phase.

Stakeholder engagement, a collaborative effort involving departments, agencies, and organizations across multiple jurisdictions in the Paso del Norte region, has been fundamental to developing an effective and actionable strategic plan for Santa Teresa. The steering committee meetings and subcommittee meetings, listed in **Table 1**, have allowed for the emergence of several central themes and priorities that will shape the strategic plan's recommendations. Complete summaries of all stakeholder meetings and the attendees are provided in Appendix A.

Stakeholders identified several key infrastructure challenges that hinder Santa Teresa's growth and development. CRRUA's water and wastewater system is operating at full capacity, limiting the potential for expansion. Additionally, significant broadband connectivity gaps, as outlined by County IT, pose barriers to digital access and economic opportunities. Furthermore, El Paso Electric's substations require an extended lead time for expansion due to the complexity of upgrading the high-voltage transmission system and expanding overall infrastructure. Addressing these challenges is essential for supporting future growth and improving service reliability.

Stakeholders also identified transportation and mobility as a critical priority. The County Engineering Department's emphasis on Highway 9 improvements and widening, along with the regional transportation agencies' stress on the Border Highway Connector and NM 136 improvements for managing cross-border traffic, highlight the significance of these issues. The relevance of the West Mesa Connector study from 2017, which needs funding, further underscores the importance of coordinated planning and funding mechanisms.

A key focus has been the NM 136 Alignment Study, which aims to create a free-flow freight corridor from the Santa Teresa Port of Entry to Interstate 10. This critical 9.2-mile segment handles approximately 8,000 vehicles daily, with 20 to 30% comprised of heavy commercial traffic. The study evaluates nine potential locations for grade-separated interchanges to improve operational efficiency and safety while supporting economic development.

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Multiple departments emphasized community development needs. The Facilities and Parks Department is working to standardize services across 13 community centers, though only five are fully staffed. The proposed Alta Mesa residential subdivision will require new public safety facilities, including a fire station and sheriff substation. The Jetport is expanding runway capacity and planning cargo facilities to support economic growth.

Table 1: Steering Committee and Subcommittee Meetings

Steering Committee Meetings	Meeting Date
Meeting 1 (Kick-Off)	June 11, 2024
Meeting 2	July 30, 2024
Meeting 3	August 14, 2024
Meeting 4	September 3, 2024
Meeting 5	October 1, 2024
Meeting 6	November 5, 2024
Meeting 7	December 17, 2024
Meeting 8	January 14, 2025
Subcommittee Meetings	Meeting Date
El Paso Electric	November 21, 2023
	October 18, 2024
Doña Ana County Planning and Zoning, and Community Development Departments	August 9, 2024
El Paso Metropolitan Planning Organization (EPMPO)	August 30, 2024
Economic Development	September 5, 2024
	September 24, 2024
	November 4, 2024
Doña Ana County Engineering and Roads Dept.	September 9, 2024
Doña Ana County International Jetport	September 9, 2024
Doña Ana County IT Department	September 12, 2024
Texas Department of Transportation (TxDOT)	September 17, 2024
Land Use Subcommittee	September 18, 2024
Real Estate Subcommittee	September 26, 2024
Conterra Networks	October 25, 2024
	November 12, 2024
Doña Ana County Facilities and Parks Dept.	November 13, 2024
New Mexico Gas Company	November 13, 2024
New Mexico Department of Transportation (NMDOT)	November 14, 2024

Initiative Prioritization Analysis

Methodology and Engagement Process

A weighted scoring methodology was employed to transform diverse stakeholder perspectives into actionable priorities, provided in **Table 2**. This comprehensive process leverages the expertise of specialized subcommittees focused on Transportation and Infrastructure, Land Use and Real Estate, Economic Development, and Utilities and Services.

Each subcommittee evaluated initiatives within their domain expertise, ranking them according to strategic importance. Using a Borda count-like approach, descending weights were assigned based on ranking level:

- For six-level rankings:
 - 1st priority: 6 points
 - 2nd priority: 5 points
 - 3rd priority: 4 points
 - 4th priority: 3 points
 - 5th priority: 2 points
 - 6th priority: 1 point

- For project categories with only three ranks:
 - 1st priority: 3 points
 - 2nd priority: 2 points
 - 3rd priority: 1 point

For each initiative, the total weighted score was calculated using the formula:

$$\text{Total Score} = \Sigma (\text{Votes at Rank } i \times \text{Weight for Rank } i)$$

This transparent methodology ensures that higher-priority votes have a proportionally greater impact while accounting for all perspectives. The engagement process continues through dedicated subcommittee work, with some initiatives still awaiting complete evaluation across all groups. Final rankings will be updated once all assessments are complete, with detailed voting breakdowns available in Appendix A.

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Table 2: Initiative Prioritization Results by Category

Priority Rank	Initiative	Weighted Score
Infrastructure Enhancement Priorities		
Priority 1	A. Upgrading existing transportation networks	50
Priority 2	F. Enhancing utility services	31
Priority 3	C. Immediate repairs and improvements to critical public facilities	30
Priority 4	B. Developing high-capacity broadband infrastructure	26
Priority 5	D. Constructing new industrial parks and business incubators	15
Priority 6	E. Developing mixed-use zones	14
Economic Development Priorities		
Priority 1	B. Prioritizing areas with high economic impact potential	40
Priority 2	A. Supporting emerging businesses through targeted infrastructure improvements	38
Priority 3	C. Fostering industries with growth potential	26
Priority 4	F. Supporting growth in established industries	24
Priority 5	D. Creating environments to attract and retain talent	22
Priority 6	E. Ensuring long-term economic resilience	18
Legislative Requests in Order of Priority		
Priority 1	A. Securing state and federal funding for infrastructure projects	42
Priority 2	E. Pushing for long-term infrastructure funding	27
Priority 3	B. Advocating for policies supporting the rapid development of networks	24
Priority 4	D. Promoting public-private partnerships	23
Priority 5	C. Introducing tax incentives for businesses	21
Priority 6	F. Advocating for sustainability-focused policies	10

Priority Rank	Initiative	Weighted Score
Implementation Phases in Order of Importance		
Priority 1	A. Immediate actions to address urgent needs	24
Priority 2	B. Balance immediate and long-term projects for gradual progress	17
Priority 3	C. Focus on long-term projects for sustainable development	13
Project Categories in Order of Immediate Impact		
Priority 1	A. Infrastructure enhancements	18
Priority 2	B. Economic development initiatives	16
Priority 3	C. Legislative actions	8
Project Categories in Order of Priority for Initial Funding		
Priority 1	A. Infrastructure enhancements	18
Priority 2	B. Economic development initiatives	15
Priority 3	C. Legislative actions	9

Key Findings

1. **Infrastructure Enhancement:** "Upgrading existing transportation networks" received the highest score (50), followed by "Enhancing utility services" (31).
2. **Economic Development:** "Prioritizing areas with high economic impact potential" leads with a score of 43, closely followed by "Supporting emerging businesses through targeted infrastructure improvements" (40).
3. **Legislative Requests:** "Securing state and federal funding for infrastructure projects" received unanimous top-priority votes, resulting in the highest score (42).
4. **Implementation Phases:** "Immediate actions to address urgent needs" scored highest (24), indicating strong consensus on addressing urgent requirements first.
5. **Project Categories:** "Infrastructure enhancements" ranked first for immediate impact and initial funding priority, scoring 18.

Conclusions

The weighted scoring analysis reveals a clear consensus around several key priorities:

1. **Focus on Infrastructure:** Transportation networks and utility services emerged as top priorities across multiple categories, reflecting their foundational role in enabling broader economic development.
2. **Emphasis on Immediate Impact:** The high scores for immediate actions and infrastructure enhancements demonstrate a preference for projects that deliver tangible results quickly.
3. **Funding Priority:** Securing external funding for infrastructure projects received unanimous top-priority votes, highlighting the critical importance of financial resources in implementation.
4. **Balanced Approach:** While immediate needs scored highest, the high scores for balanced approaches and long-term projects indicate recognition of the importance of sustainable development alongside quick wins.

This analysis provides a transparent, data-driven foundation for prioritizing initiatives in the strategic plan's implementation phase.

EXISTING CONDITIONS

Economic Overview

The Santa Teresa Study area is located in Doña Ana County, New Mexico, and is bordered on the south by Mexico and on the east by Texas. Located in the County is Las Cruces, the second largest city in the state, behind Albuquerque and ahead of Santa Fe, and is the largest city in New Mexico along the U.S.-Mexico border. Like many regions along the U.S.-Mexico border, the region is characterized by low incomes. **Figure 3** displays per capita personal income in 2023 using data from using data from the U.S. Bureau of Economic Analysis (BEA). National per capita income is \$69,413. New Mexico per capita income is 80% of the national value and Doña Ana County per capita income is only 69.9%.

Contribution to GDP by industry varies considerably between the nation, state, and county as shown in **Figure 4**. There are some large deviations of industry mix at the state and county level compared to the national average: At the state level, Accommodations & Food Services; Construction; Mining; Other Services; and Retail Sales have a higher share; at the county level, Health Care and Social Assistance; as well as Real Estate have a higher share. Relatively small industries at the state level are Agriculture; Information; Management of Companies; Manufacturing; and Real Estate. At the county level, relatively small industries are Information; Management of Companies; Manufacturing; Mining; and Professional and Scientific Services.

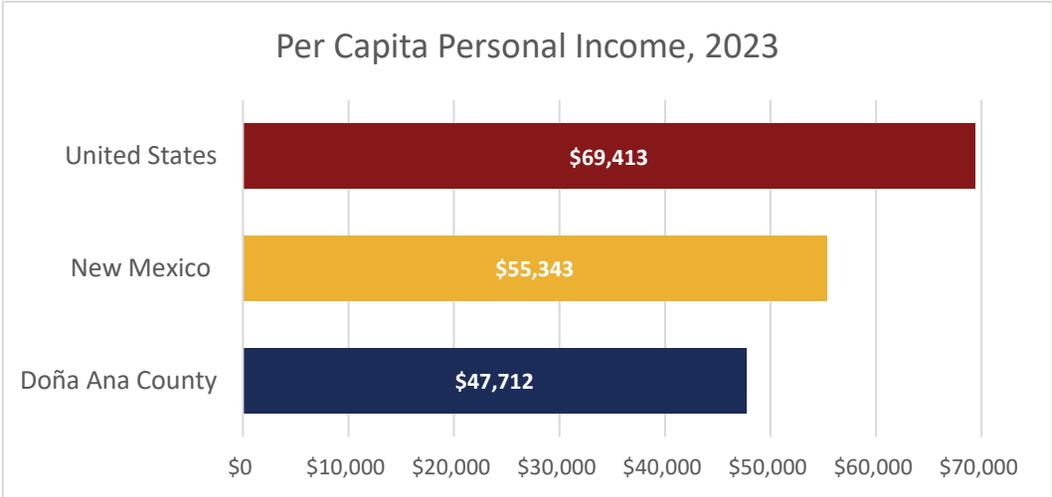


Figure 3: Per Capita Personal Income

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Doña Ana’s Santa Teresa border region is a major source of employment. The total number of employees working for companies whose business model relies partially or entirely on proximity to the Santa Teresa Port of Entry (POE) is 4,400 and has been growing at an annual rate of 18% in recent years. Currently, the Santa Teresa border crossing is the second-largest source of employment in Doña Ana County and is projected to surpass White Sands Missile Range as the county’s largest employer by 2027.

Businesses located in the Santa Teresa border region include warehousing operations, several land development firms, logistics companies, a cable manufacturer, and a glass wholesaler, among others.

The trend in nearshoring, prompted by disruptions in the manufacturing supply chain due to the pandemic and the U.S.-China trade war, has spurred interest in the Santa Teresa region, especially from investors in the electronics and automotive industries seeking relocation options with logistical advantages and international connectivity.

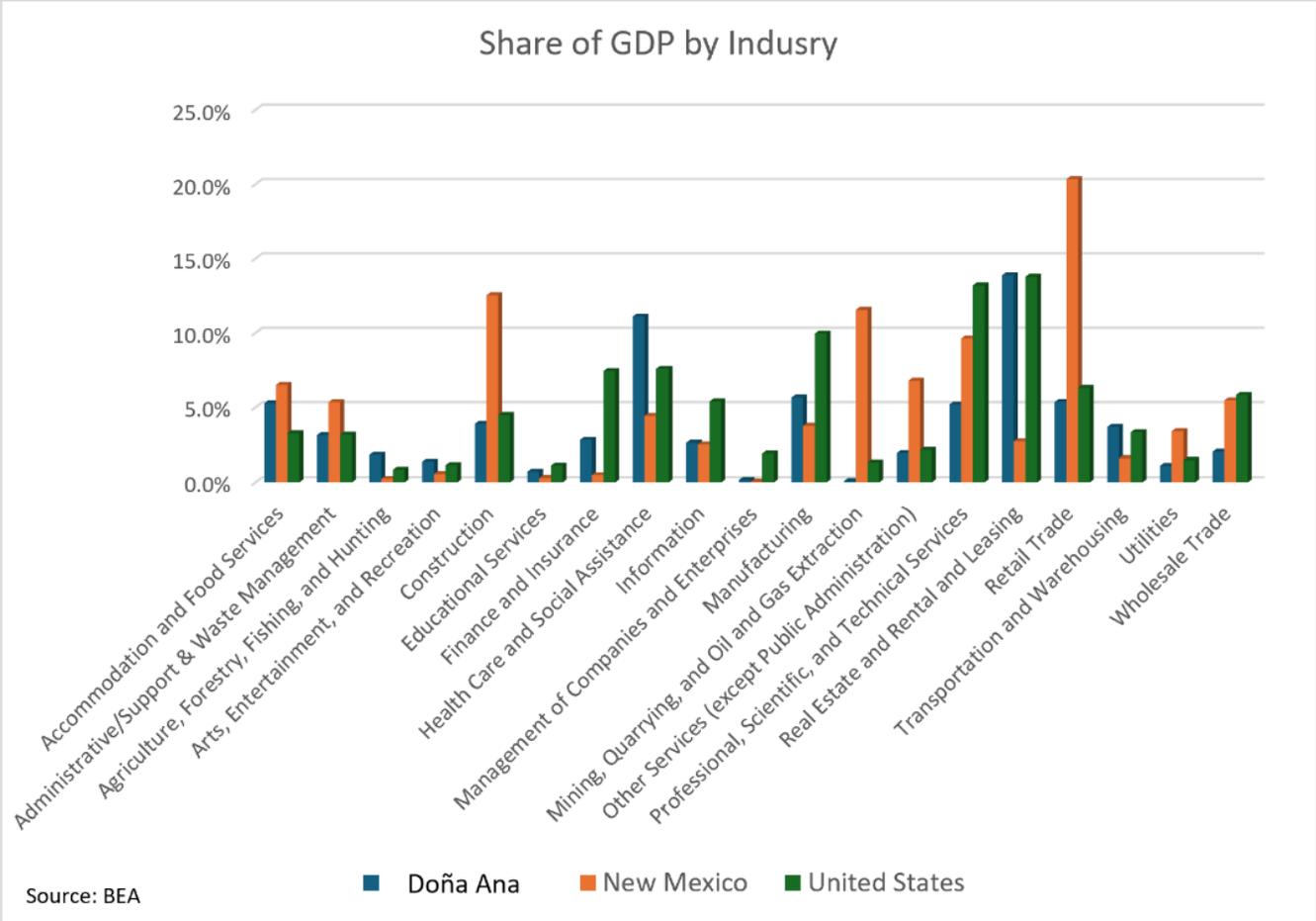


Figure 4: Share of GDP by Industry

Community Characteristics

Demographic Overview

The Santa Teresa area encompasses Santa Teresa and the City of Sunland Park in southern Doña Ana County, New Mexico. Sunland Park is an incorporated municipality while Santa Teresa is a Census-Designated Place (CDP). Census-Designated Places are locally recognized communities with a population concentration but are not legally incorporated as a municipality.

While these two communities possess some distinct characteristics, their location bordering Texas and Mexico contributes to shared interconnected infrastructure, economic systems, and environmental challenges. **Table 3** offers a snapshot of demographics for the Santa Teresa CDP and the City of Sunland Park, using data collected from the 2020 Decennial Census and 2022 5-Year American Community Survey (ACS). Recognizing this area as a unified whole is vital to effectively address regional issues such as economic development, housing, transportation, and environmental justice. A comprehensive approach enables coordinated planning efforts that benefit Santa Teresa and Sunland Park residents, promoting regional equity and sustainability.

Notable characteristics for both communities include a low average household income, a high homeownership rate, a median age in the early 30s, a predominantly Hispanic/Latino population, and a majority Spanish-speaking demographic. The primary demographic differences between the two communities are the median household income and the level of educational attainment. The median household income is about \$13,000 greater in Santa Teresa

than in Sunland Park. Santa Teresa has a higher percentage of residents with college degrees, while Sunland Park has a higher percentage of individuals with less than a 9th-grade education.

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Table 3: Demographics Snapshot

Topic	Santa Teresa CDP	City of Sunland Park
Median Household Income	\$58,320	\$45,545
Poverty Rate	31.8%	24.5%
Median Rental Cost	\$867	\$718
Median House Value	\$185,400	\$175,200
Home Ownership Rate	72.4%	80%
Average Family Size	3.56	3.40
Average Household Size	2.97	2.82
Median Age	32.7 years	33.3 years
Female	39.5 years	38.3%
Male	27.2 years	31.2%
Total Population	5,044	16,702
Adult Population	4,670 adults	9,516 adults
Seniors	743 seniors	2,058 seniors
Ratio of Sexes		
Female	44.2%	52%
Male	55.8%	48%
Languages Spoken		
Speak English only	36%	15.8%
Speak Spanish	62%	83.1%
Educational Attainment Population 25 years and over		
Less than 9 th grade	3%	19.6%
9 th to 12 th grade	6%	6.2%
High School graduate (includes equivalency)	15%	27.2%
Some college	21%	20.0%
Associate's degree	12%	5.7%
Bachelor's degree	25%	14.4%
Graduate degree	25%	6.9%
Race and Ethnicity Composition		
White	71.6%	73.3%
White alone, not Hispanic or Latino	17.3%	5.3%
White, Hispanic, or Latino	80.8%	94.3%
Black or African American	0.4%	0.7%
Native American	0.2%	1.15%
Multi-racial	20.9%	40.0%
Asian	1.1%	0.3%
Native Hawaiian/ Pacific Islander	0.0%	0.03%

Environmental Justice - Indicators of Potential Disadvantage

This analysis identifies ten demographic groups from the U.S. Census that are more likely to experience transportation insecurity, using principles of Environmental Justice, Title VI of the Civil Rights Act, and other transportation research. These environmental justice considerations help identify which disadvantaged population groups exist within the study area to highlight the need for infrastructure remediation and improvements. This analysis, paired with an environmental scan and stakeholder engagement, ensures protection from disproportionate environmental and health impacts and equitable access to a healthy, sustainable, and resilient environment.

The following pages define each disadvantaged population group and their respective percentage for Santa Teresa CDP, the City of Sunland Park, the state of New Mexico, and the United States. Using the same approach as the demographic analysis in the previous section, the data for both Santa Teresa CDP and the City of Sunland Park should be evaluated together to reflect the region's interconnectivity. State and national data are provided for context, revealing that the study area has a higher rate of seven out of ten disadvantaged population groups.

The first two categories, Individuals Identifying as Hispanic or Latino and Non-Hispanic Minorities, use data collected from the 2020 Decennial Census. All other data are collected from the 2022 5-Year American Community Survey (ACS).

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The ACS distinguishes between race and ethnicity. Hispanic is an ethnicity that is defined by the ACS and the US Census by country of origin such as Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

The population identifying as Hispanic or Latino is significant in both Santa Teresa (80.8%) and Sunland Park (94.3%), surpassing state and national averages, as shown in **Figure 5**. This demographic underscores the importance of bilingual resources and culturally sensitive outreach programs in transportation planning and community engagement. The elevated percentage in Sunland Park highlights an even greater need for culturally tailored approaches in this area to ensure equitable service delivery and meaningful participation in regional planning.

The U.S. DOT Order (5610.2) on Environmental Justice defines a “minority” as a person identifying themselves as “Black;” “Asian American;” “American Indian and Alaska Native;” “Native Hawaiian and other Pacific Islander;” “Some Other Race;” or “Two or More Races.” In the American Community Survey (ACS), participants may identify themselves as belonging to one or more races. **Figure 6** demonstrates the study area jurisdiction in comparison to the state and country.

Sunland Park and Santa Teresa have significantly lower percentages of non-Hispanic minorities compared to New Mexico and the United States. Despite their smaller proportions, the relatively higher percentage in Sunland Park than in Santa Teresa suggests a slightly more diverse population.

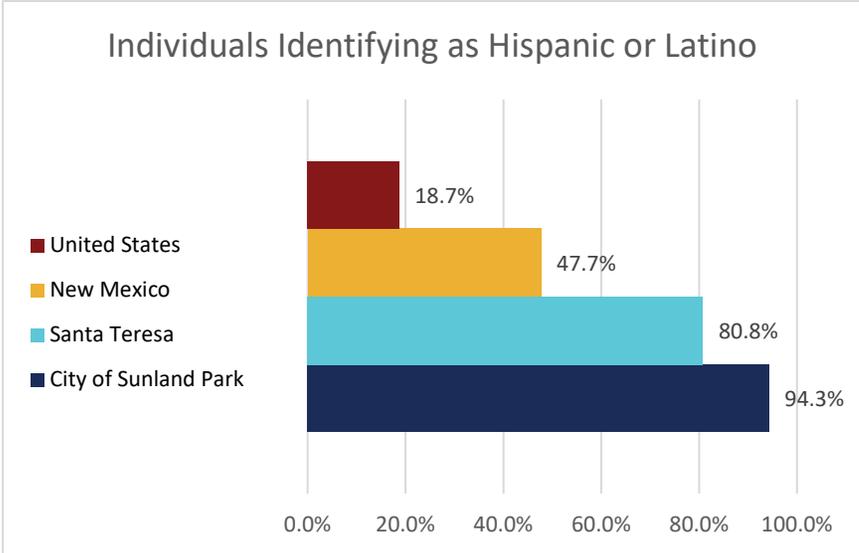


Figure 5: Individuals Identifying as Hispanic or Latino

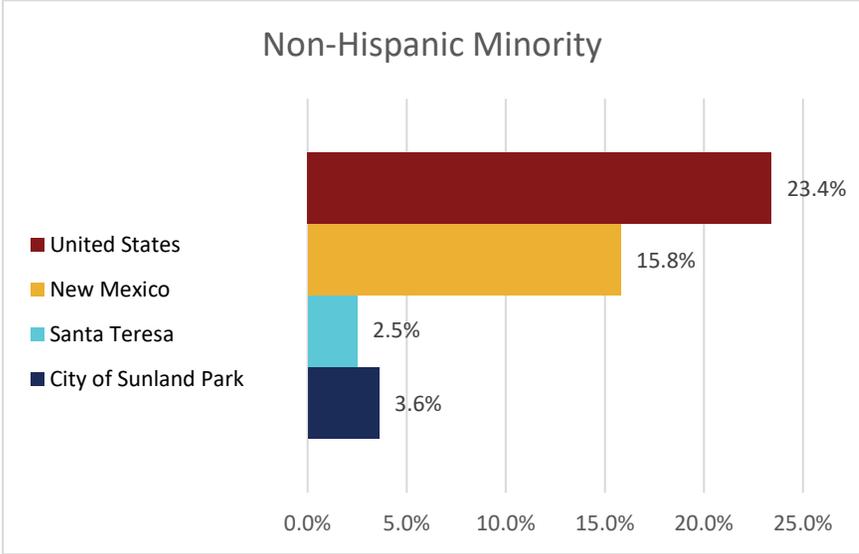


Figure 6: Non-Hispanic Minority

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Poverty is a state or condition in which a person or community lacks the financial resources and essentials for a minimum standard of living. Poverty means that the income level from employment is so low that basic human needs cannot be met. Poverty-stricken people and families might go without proper housing, clean water, healthy food, and medical attention.

The Santa Teresa area has a substantial portion of its population at or below the poverty level, with Santa Teresa at 31.8% and Sunland Park at 24.5%, as presented in **Figure 7**. While both figures exceed state averages, Santa Teresa's rate is particularly alarming. Strategic interventions, such as affordable housing and workforce development programs, must target both communities, emphasizing Santa Teresa's higher poverty rate. Policies should also prioritize equitable transportation and social services access to mitigate economic disparities.

Executive Order 13166, "Improving Access to Services for Persons with Limited English Proficiency," requires all federally funded agencies make services more accessible to eligible persons who are not proficient in the English language. The ACS defines Limited English Proficiency (LEP) as "primary language spoken at home other than English and speak English not very well." This group includes not only Spanish speakers but also Asian and Pacific Island languages, Indo-European languages, and other languages. In addition, the ACS includes only people aged five and older.

The LEP population in the Santa Teresa area is approximately three times higher than the state average, with Sunland Park exhibiting a

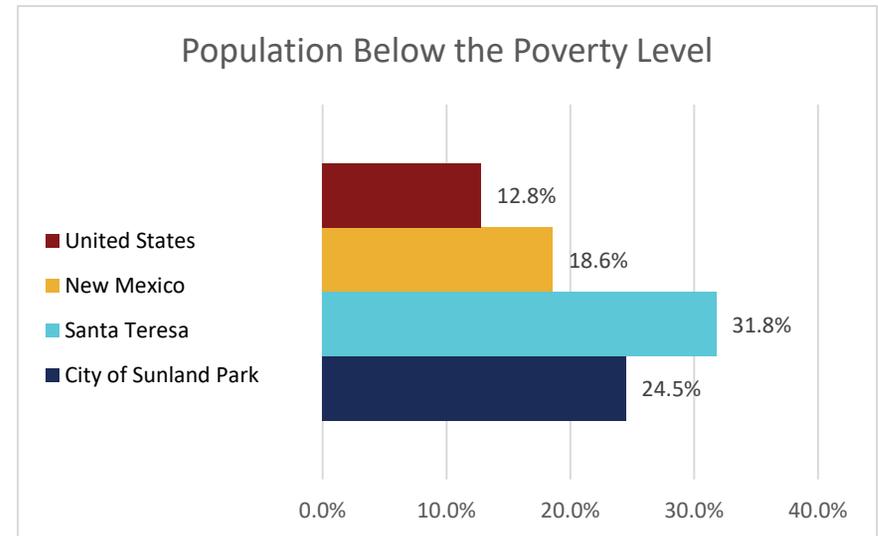


Figure 7: Population Below Poverty Level

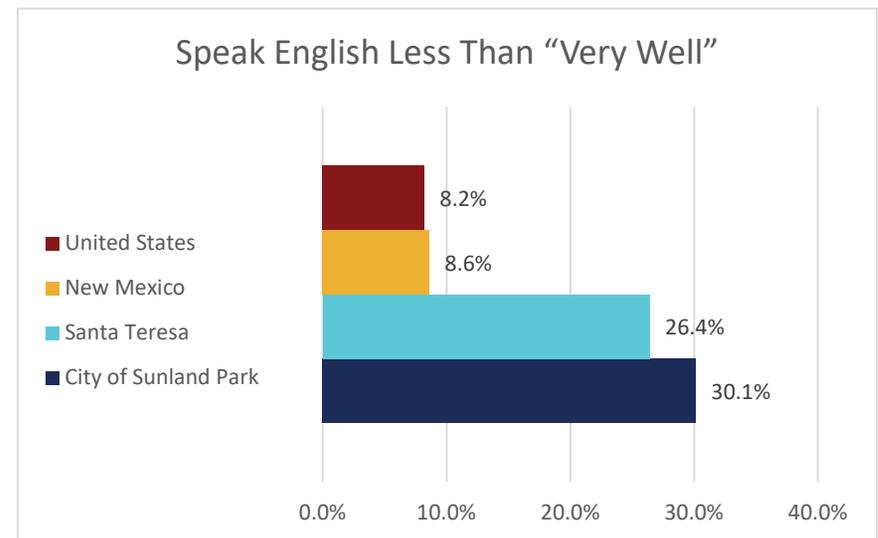


Figure 8: Speak English less than "very well"

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more significant proportion of residents with limited English proficiency, as shown in **Figure 8**. This disparity emphasizes the critical need for multilingual services and materials, particularly in Sunland Park, to ensure accessibility to transportation, education, and public services.

As individuals age, the possibility of transportation challenges increases. Age-related changes in vision, physical functioning, and the ability to reason and remember, as well as some diseases and medications, might affect some older adults' driving abilities.

Transportation challenges associated with aging affect both communities, particularly given the limited public transit options in the region. Sunland Park's larger senior population (2,058) compared to Santa Teresa (743) necessitates prioritizing age-friendly infrastructure, including accessible pedestrian pathways

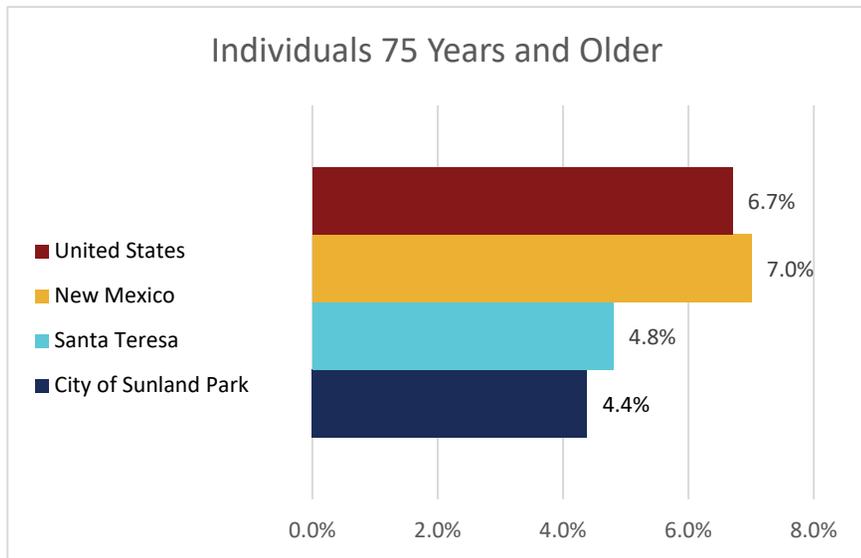


Figure 9: Individuals 75 Years and Older

and paratransit services, to support mobility and independence for older residents. **Figure 9** represents this comparison.

The ACS defined “Female Head of Household with Child” as female headed households with no husband present and own children under the age of 18 years.

Santa Teresa and Sunland Park demonstrate a lower prevalence of female-headed households with children than state averages, shown in **Figure 10**. However, the unique challenges faced by this demographic, such as access to childcare, transportation, and affordable housing, must still be addressed. Collaborative efforts between the two communities can provide targeted resources and support for these households.

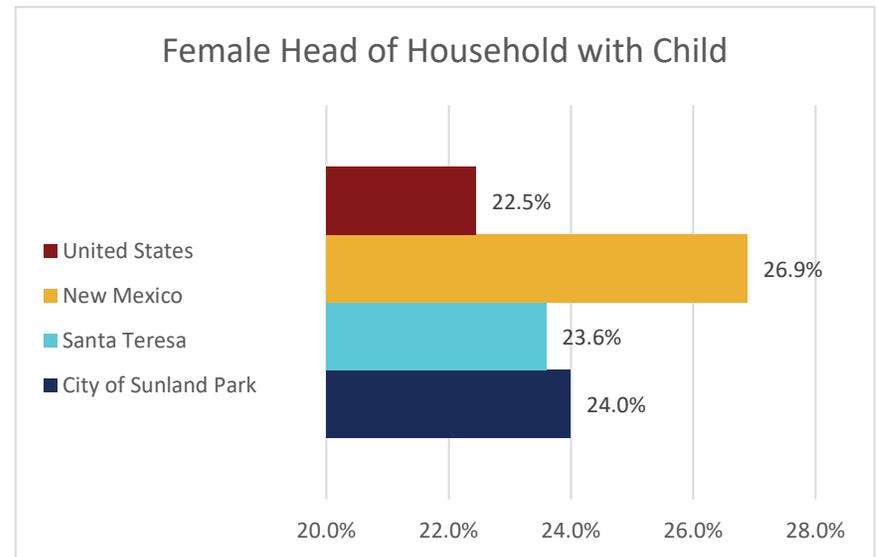


Figure 10: Female Head of Household with Child

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The ACS defines carless households as occupied housing units with no vehicles available. A recent analysis of the 2001 National Household Travel Survey found that a greater percentage of rural households own vehicles compared to those living in urban areas. Santa Teresa does not have any carless households but also has a low population.

Although Santa Teresa reports no carless households, Sunland Park’s larger population likely includes some residents without vehicle access, demonstrated in **Figure 11**. Future assessments should identify carless households in Sunland Park to ensure the provision of viable public transit options and non-motorized transportation infrastructure.

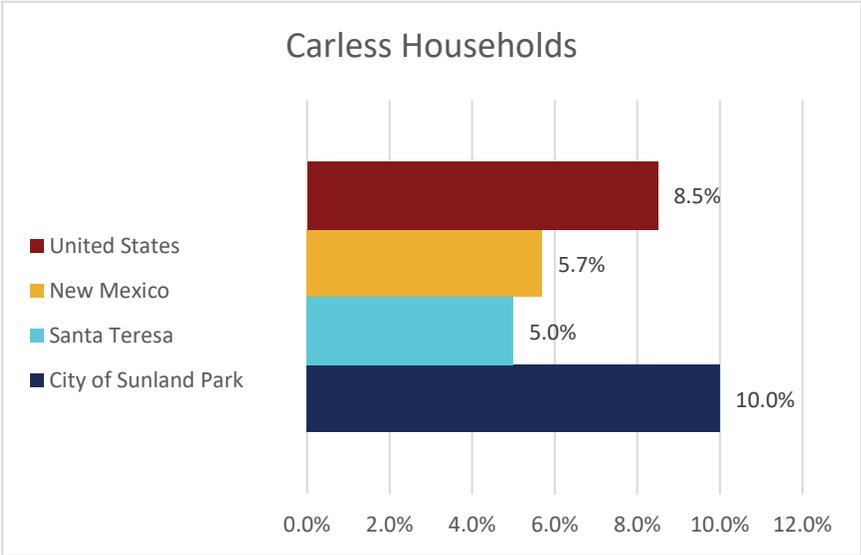


Figure 11: Carless Households

The ACS distinguishes disabilities by the following categories: hearing difficulty, vision difficulty, cognitive difficulty, ambulatory difficulty, self-care difficulty, and independent living difficulty. Each of these impairments can affect one’s ability to use any mode of transportation safely and effectively, therefore all disabilities were recognized in this analysis.

Both communities have residents with disabilities who face significant transportation barriers, illustrated in **Figure 12**. While data comparisons highlight the need for universal design principles in Santa Teresa, Sunland Park’s higher overall population suggests more individuals requiring accessible transportation solutions. Planning efforts should integrate ADA-compliant infrastructure and services to address these needs effectively.

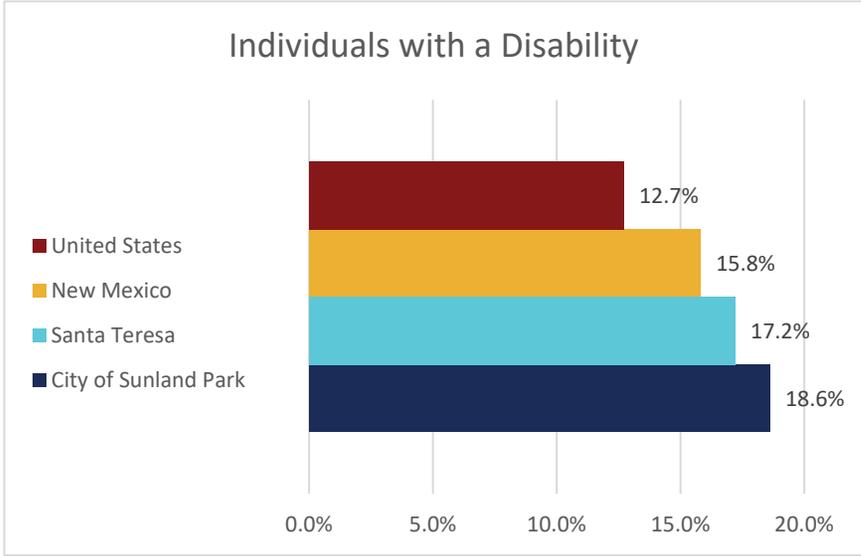


Figure 12: Individuals with a Disability

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The ACS defines the population group with no high school diploma as individuals over the age of 25 who have attended school through the 12th grade but have no diploma or equivalent. Those with no high school diploma are often limited to low paying jobs and few economic resources.

Sunland Park exhibits a higher percentage of residents without a high school diploma (19.6%) than Santa Teresa (3%), illustrated in **Figure 13**. This educational disparity aligns with broader economic inequalities and underscores the need for educational initiatives and workforce development programs targeted toward Sunland Park’s population.

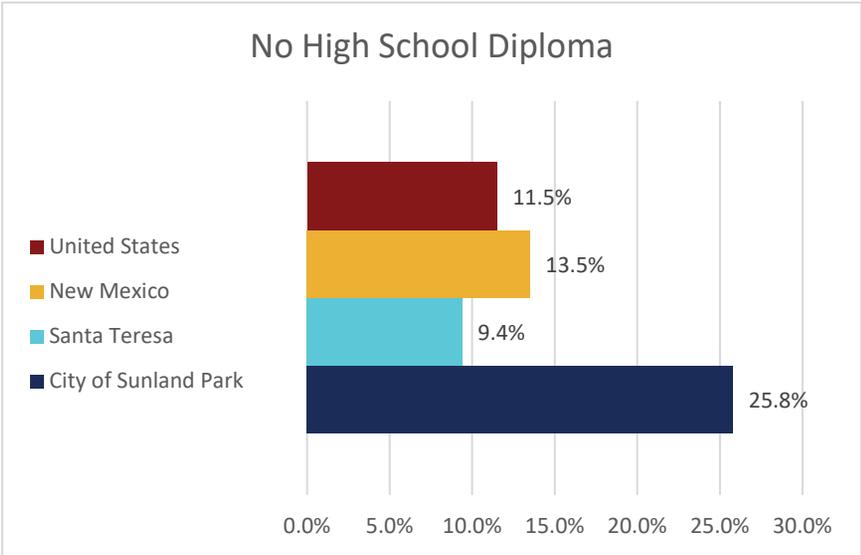


Figure 13: No High School Diploma

The ACS defines the unemployment rate as the percentage of people not actively looking or available for work in the last 4 weeks. This population does not include those who have become discouraged or have not searched for work or have been available to take a job in the past four weeks. The unemployment rate within Santa Teresa is lower than that of the state.

The unemployment rates reveal stark contrasts within the Santa Teresa area. Santa Teresa (2.7%) has a significantly lower rate compared to Sunland Park (8.0%), the state of New Mexico (6.5%), and the national average (5.3%), shown in **Figure 14**. Santa Teresa’s success is likely tied to its proximity to the Santa Teresa Port of Entry and industrial opportunities in logistics and trade.

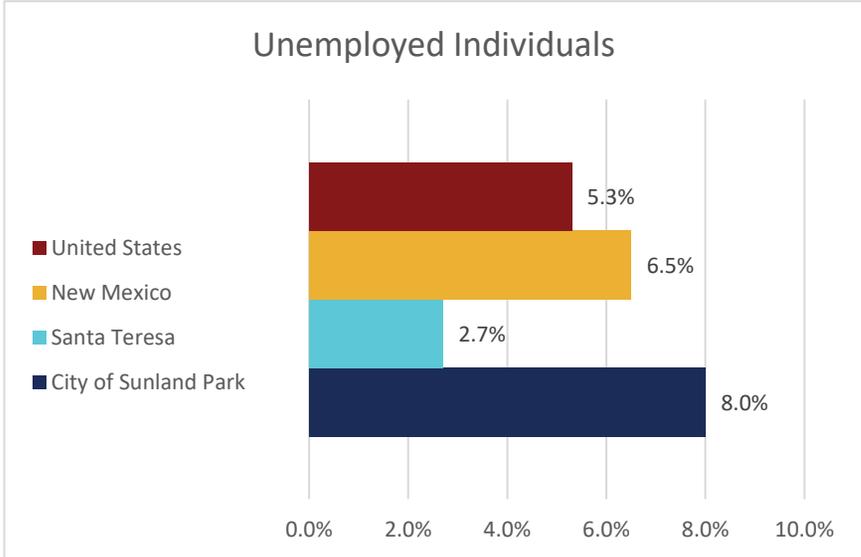


Figure 14: Unemployed Individuals

Community Understanding

A comprehensive understanding of Santa Teresa’s characteristics and assets is essential for developing an effective strategic plan. This analysis considers key elements that define the community, including environmental conditions, land use patterns, zoning regulations, property ownership, transportation infrastructure, utility networks, economic dynamics, and border activity. Each of these factors plays a critical role in shaping the area's current conditions and influencing future growth opportunities.

The following sections provide a detailed examination of these elements, offering insights into the physical, regulatory, and economic landscape that make Santa Teresa unique. By assessing how land is used, how people and goods move, and how essential services are delivered, this analysis establishes a foundation for informed decision-making. These findings will guide the recommendations that follow, ensuring they are rooted in a clear understanding of the community’s strengths, challenges, and opportunities for sustainable development.

Existing Land Uses

Apart from the City of Sunland Park, the Santa Teresa study area is largely undeveloped. **Figure 15** on page 44 illustrates the study area’s parcels, classified by existing land use. **Table 4** demonstrates the acreage of parcels by existing land use and the percentage of land they occupy out of the study area’s total acreage. The “Developed Parcels” category represents a summation of all developed land use types. **Table 5** offers an estimation of existing

building square footage. The building calculations represent an initial assessment which uses estimates of building footprints and do not factor in multiple floor levels since most, if not all, of the existing buildings are single story. These findings are used to offer a high-level understanding of the study area; a more thorough building analysis will be conducted in future phases of the project.

Table 4: Developed Parcel Calculations

Land Use	Acreage	Percent Acreage
Developed Parcels	3,826.82	14.24%
Agricultural	1,771.02	6.59%
Commercial	86.27	0.32%
Drainage/Utility	245.33	0.91%
Industrial	825.17	3.07%
Institutional/Civic/Govt	350.45	1.30%
Residential	338.63	1.26%
Transportation	209.95	0.78%
Vacant/Undeveloped	23,052.73	85.76%
Grand Total	26,879.55	100.00%

Table 5: Existing Building Square Footage Estimation

Land Use	Square Feet
Industrial	6,123,000
Residential	4,079,000
Institutional/Civic/Govt	312,000
Agricultural	162,000
Commercial	28,000
Drainage/Utility	13,000
Grand Total	10,717,000

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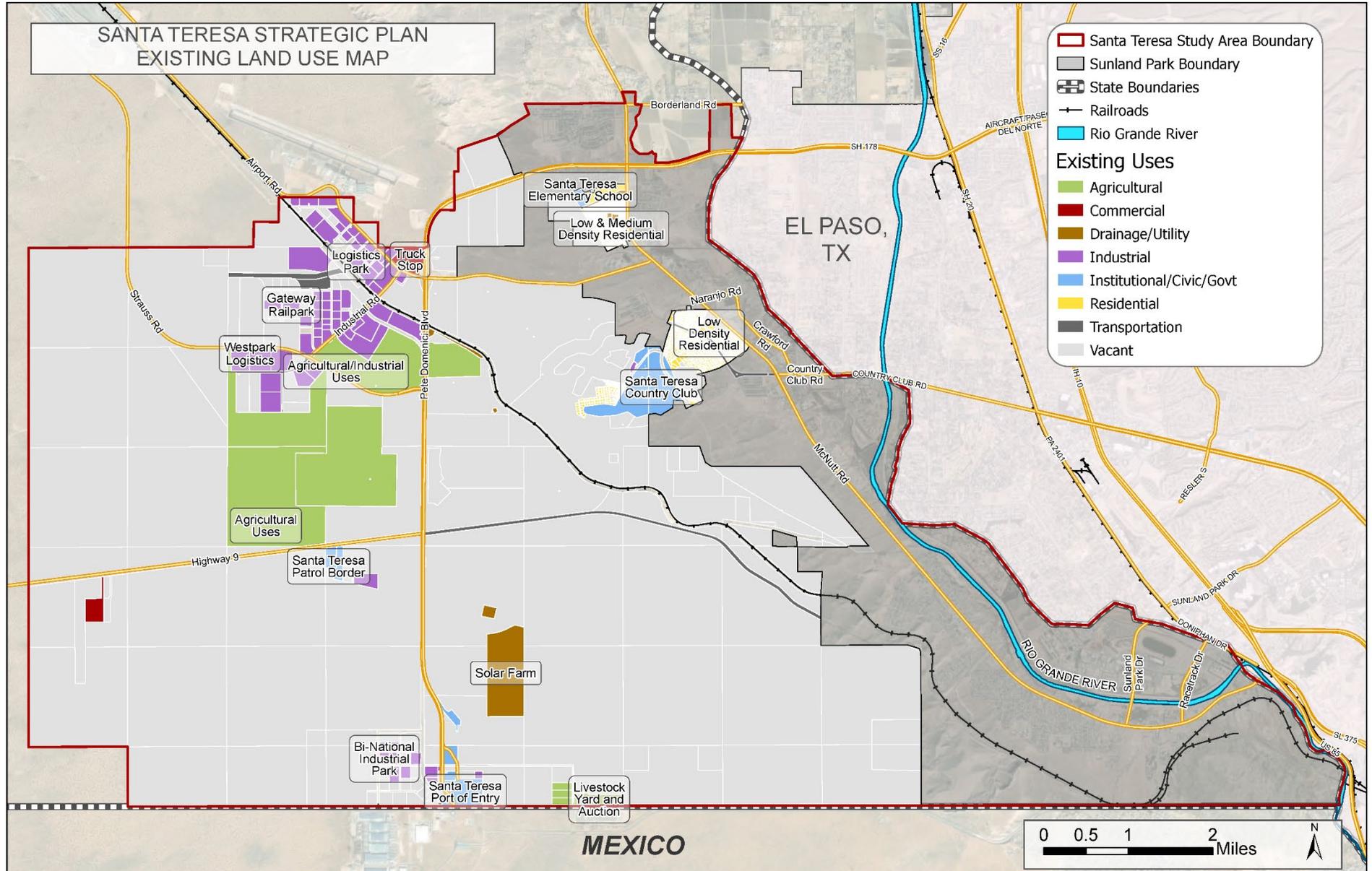


Figure 15: Existing Land Use Map

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Descriptions of Existing Land Uses

INDUSTRIAL

Industrial uses are concentrated in the northwest corner, south of the Doña Ana County Jetport, with additional industrial uses located just north of the Santa Teresa Port of Entry. The industrial uses are the major economic contributors for the Santa Teresa area. There are several industrial parks with a variety of industrial uses consisting of logistics centers, railyards, manufacturers, warehouses, distribution centers, trucking companies, and other light industrial uses. New construction has occurred in recent years, expanding the reach of the industrial hubs in the northwest area and the center southernmost area. The major industrial parks, which are organized and promoted by the [NM Borderplex](#), are described below:

- **Santa Teresa Gateway Rail Park**
With 225 acres of industrial zoned land and direct access to a short-line rail, the park is a major industrial hub with over two million square feet of completed industrial space on site and over three million more currently planned for new development.
- **Westpark Logistics Center**
Located adjacent to the Gateway Rail Park, the 166-acre park is one of New Mexico's newest industrial parks with space for further development next to established tenants such as MCS Industries, FedEx, and Valley Cold Storage.

- **Binational Industrial Park**

Located adjacent to the Santa Teresa POE, the 230-acre park offers the fastest route for international trade to southeast Juarez via the new four-lane Casas Grandes Highway

INSTITUTIONAL

Near the residential neighborhoods, some civic services exist, including a volunteer fire department, Santa Teresa High School (within City of Sunland Park) and the Santa Teresa Elementary School. The Santa Teresa Country Club once provided recreational amenities for local residents and succeeded in attracting prospective residents and developers until its closure in 2013. Now, the large property is abandoned and has negatively affected the surrounding homeowner's property values.

Near Pete Dominici Boulevard, the existing institutional uses consist of government services including the New Mexico Border Authority, Santa Teresa Weigh and Inspection Facility, US Customs and Border Protection, and US Border Patrol Station, along with the Santa Teresa Land Port of Entry on the south border. The POE opened in 1992 to relieve congestion from the neighboring El Paso port and has maintained short lines and little congestion, offering a variety of services including the largest livestock import and export facility on the Mexican border. In addition to its industrial sector, the POE serves as a vital economic anchor for Santa Teresa, sustaining business and trade activity for the region.

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AGRICULTURAL

Large agricultural parcels housing a sod supplier are situated in the northwest portion of the study area, south of the concentration of industrial developments. Other agricultural uses exist on the southern portion of the project area along the border, just east of the Port of Entry which include a livestock holding facility and an auction house.

RESIDENTIAL

Two residential neighborhoods exist in Santa Teresa which are not incorporated in the City of Sunland Park. These are located closest to the city's boundaries along McNutt Road and are mostly single-family home subdivisions with a concentration of multi-family units located in the north, near the Santa Teresa Elementary School. Sunland Park contains most of the area's residential development

COMMERCIAL

Commercial uses are sparse in the project area. The few existing uses are heavily commercial to support the adjacent industrial uses. The commercial amenities consist largely of automotive services situated along NM Highway 136 (Pete Dominici Boulevard) near the industrial uses in the northwest. All community commercial amenities that sustain the residential neighborhoods are located in Sunland Park. This offers an opportunity for Santa Teresa to incorporate a more needed community, and neighborhood uses as the entire area continues to grow.

UTILITIES and TRANSPORTATION

Utility and drainage infrastructure is distributed throughout the study area as part of an interconnected network. The water and wastewater systems operate small parcels that house facilities including water stations, wells, tanks, and treatment plants. The largest utility use is a solar farm located northeast of the Santa Teresa Port of Entry. Transportation infrastructure includes railroad lines and roadway rights-of-way. Just beyond the northern boundary of the study area lies the Doña Ana County International Jetport, owned and operated by Doña Ana County. This facility serves as a key economic anchor and a distinctive asset, reinforcing the area's identity as a trade and industrial hub.

Descriptions of Future Projects

Existing uses and proposed projects are illustrated in **Figure 16** on page 50. The study area and surrounding land have many proposed projects ranging in status, timeline, lead agency, and type. The map compiles input from stakeholders to visualize proposed projects, improvements to existing developments, and new construction projects. The existing uses and proposed developments informed the creation of this plan's Proposed Land Use map (discussed in Section *Proposed Land Use* on page on page 77) by acknowledging the efforts outside this plan and incorporating them into a strategic master plan.

Brief descriptions of the future projects are provided below. Reference numbers are associated with those from **Figure 16: Existing Uses & Proposed Projects**.

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1. [Jetport Improvements \(2022 - ongoing\)](#)

This project expands the Doña Ana County Jetport with air cargo handling, cold storage, distribution, and aircraft maintenance facilities. It integrates with the Border Highway Connector, improving cross-border cargo movement. Currently, in the planning and design phase, this initiative aims to position Jetport as a critical regional logistics hub.

2. [Industrial Avenue Overpass Grade Separation \(2020 - ongoing\)](#)

A vehicle overpass at Industrial Road and Union Pacific Railroad aims to alleviate traffic congestion between the Santa Teresa POE and industrial parks. The project includes survey work, right-of-way acquisition, and construction to optimize passenger and freight transportation flows.

3. [Alta Mesa Logistics \(2025 - ongoing\)](#)

This development covers 272 acres and offers flexible industrial lots ranging from 5 to 20 acres, with the potential for up to 4 million square feet of space. It is accessible via Strauss Road, Industrial Boulevard, and Twin Cities Boulevard. Construction is set to begin in early 2025, supporting industrial activity in the tri-city region of Las Cruces, El Paso, and Ciudad Juárez.

4. [Westpark Logistics Center \(2015 - 2023\)](#)

After eight years of development, this 225-acre industrial park now features 2 million square feet of built space, with

plans for an additional 3 million square feet. The site offers rail access to the Union Pacific Main Line and connects seamlessly to Pete Domenici Highway, enhancing its multimodal logistics capabilities.

5. [NM-136 Alignment Study \(2016 - ongoing\)](#)

This optimization study examines the arterial road connecting the Santa Teresa Port of Entry (POE) to Interstate 10 (I-10). It focuses on improving interchange configurations, enhancing traffic flow, and exploring the potential for additional frontage roads. The study aims to support regional economic development by improving connectivity to essential infrastructure, such as Doña Ana County Airport and the Union Pacific Strauss Yard.

6. [New Mexico TradePort Regional Infrastructure Accelerator \(2023 - ongoing\)](#)

The federal government firmly supports the New Mexico TradePort project through the U.S. Department of Transportation, providing critical funding and support. As part of its prestigious Regional Infrastructure Accelerators (RIA) program, Dona Ana County, New Mexico, received [\\$1.1 million in federal support](#).

This federal investment is designed to accelerate project delivery through comprehensive measures such as advanced project planning, in-depth studies and analyses, and preliminary engineering and design work. The New Mexico TradePort RIA is a forward-thinking initiative that will oversee the development of a state-of-the-art

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multimodal hub integrating highways, railways, airports, and ports.

7. [Santa Teresa LPOE Expansion & Modernization \(2024 - ongoing\)](#)

Focused on integrating clean energy and advanced logistics into the I-10 TradePort Corridor, this modernization project enhances the port's capacity and efficiency, solidifying Santa Teresa's role as a major trade hub.

8. **Alta Mesa Estates (2024 - 2036)**

A 1,180-acre residential development will feature 3,400 single-family homes, 1,077 apartments, and 130 acres of commercial space. Phase 1, which includes 232 houses and 100 apartments, is set to begin construction in 2025, with the first units becoming available by Spring 2026.

9. **CRRUA Water Infrastructure Projects (Ongoing)**

Priority projects include well replacements, new storage tanks, and water main installations to address production and storage deficiencies. Three arsenic treatment facilities are part of this plan to ensure water quality for Santa Teresa and Sunland Park.

10. [Border Highway Connector \(2025 - ongoing\)](#)

A new east-west corridor connecting NM-136 and NM-273 is designed to enhance regional access, mobility, and cross-border trade. It will be construction-ready by September 2025, addressing increasing traffic demands.

11. **Camino Real de Tierra Adentro LPOE (Planning Phase)**

This project introduces pedestrian and vehicle crossing facilities between Sunland Park and Anapra to stimulate economic growth and foster binational connectivity.

12. [Artcraft Road Improvements \(2020 - ongoing\)](#)

Enhancing a three-mile corridor from the NM state line to I-10, this project includes four direct connectors and U-turn bridges to alleviate congestion at the I-10/SH-178 interchange, improving regional mobility.

13. **Highway 9 Widening (Shovel-Ready)**

This east-west corridor widening project focuses on accommodating increasing freight volumes and specialized cargo like windmill components. It awaits funding to proceed.

14. **Logistics Park (Ongoing)**

A 230-acre industrial zone adjacent to Santa Teresa POE with existing and planned facilities exceeding 3 million sq. ft. It offers efficient border access to Mexico via the Casas Grandes Highway and Pete Domenici Highway.

15. **Solar Farm - Milagro Solar and Storage (2024 - ongoing)**

A renewable energy project featuring a 150 MW solar park and 75 MW battery system on 1,100 acres. Expected to generate 469,500 MWh annually, it supports El Paso Electric's clean energy goals, creates 200 construction jobs, and contributes \$7.9M in tax revenue.

16. Brackish Water Reverse Osmosis Facility and Desalination Plant (Planning Phase)

The project aims to address water scarcity in Santa Teresa, New Mexico, by developing a brackish groundwater desalination facility to diversify water supplies and reduce conflict in an increasingly arid climate. Led by New Mexico State University in partnership with the Bureau of Reclamation, the facility will have a target capacity of 5 million gallons per day (MGD) using brackish water reverse osmosis (BWRO) technology.

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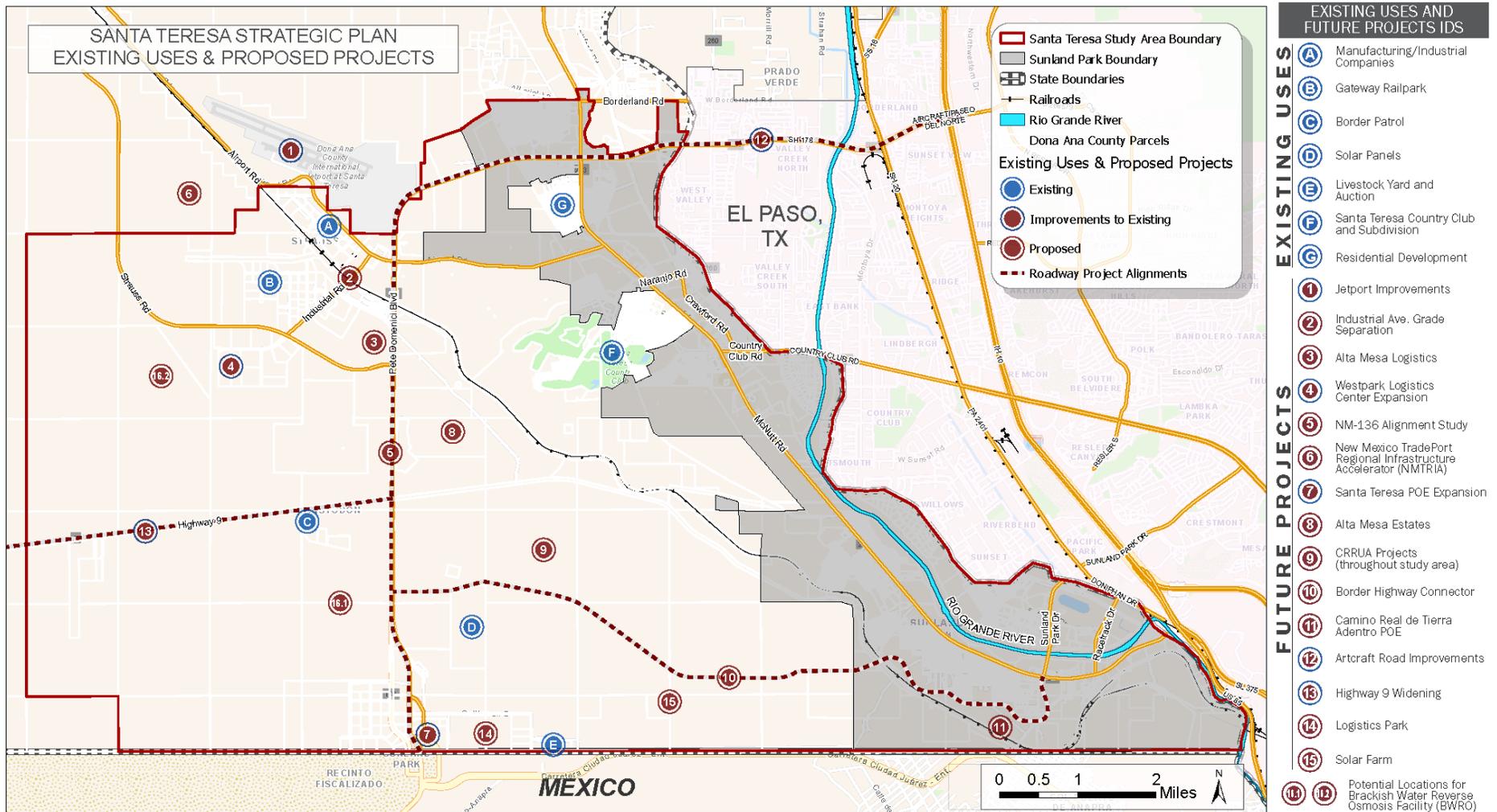


Figure 16: Existing Uses & Proposed Projects

Zoning Classifications

The study area boundary includes the incorporated City of Sunland Park, however the focus of the plan rests on the unincorporated Santa Teresa land. As unincorporated land, the Doña Ana County zoning holds authority over development. **Figure 17** on the following page illustrates the study area’s zoning districts which consist of:

- I2: Medium Industrial Zone
- C1: Neighborhood Commercial Zone
- C2: Community Commercial Zone
- C3: Regional Commercial Zone
- T2: Rural Zone
- D1L: Low Density Residential – Limited Zone
- D3: High Density Residential Zone
- Mixed-Use Zoning Districts
 - MU-NC: Mixed Use Neighborhood Commercial
 - MU-MS: Mixed Use Main Street Commercial
 - MU-CC: Mixed Use Community Commercial
 - STR-1: Santa Teresa Residential One
 - STR-2: Santa Teresa Residential Two
- State and Federal parcels do not have zoning districts.

The majority of land is zoned for I2 Medium Industrial with spotted C2 Community Commercial around roadways and existing development. The few parcels which are zoned for C1 Community Commercial are located near the residential areas. C3 Regional Commercial permits heavier commercial amenities such as

automotive uses and large commercial developments. These are designated on parcels adjacent to I2.

T2 Rural Zone borders the western boundary of Sunland Park and permits 2-acre single family residential lots and a range of civic and agricultural uses with a special use permit. This provides a buffer as the uses transition from urban to industrial.

The land zoned for residential is concentrated north of the rail tracks, farthest away from the I2 zone and closest to Sunland Park. It is primarily D1L Low Density Residential Zone, with few parcels classified as D3 High Density Residential.

The Mixed-Use Zones are applied only to the parcels associated with the proposed Alta Mesa Subdivision development. The County recently collaborated with developers to amend the zoning to enable more flexibility in development and variety of uses.

The Doña Ana County zoning includes development standards and a list of permissible uses which were used as the foundation for this plan’s Proposed Land Use map (discussed in the *Proposed Land Use* section on page 77) to respect and incorporate the County’s vision for the future. The Proposed Land Use map intends to avoid any unnecessary rezoning as there exists a variety of uses allowed within each zoning district.

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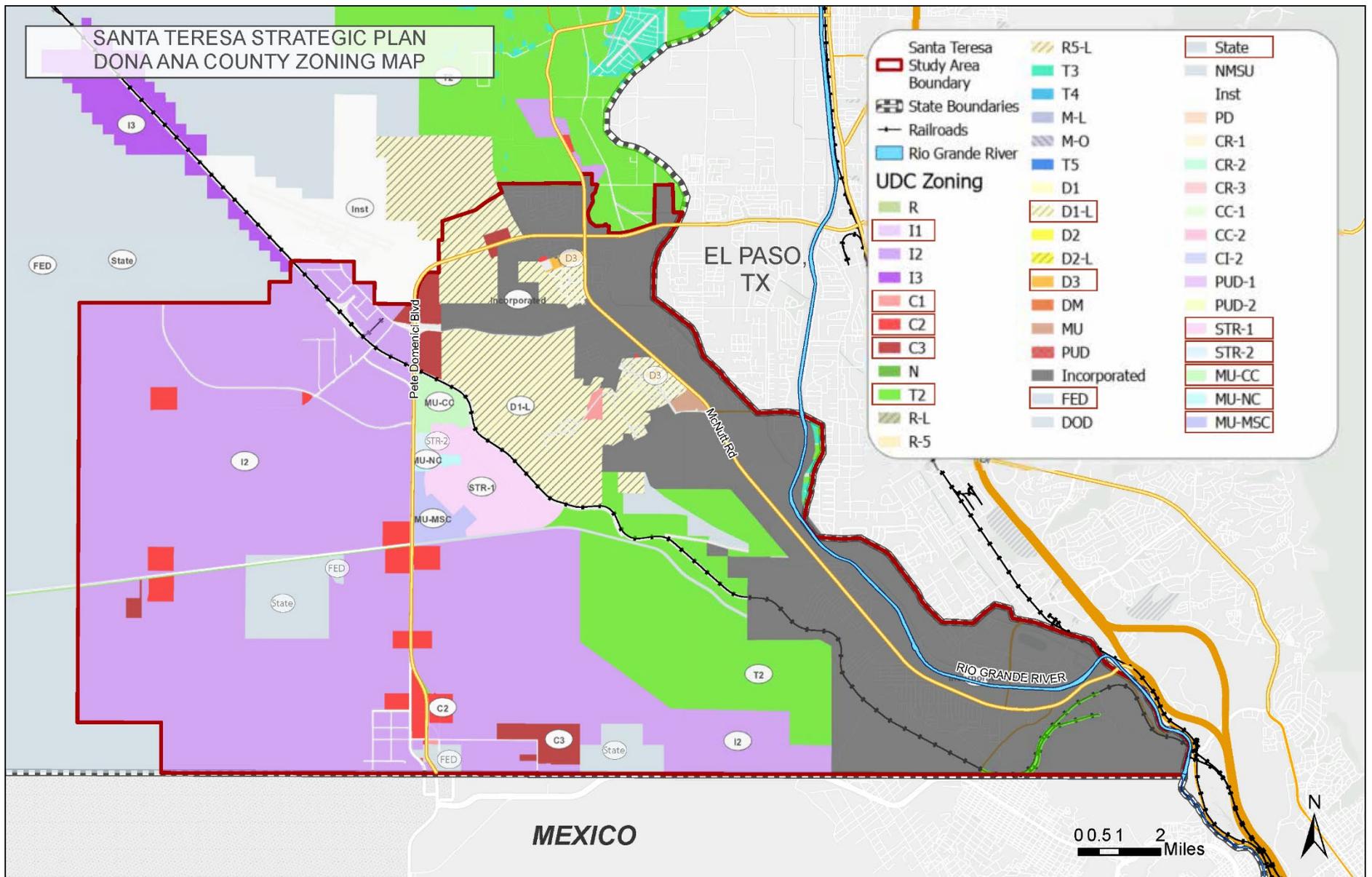


Figure 17: Doña Ana County Zoning Map

Property Ownership

The unincorporated land within the study area is primarily owned by private entities. Publicly owned land is by Camino Real Regional Utility Authority (CRRUA), the State of New Mexico, the New Mexico Department of Transportation (NMDOT), and federal departments. **Figure 18** on the following page illustrates the major property owners of the unincorporated land.

The extensive area of privately-owned property offers more options for development when compared to publicly-owned property which generally has more restrictions.

Santa Teresa Land LLC owns the majority of the project area, specifically the south and west regions of the project area. Paseo Del Norte LLC is the second largest landowner, with their ownership focused northwest of NM Highway 136, and west of the Santa Teresa Port of Entry.

Tierra Santa Land LLC, IHR Holdings LLC, Mesilla Bolson Properties LLC, and Santa Teresa Capital LLC own similarly large portions of the project area concentrated southeast of NM Highway 136 and along Mc Nutt Road. Santa Teresa Capital LLC owns a large majority of land located near the Santa Teresa Port of Entry.

Landowners with a smaller percentage of property owned within the project area include Franklin Mountain, Bri Westpark, Westpark I LLC, Santa Teresa Land investments LLC, Doña Ana County, STT Development LLC, NM DOT, and Porvenir Corp.

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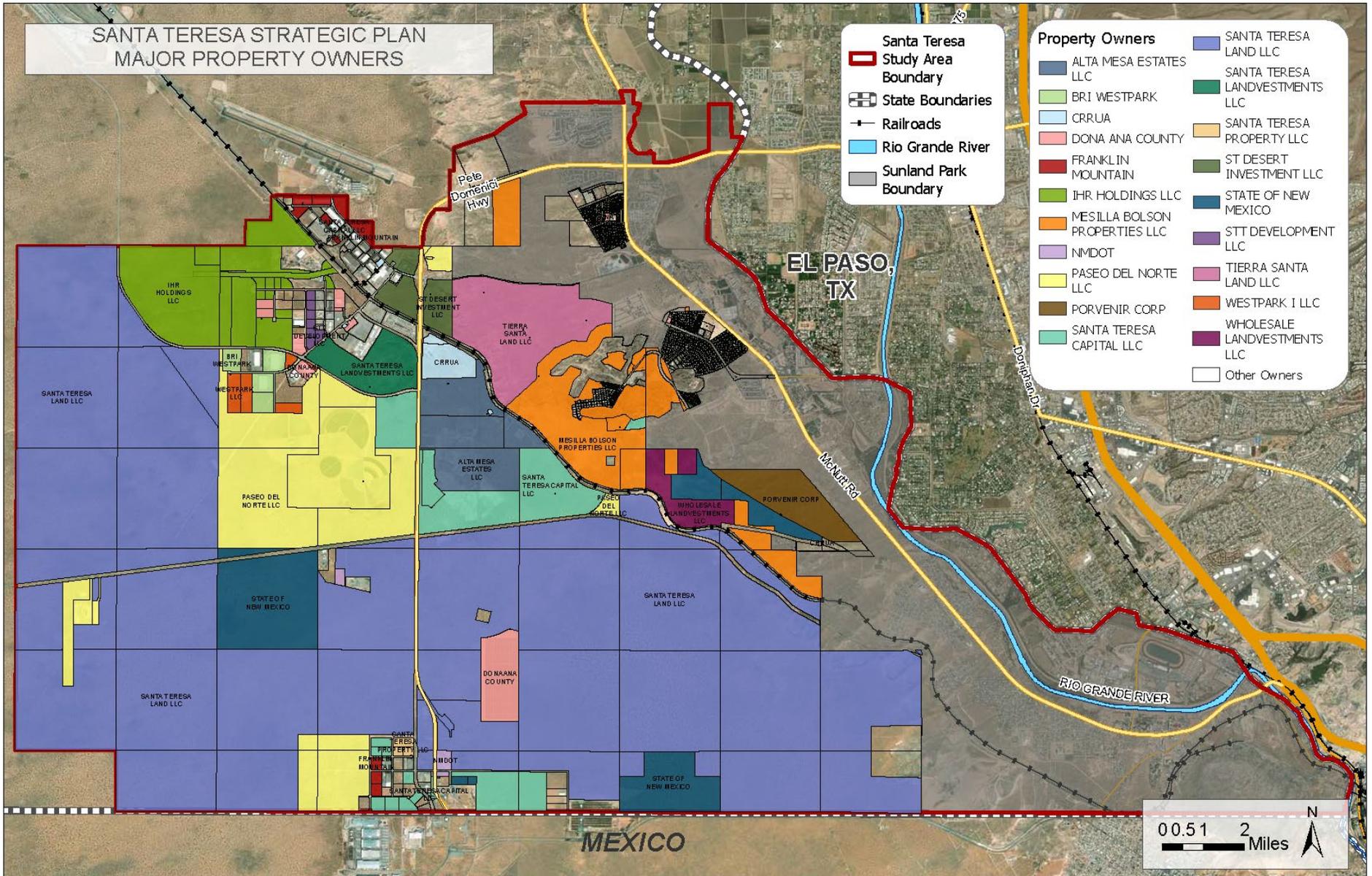


Figure 18: Property Ownership Map

Transportation Network

The existing roadway network in the study area provides connectivity to local industrial and residential developments, regional connectivity to El Paso, national connectivity via access to Interstate 10, and international connectivity to Mexico via the port of entry. Pete Dominici (NM 136), McNutt Road, Airport Road, Strauss Road, and Highway 9 are the primary connections represented in **Figure 19**. Estimates of recent traffic volumes (Year 2022) are depicted in **Figure 20**.

There are currently three railroads that operate within the Santa Teresa region: Union Pacific Railroad (UPRR), Burlington Northern Santa Fe Railway Company (BNSF), and Ferrocarril Mexicano (Ferromex). UPRR and BNSF both operate within the U.S. side of the U.S./ Mexico boundary while Ferromex operates on the southern sections of the border. Santa Teresa's location is a pivotal east-west connector along the UPRR Sunset Route, which runs between southern California and New Orleans, Louisiana. BNSF specializes in movement along the El Paso Region with routes along the U.S./Mexico border. The existing port of entry at El Paso, is the most used and provides international operations between U.S. and Mexico. Santa Teresa's port of entry will serve as a key inland port for the movement of goods in the southwestern U.S. The existing railroad network connects other cities, states, and countries, and provides a substantial opportunity for Santa Teresa to progress its existing impact on industrial development and job creation.

The Santa Teresa International Jetport is owned and operated by Doña Ana County and is located on Airport Road just outside the

northern study area boundary. The jetport is an international port of entry serviced by U.S. Customs and Border Protection.

The roadway, rail, and air transportation services make Santa Teresa a unique location for a wide variety of freight related services. As the region continues to develop, the new residents, businesses, and increased freight activity spurred by this development will place increased demand on the transportation network. This will require new connections to developing areas and increased capacity on existing routes.

Union Pacific Santa Teresa Intermodal Terminal

The Union Pacific Santa Teresa Intermodal Terminal represents a crucial advancement in the mobility and transportation of goods, particularly in the southwestern United States, for several key reasons:

Strategic Location and Connectivity: The facility's position near the El Paso-Juarez border creates a vital transportation hub that connects major markets across North America. The terminal is a gateway between Mexico and the United States, with direct rail routes to major cities like Chicago, Los Angeles, and Houston. This strategic placement allows for efficient cross-border trade and reduces congestion at other border crossings.

Enhanced Capacity and Efficiency: The facility's design significantly improves the movement of goods through several innovative features. Its eight-lane automated gate system streamlines entry and exit processes, while the intermodal ramp's capacity of 225,000 units annually (expandable to 700,000) ensures robust handling capabilities. The 1,266 container and trailer parking stalls

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provide ample space for cargo staging, making the facility a reliable node in complex supply chains.

Environmental and Economic Benefits: The terminal's rail-based transportation system demonstrates significant advantages in goods movement efficiency. One Union Pacific train can transport the equivalent cargo of 300 trucks, making it four times more fuel-efficient than traditional trucking. This reduces transportation costs and minimizes environmental impact, supporting sustainable logistics practices.

Multimodal Integration: The facility excels at integrating different transportation modes. Its intermodal ramp allows for seamless transfers between rail and truck transport, while its proximity to major highways (I-10 and New Mexico Highway 136) ensures smooth connections to regional road networks. This multimodal capability optimizes supply chain flexibility and efficiency.

Cross-Border Trade Facilitation: The terminal's Streamline Passport program offers seamless door-to-door service in and out of Mexico, streamlining international trade. This integration with customs processes and border operations significantly reduces transit times and administrative burdens for shippers, making global trade more efficient and cost-effective.

Combining these elements, the Santa Teresa Intermodal Terminal serves as a model for modern goods mobility, demonstrating how strategic infrastructure investment can enhance regional and international trade while supporting sustainable transportation practices.

Santa Teresa Gateway Rail Park (STGRP)

The Santa Teresa Gateway Rail Park (STGRP) offers unique rail connectivity through its exclusive link to Union Pacific's 2,200-acre Intermodal Complex, featuring 74,000 feet of track. The 1,300-acre industrial development is served by Ironhorse Resources, operating three locomotives across 14 miles of on-site track and providing seamless access to Union Pacific's network and major seaports.

Located within a 12-mile overweight cargo zone at the Mexico border, the park is part of a 70,000-acre Binational Community Master Plan. The STGRP provides rail-served parcels from 5 to 50+ acres, with utilities at property lines, positioning it as a strategic hub for international trade and binational commerce.

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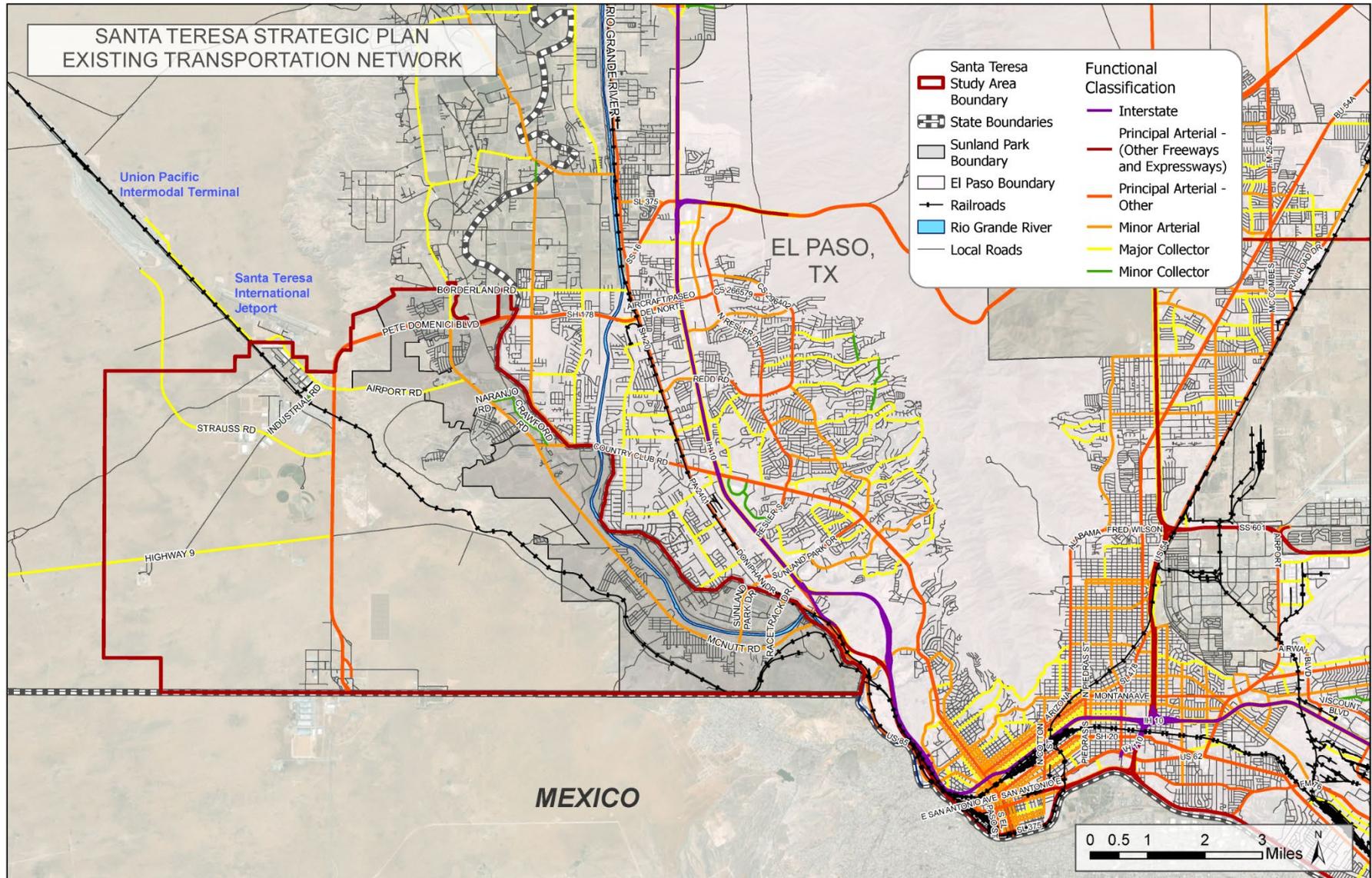


Figure 19: Existing Transportation Network and Functional Class

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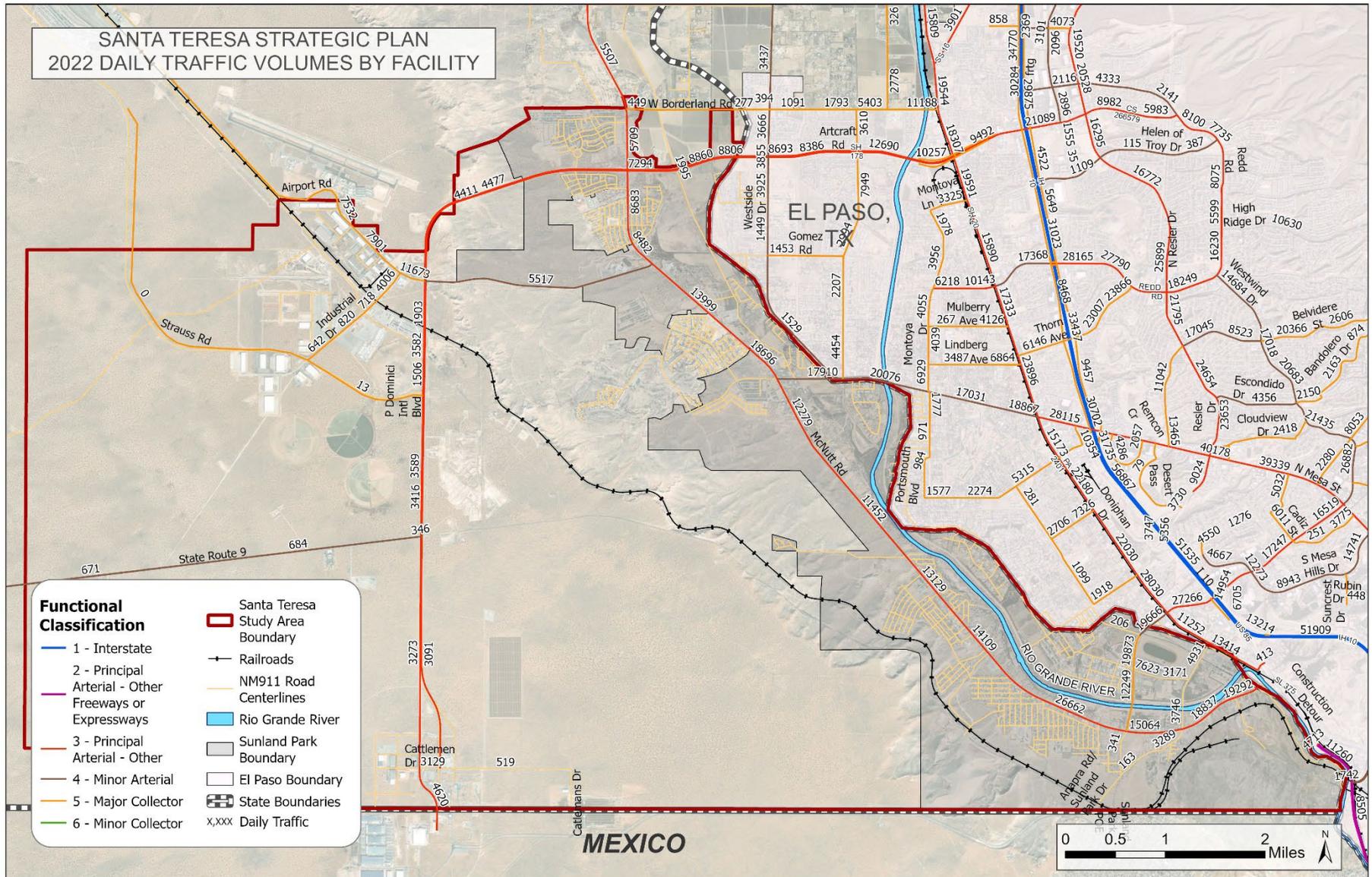


Figure 20: Existing Daily Traffic Volumes

Developable Lands

Land is deemed developable based on several technical criteria, with zoning regulations being a primary factor. These regulations designate areas for specific types of development, such as residential or commercial use. These laws dictate permissible land uses and building types, ensuring compliance with planning objectives. Accessibility also plays a critical role; land located near major roads, public transportation, and essential services—such as schools and healthcare facilities—tends to be more favorable for development, facilitating easier movement and operations.

The availability of utilities and infrastructure significantly impacts the feasibility of development projects. Essential services, including water supply, sewage systems, electricity, and internet connectivity, are necessary for any construction to proceed. Sites lacking these utilities may require substantial investment to implement the necessary improvements. Additionally, environmental conditions are crucial in determining developability. Sites must be assessed for hazards like flood risk and contamination, often through environmental assessments that identify potential remediation needs before construction can begin.

Market demand is another significant factor influencing land developability, encompassing local interest in housing and commercial space. Analyzing market trends provides insights into potential returns on investment. Lastly, the physical characteristics of the land, such as size, shape, and topography, are critical in assessing suitability. Generally, flat and expansive parcels are more conducive to development than smaller or irregularly shaped sites.

Together, these factors—zoning regulations, accessibility, utility availability, environmental conditions, market demand, and physical site characteristics—form the basis for evaluating a site’s potential for successful development.

The land within the project area is predominantly flat, though it features some topographical variations, including steep slopes along roadways and existing mounds that were formed during the construction of stormwater drainage systems. These varying slopes present both opportunities and challenges for land development within the study area.

To better understand the terrain, a detailed slope analysis was conducted, categorizing the land into three distinct slope ranges: 0-20%, 20.01-30.00%, and slopes greater than 30.00%. **Figure 21** visually represents the distribution of these slope categories within the study area and includes a corresponding table which provides a breakdown of the area in acres for each slope category across the project boundary.

The majority of the project area consists of land with slopes between 0% and 20%. This category includes the flattest areas, which are generally considered ideal for all types of development due to their suitability for construction without requiring extensive grading or erosion control measures. These areas provide the greatest flexibility for future development and can accommodate a range of land uses, from residential to commercial and industrial projects.

In contrast, areas with slopes between 20.01% and 30.00% represent more challenging terrain. While suitable for

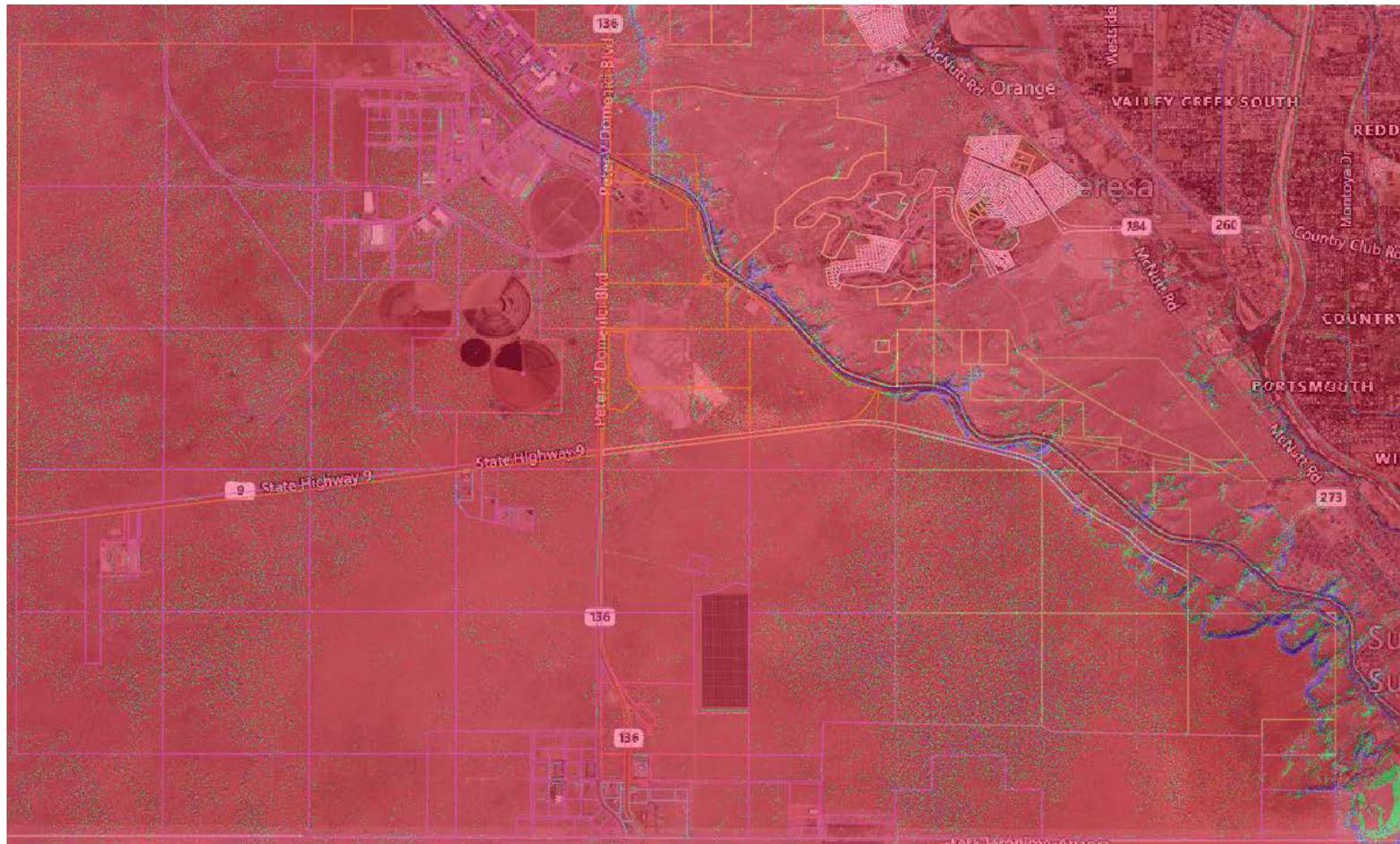
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development, these slopes require more significant grading and engineering solutions to support building construction. Development in these areas would involve additional planning for erosion control and foundation stability, making such projects more complex and potentially more costly.

Finally, slopes greater than 30.01% are characterized by steep hills and cliffs throughout the study area. While these areas are not inherently undevelopable, they present significant physical constraints that limit the types of land use that can be accommodated. Development on these slopes is typically restricted to more specialized uses, often residential in nature, and tends to involve higher construction costs due to the need for intensive site preparation, stabilization, and access roads. Additionally, preserving the natural features of these steep areas may be a priority in the planning process, further limiting the extent of potential development.

Overall, the land within the project area offers a combination of flat and sloped terrain, with the flatter areas providing the most flexibility for diverse development types. The presence of steeper slopes, while limiting in terms of development intensity, offers unique opportunities for preserving natural landscapes and integrating development in a way that complements the area's topography. The abundance of flatter land in the study area makes it well-suited for a range of land uses, while the steeper slopes present more specialized challenges that can be addressed with careful planning and design.

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Slopes Table				
Number	Minimum Slope	Maximum Slope	Area	Color
1	0.00%	20.00%	1557072650.00	Red
2	20.01%	30.00%	91744550.00	Green
3	30.01%	23941.69%	44407250.00	Blue

Figure 21: Slope Analysis

Environmental Scan

A comprehensive environmental assessment was conducted, incorporating environmental, cultural, and biological resource evaluations. The environmental scan through New Mexico OpenEnviroMap GIS revealed significant findings: two Title V air impact facilities (Camino Real Landfill and Four Peaks Energy Plant), the Sunland Park Nonattainment Area for ozone, one active groundwater discharge permit processing 450,000 gallons daily at the West Mesa Water Treatment Plant, the Charter Hospital/Gadsden ISD brownfield site, and multiple petroleum storage facilities.

The cultural resources review through the New Mexico State Historic Preservation Office documented extensive prehistoric artifact scatters, though many surveys date from the 1980s-1990s and require modern verification. Biological resource assessment through USFWS (U.S. Fish and Wildlife Service) and BLM (Bureau of Land Management) identified no critical habitats but confirmed the presence of numerous sensitive species including the Western Burrowing Owl, Bell's Vireo, Sand Pricklypear, and Mexican long-tongued bat.

The Rio Grande section bordering the project area is designated as impaired waters due to boron contamination and falls within priority watersheds of the Nonpoint Source Program. These findings necessitate careful development planning with particular attention to air quality management, cultural resource preservation, species protection protocols, and water quality considerations during all project phases.

The complete findings of the environmental scan are found in Appendix B.

Flood Zones

A FEMA floodplain refers to areas identified by the Federal Emergency Management Agency (FEMA) as prone to flooding, based on historical data, topography, and hydrology. These zones are depicted in Flood Insurance Rate Maps (FIRMs) and are categorized into different risk levels according to where flooding is expected to occur more frequently.

There are few areas within the study area that are identified as 1% annual chance hazard, as illustrated in **Figure 22** on the following page. This means that a flood event has a 1 in 100 chance of occurring in any given year. The floodplain hazard areas extend primarily along the banks of the Rio Grande River and are present in various locations throughout the western region of the study area. Most flood zones are located in industrial zoning districts; however, the mixed-use Alta Mesa project contains a small area of flood hazard. These areas are essential to consider, as they face greater risk during flood events and may be required to have flood insurance if developed.

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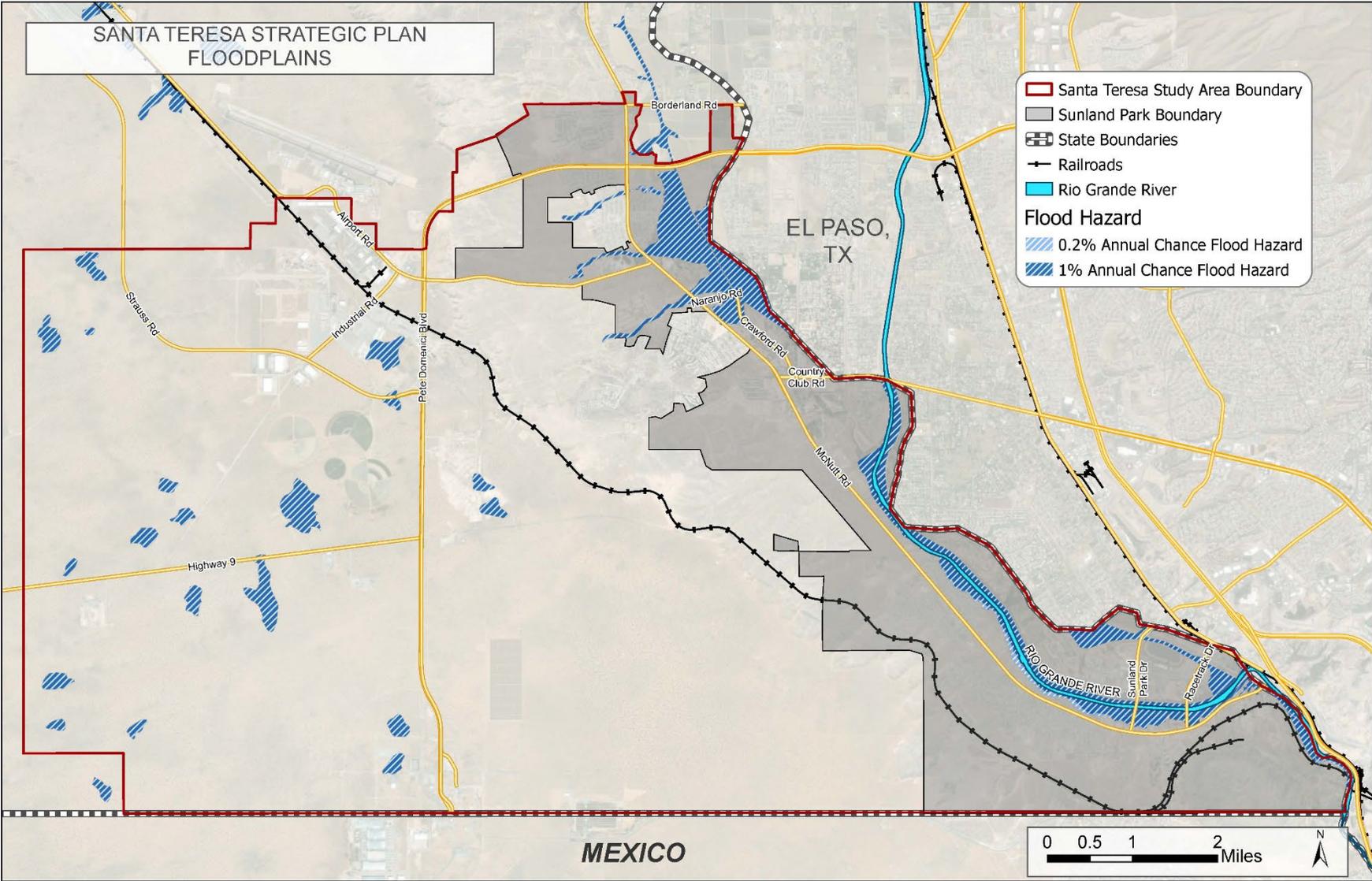


Figure 22: Floodplain Maps

Wet Utilities

Water and Wastewater

The existing Camino Real Regional Utility Authority (CRRUA) water and wastewater systems do not have the capacity for additional demands and the infrastructure needs improvements. Per the CRRUA Water Infrastructure Plan, 2014, prepared by CDM Smith, it was estimated the system had an average day production rate of 3 MGD with a peak day capacity of 8.9 MGD. Per the improvement recommended in the report, production rate would increase to 4.3 MGD average day, with a peak day capacity of 12.2 MGD.

Figure 23, provided by the CRRUA, illustrates the current water infrastructure system indicating the location of stations, wells, tanks, valves, and pipelines. **Table 6**, as provided in the CRRUA Water Infrastructure Plan, shows the existing and future demands of the region as Average Daily Demand (ADD), Maximum Day Demand (MDD), and Peak Hour Demand (PHD). Even after improvements, if the future demands reach the projections, the system will have little room to support additional growth in the area.

Table 6: Existing and Future Water Demands

Service Area	Existing Demands, 2014 (gpm)			Future Demands, 2034		
	ADD	MDD	PHD	ADD	MDD	PHD
Sunland Park	943	1,886	2,829	1,130	2,260	3,390
Santa Teresa Community	460	920	1,380	609	1,218	1,827
Santa Teresa Industrial Park	537	1,074	1,611	1,628	3,267	4,901
Border Area	30	60	90	60	120	180
Total Water System (gpm)	1,970	3,940	5,910	3,427	6,865	10,298
Total Water System (MGD)	2.84	5.67	8.51	4.93	9.89	14.83

Similarly for the wastewater infrastructure, per the CRRUA Wastewater Master Plan, 2016, prepared by Bohannon Huston Inc. (BHI), the demands of the region are projected at average daily flow of 5.7 MGD by year 2036. **Figure 24**, provided by the Camino Real Regional Utility Authority, illustrates the existing wastewater system and **Figure 25: CRRUA Wastewater Collection Areas 2016** represents the existing wastewater collection areas and lift stations within the region. **Table 7**, as provided in the CRRUA Wastewater Master Plan, gives insight into the capacities of the CRRUA Wastewater Treatment Plants (WWTP). After improvements and expansions, the three wastewater treatment plants will have the capacity to serve the demands of the existing region, with limited capacity to support any additional growth.

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More details regarding water and wastewater findings are located in Appendix C.

Table 7: CRRUA Wastewater Treatment Plants

Treatment Plant	Average Flow Capacity, MGD	Peak Flow Capacity, MGD
North WWTP	1.0 (Future)	2.0 (Future)
West Mesa WWTP	0.6	1.2
Sunland Park WWTP	2.2	4.4

Drainage

In 2020, Wilson & Company performed hydrologic analysis of several basins within the Regional Master Drainage Study (MDS) and the existing conditions identified within that report are utilized in this analysis. To encompass the rest of the area of study within the proposed development land area several additional basins were delineated. A total of 125 basins were considered for the drainage analysis of the Santa Teresa area of study. Basin delineation was performed using GlobalMapper version 24.1 by Blue Marble Geographics. GlobalMapper utilizes digital terrain data from the United States Geological Survey (USGS) to develop the project terrain. Additional basin boundaries were developed surrounding the existing MDS basins, roadways, and channel formations.

Land use in the study area includes developed and undeveloped lands, with significant portions allocated to shrub and rangeland the existing zoning was supplemented with the National Land Cover Database 2016 (NLCD, 2016). Soils were categorized into National Resources Conservation Service (NRCS) Hydrologic Soil

Groups (A, B, C, and D), affecting runoff potential. Curve numbers (CNs) were calculated based on hydrologic soil groups and land use types, providing a composite CN for each basin.

Hydrologic modeling was performed with HEC-HMS, applying the NRCS Unit Hydrograph Method for flow estimations. Using NOAA Atlas 14 data, storm events were modeled to estimate rainfall distribution and intensity across the watershed. This data is critical for establishing peak flows and volume based on different storm events.

The hydrologic and hydraulic analysis performed can be found in the Drainage Appendix D. Hydrologic and hydraulic calculations abide to the 2018 NMDOT Drainage Design Manual.

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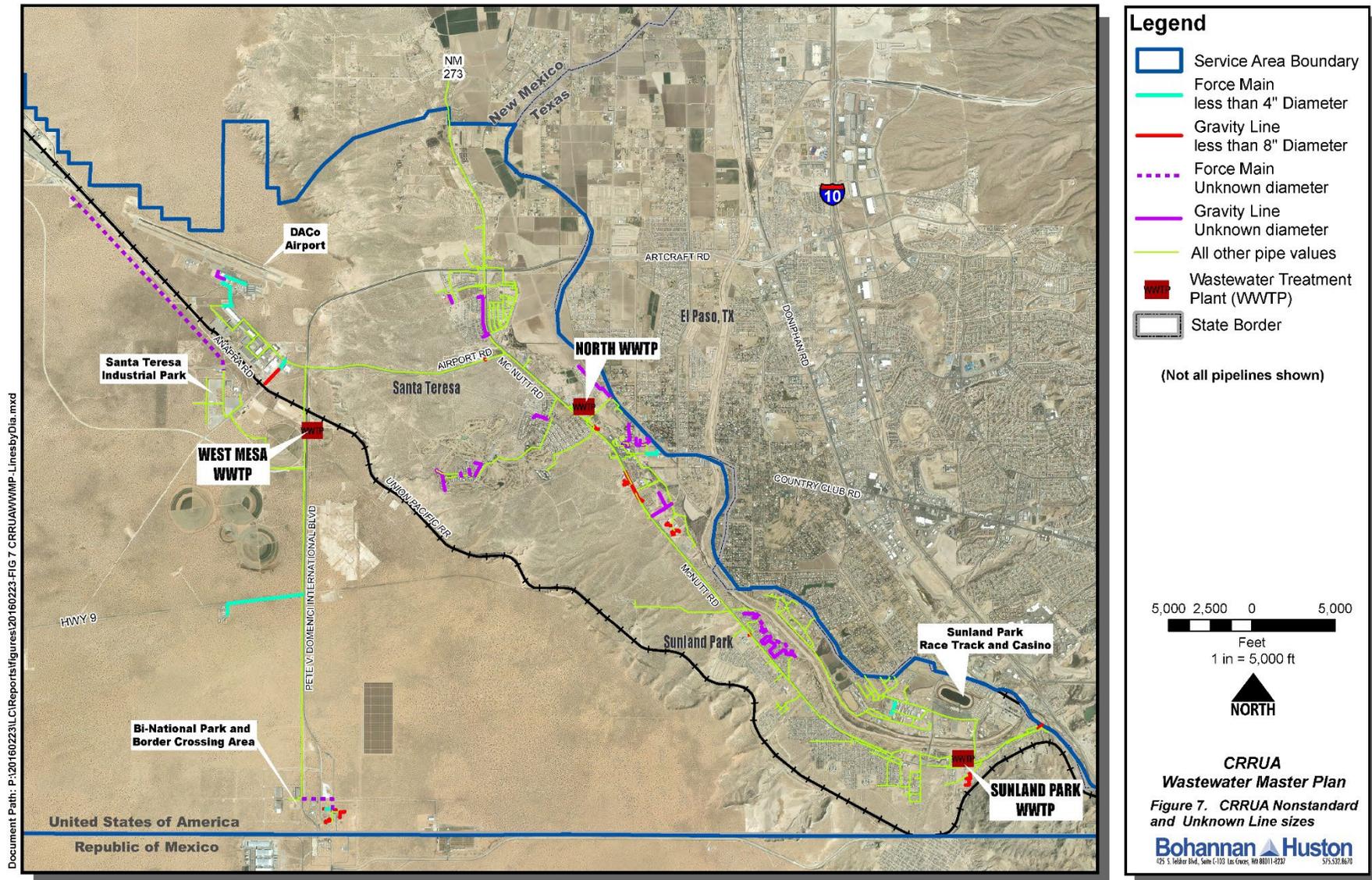


Figure 24: CRRUA Wastewater System 2016

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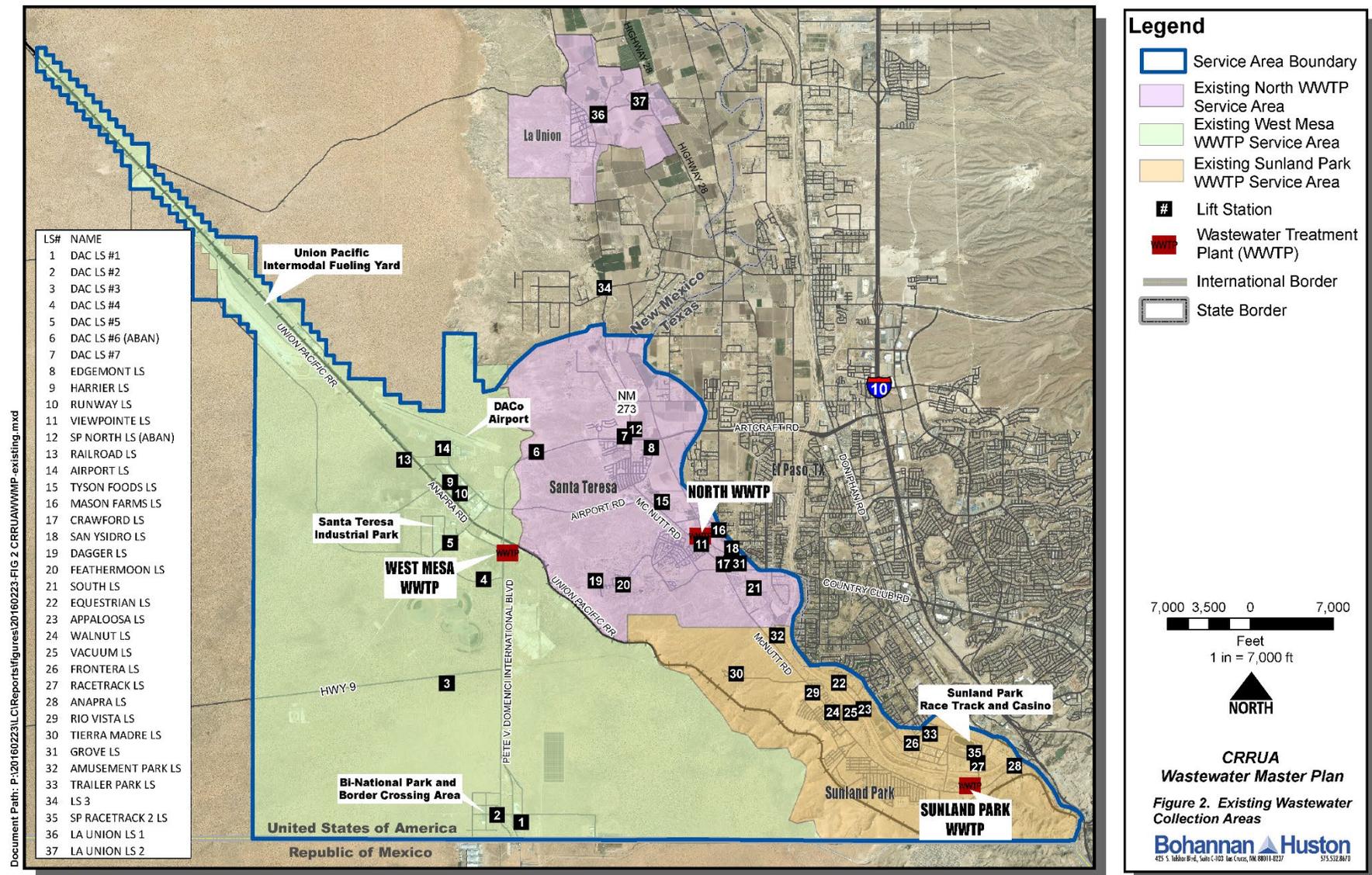


Figure 25: CRRUA Wastewater Collection Areas 2016

Dry Utilities

Power

El Paso Electric (EPE) is the primary electricity provider for the Santa Teresa region, overseeing the generation, transmission, and distribution of electricity in West Texas and southern New Mexico. Two key documents guide the company's infrastructure planning: the Integrated Resource Plan and the System Expansion Plan. Additionally, EPE is committed to expanding its renewable energy portfolio and achieving a 100% carbon reduction target by 2045.

One significant constraint on power availability in Santa Teresa is the limited number of substations. EPE currently operates two substations in the region, each with a capacity of approximately 30 megawatts. However, most of Santa Teresa relies on a single substation, which creates potential bottlenecks for large-scale industrial development. Constructing new substations is challenging due to long lead times—procurement of critical components, such as transformers, can take up to 36 months, with total project timelines extending to five years.

The scale of industrial growth in Santa Teresa necessitates careful power infrastructure planning. Standard industrial users typically require between 1 and 2 megawatts, while larger manufacturing facilities may demand between 30 and 60 megawatts. Data centers, a rapidly growing industry segment in the region, can require up to 600 megawatts, necessitating dedicated substations separate from the general distribution network. EPE has emphasized the importance of securing sufficient land for high-

voltage transmission corridors and large-scale power generation facilities to accommodate these demands.

EPE faces a critical challenge in pre-planning infrastructure investments without specific commitments from tenants. Historically, power demand projections have significantly differed from actual usage, with many businesses requiring less capacity than initially requested. Consequently, EPE must balance the need for proactive infrastructure investment with the financial risks associated with speculative expansion.

Despite these challenges, EPE engages in a structured, multi-year planning process, including resource procurement for generation, transmission corridor planning, and substation development. This approach ensures that future energy infrastructure investments align with long-term economic growth objectives while maintaining the company's focus on customer reliability and affordability. By integrating these considerations into the broader Santa Teresa Strategic Plan, EPE aims to support the region's continued industrial expansion while advancing its sustainability goals.

Telecommunications

Seven broadband providers serve the Santa Teresa region, offering two main types of broadband: cable-based fiber optic networks and satellite-based transmission. The distribution of service providers is evenly split between legacy and new fiber providers on one side and satellite and tower-based providers on the other. This assessment will focus on land-based infrastructure, particularly fiber optic transmission, whether aerial or installed in duct banks.

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Recent discussions with Conterra Telecommunications and Conterra Networks have highlighted the need for a robust fiber network to support Santa Teresa’s economic growth. Conterra employs an anchor-based development model, prioritizing strategic infrastructure investments that align with the demand from key business and industrial developments. They emphasized the importance of east-west network routing for redundancy and reliability and the need for collaboration with other utilities—such as El Paso Electric—for pole attachments and access to underground rights-of-way.

Challenges to expanding telecommunications in the region include insufficient infrastructure to keep up with rapid industrial growth, gaps in service coverage, and regulatory hurdles related to zoning and permitting. Conterra has committed to reviewing land use maps, identifying potential anchor clients, and assessing routing opportunities for new fiber infrastructure to address these challenges. These efforts will be incorporated into the Santa Teresa Master Infrastructure Plan to ensure strategic coordination with other infrastructure projects.

Natural Gas

Natural gas service in the Santa Teresa area is primarily provided by the New Mexico Gas Company (NMGC), with additional pipeline infrastructure operated by Kinder Morgan Natural Gas Pipelines Division. Kinder Morgan, established through the El Paso Natural Gas acquisition, specializes in transporting unprocessed natural gas from state and federal lands to industrial CNG producers. While Kinder Morgan maintains infrastructure in the area, its specialized focus on raw gas transport to industrial processors falls outside this

study's scope. NMGC serves as the primary distribution utility for processed natural gas in the region and will be the focal point for infrastructure planning.

NMGC serves many customers and can expand its network, positioning it as the region's key player in future natural gas infrastructure planning. Given the projected industrial growth in the area, NMGC has confirmed that it is feasible to extend its distribution system to meet the anticipated demand. The company's infrastructure planning differentiates between two main types of users: low-consumption commercial users, such as restaurants and office buildings, and high-consumption industrial users, requiring substantial natural gas volumes.

NMGC has assessed the region's existing transmission and distribution lines to support industrial development, identifying viable expansion routes and evaluating right-of-way requirements. It has also pinpointed existing risers that can facilitate future connections, which will help minimize permitting delays and infrastructure costs.

One of the main logistical challenges facing the expansion of the natural gas service in Santa Teresa is obtaining railroad crossing permits, which can take up to a year to secure. However, NMGC has concluded that the distribution lines located south of NM 136 can be utilized for expansion, thereby reducing the need for new transmission infrastructure. Project success requires stakeholder coordination (federal/state agencies and landowners) throughout permitting and construction for efficient execution while minimizing costs and delays.

Border Crossing Information

Border Crossing Evaluation

A review of the number of arrivals and wait times at the Santa Teresa Port of Entry (POE) was undertaken. This evaluation helps to determine the current and projected use of the port while highlighting potential strengths and weaknesses.

Overview

The Santa Teresa POE operates daily from 6:00 AM to 10:00 PM. It accommodates a maximum of three lanes for commercial vehicles, four lanes for passenger vehicles, and two lanes for pedestrians.

Arrivals

Arrivals at the Santa Teresa POE are categorized into two groups: travelers (**Table 8**) and conveyances (**Table 9**). “Travelers” refers to each individual person entering the United States through the port, while “conveyances” denotes the individual vehicles or modes of transportation used to cross through the port.

Table 8: Santa Teresa Port of Entry Total Arrivals (Travelers)

Total Arrivals (Travelers)				
Year	Passenger Vehicles	Trucks	Pedestrian	Air
2021	749,000	159,000	35,900	2,200
2022	1,300,000	164,000	115,000	1,300
2023	1,500,000	169,000	137,000	1,200
2024 (FYTD)	1,500,000	169,000	145,000	1,200

Table 9: Santa Teresa Port of Entry Total Arrivals (Conveyances)

Total Arrivals (Conveyances)			
Year	Passenger Vehicles	Trucks	Air
2021	411,000	156,000	586
2022	622,000	161,000	433
2023	694,000	165,000	369
2024 (FYTD)	742,000	166,000	336

Since 2021, the number of travelers and conveyances entering the United States through the Santa Teresa Port of Entry has shown a consistent rise. This growth is particularly notable among passenger vehicles and pedestrian traffic. While truck-related traffic through the port has also increased since 2021, the growth has been significantly slower in comparison. Air arrivals saw a sharp decline between 2021 and 2022 but have since been more stable.

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Wait Times

Wait times at the Santa Teresa Port of Entry are calculated from hourly wait times provided by the U.S. Customs and Border Protection. Average monthly wait times vary significantly across different lane types (represented in **Figure 26**). Passenger general and ready lanes experience relatively consistent wait times throughout the year, with a slight increase from January to December, peaking at approximately 40 minutes in December. In contrast, the commercial general and fast lanes exhibit much more pronounced changes, with wait times rising sharply from August to November, reaching a peak of around 80 minutes in October before decreasing substantially by December. Pedestrian general lane wait times remain remarkably stable year-round, fluctuating by only a few minutes each month and peaking at about 5 minutes in December. Notably, the difference in wait times between the

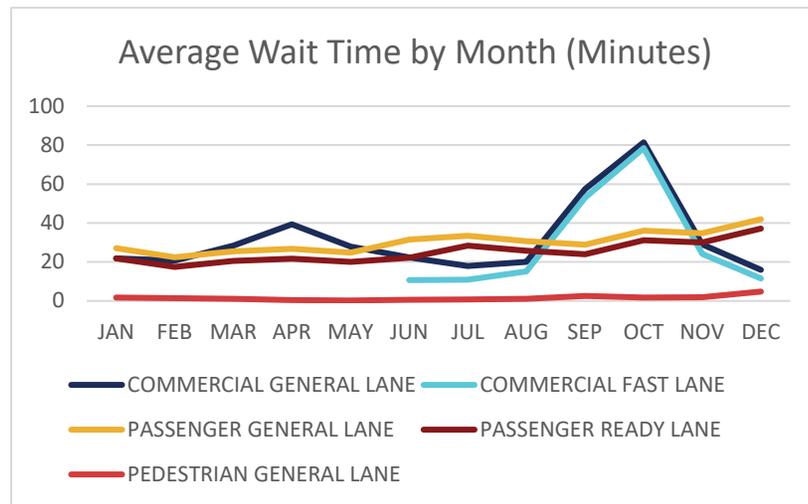


Figure 26: Average Wait Time by Month at Santa Teresa Port of Entry

general and fast lanes, for both commercial and passenger traffic, remains minimal throughout the year.

The average daily wait times for the various lanes at the Santa Teresa POE remain relatively stable throughout the week (represented in **Figure 27**). For passenger general and ready lanes, wait times consistently remain around 30 minutes each day. Similarly, the pedestrian general lane maintains steady wait times between 1 and 2 minutes throughout the week. Wait times for the commercial general and fast lanes are consistent from Monday to Friday (as commercial lanes are closed on Sundays) but increase significantly on Saturdays, with wait times nearly doubling compared to weekdays.

The following tables display the average daily wait times by month at each type of lane available at the Santa Teresa Port of Entry.

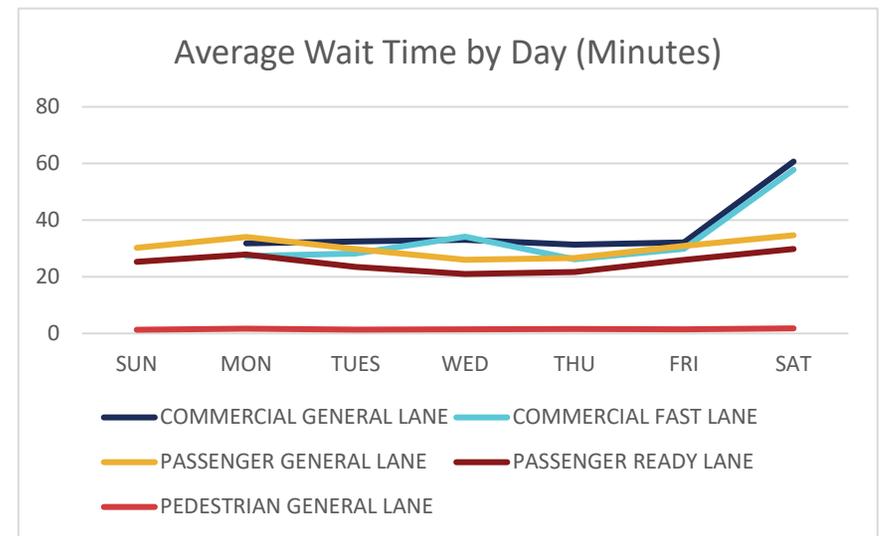


Figure 27: Average Wait Time by Day at Santa Teresa Port of Entry

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Commercial General Lane Wait Times (Minutes)							
	MON	TUE	WED	THU	FRI	SAT	AVG
JAN	17.64	24.21	22.36	22.00	22.64		21.77
FEB	21.29	22.21	18.43	20.43	21.14		20.70
MAR	27.64	28.43	25.79	28.40	31.93		28.44
APR	47.27	49.60	32.57	31.14	35.86		39.29
MAY	36.13	27.57	25.36	24.13	26.64		27.97
JUN	22.07	22.93	20.86	25.29	20.64		22.36
JUL	18.71	17.86	19.29	15.50	18.14		17.90
AUG	21.93	21.29	19.43	17.86	20.07		20.12
SEP	42.00	56.56	65.44	69.50	59.63	51.88	57.50
OCT	78.00	79.31	97.13	80.44	84.19	69.50	81.43
NOV	32.86	26.07	34.19	25.64	26.75		29.10
DEC	15.79	14.29	15.79	15.93	17.93		15.95
AVG	31.78	32.53	33.05	31.36	32.13	60.69	

Passenger General Lane Wait Times (Minutes)								
	SUN	MON	TUE	WED	THU	FRI	SAT	AVG
JAN	25.75	29.31	30.75	24.31	22.63	26.75	29.56	27.01
FEB	22.88	28.81	20.00	17.50	18.63	22.50	26.63	22.42
MAR	32.63	28.94	22.19	21.31	20.06	22.06	30.63	25.40
APR	27.63	33.38	20.81	24.00	23.25	26.94	31.19	26.74
MAY	28.81	31.00	26.56	17.44	21.13	23.56	25.60	24.87
JUN	23.56	45.75	41.13	23.81	25.00	26.56	34.69	31.50
JUL	30.88	36.63	35.31	28.88	32.44	30.63	39.31	33.44
AUG	33.38	30.31	29.25	24.75	26.75	37.75	32.25	30.63
SEP	27.13	31.44	26.63	25.88	25.69	34.94	30.65	28.91
OCT	40.00	32.88	30.06	33.13	35.56	38.25	42.69	36.08
NOV	38.31	37.00	31.06	30.88	31.31	33.81	41.44	34.83
DEC	31.63	43.00	43.31	40.19	37.44	46.63	51.38	41.94
AVG	30.22	34.04	29.76	26.01	26.66	30.87	34.67	

Commercial Fast Lane Wait Times (Minutes)							
	MON	TUE	WED	THU	FRI	SAT	AVG
JAN							
FEB							
MAR							
APR				10.71			10.71
MAY							
JUN	11.50	12.00	9.64	6.00	14.29		10.69
JUL	10.57	9.21	12.57	10.36	11.57		10.86
AUG	17.50	17.14	12.93	12.71	15.07		15.07
SEP	40.76	52.63	62.19	61.13	52.19	50.00	53.15
OCT	73.06	74.94	101.31	76.56	79.63	65.50	78.50
NOV	26.86	21.14	29.25	20.79	22.81		24.17
DEC	11.21	10.29	11.71	11.21	13.43		11.57
AVG	27.35	28.19	34.23	26.18	29.86	57.80	

Passenger Ready Lane Wait Times (Minutes)								
	SUN	MON	TUE	WED	THU	FRI	SAT	AVG
JAN	24.63	20.00	24.19	25.38	19.25	17.50	22.19	21.88
FEB	21.81	17.88	23.81	15.13	12.56	13.50	17.63	17.47
MAR	25.63	27.44	24.13	17.25	16.44	15.25	17.06	20.46
APR	26.06	22.63	28.38	15.88	19.00	18.25	21.81	21.72
MAY	21.50	23.81	26.00	21.69	12.31	16.13	18.56	20.00
JUN	29.75	18.63	25.31	20.75	18.63	20.13	21.69	22.13
JUL	34.31	26.25	31.88	30.31	23.94	26.75	25.81	28.46
AUG	27.25	28.50	25.44	24.31	19.88	22.00	32.75	25.73
SEP	25.94	22.25	26.50	21.63	20.94	20.88	29.94	24.01
OCT	37.69	35.31	28.00	24.94	28.13	30.56	33.25	31.13
NOV	36.56	33.63	32.06	26.06	25.75	26.56	28.94	29.94
DEC	46.88	27.00	38.81	38.31	35.06	32.25	41.75	37.15
AVG	29.83	25.28	27.88	23.47	20.99	21.65	25.95	

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Pedestrian General Lane Wait Times (Minutes)								
	SUN	MON	TUE	WED	THU	FRI	SAT	AVG
JAN	1.88	2.31	2.00	1.75	1.00	0.56	2.19	1.67
FEB	2.44	1.13	1.25	1.25	1.81	0.38	1.50	1.39
MAR	0.94	1.88	0.88	1.81	0.69	0.63	0.38	1.03
APR	0.88	0.25	0.38	0.00	0.19	0.75	0.56	0.43
MAY	0.13	0.44	0.44	0.13	0.38	0.00	0.00	0.22
JUN	0.56	0.00	0.56	0.56	0.94	0.63	0.44	0.53
JUL	1.63	0.31	1.50	0.19	0.00	0.88	1.00	0.79
AUG	0.56	1.00	0.94	1.88	1.38	1.13	0.50	1.06
SEP	2.00	2.25	3.38	2.25	2.25	3.38	1.88	2.48
OCT	2.19	0.81	1.13	1.06	3.19	2.19	1.81	1.77
NOV	2.50	1.25	2.00	2.00	2.00	1.88	1.75	1.91
DEC	5.81	3.94	5.31	3.00	3.94	6.00	5.56	4.79
AVG	1.79	1.30	1.65	1.32	1.48	1.53	1.46	

*Average daily wait times are calculated from hourly wait times available from the U.S. Customs and Border Protection.

By comparison, these average wait times are considerably shorter than those at the neighboring El Paso ports of entry, where passenger wait times of 50-90 minutes are more typical. Average commercial vehicle wait times at the El Paso ports of entry can approach two hours during peak hours in the month of October. The shorter wait times at the Santa Teresa POE provide an opportunity to capture additional border crossing activity, provided the infrastructure is in place to accommodate the goods and freight movement associated with these goods.

Border to Interstate Corridor Review

In partnership with the Federal Highway Administration, the New Mexico Department of Transportation (NMDOT) has launched a significant infrastructure study focusing on a vital 9.2-mile stretch

of Pete Dominici Boulevard (NM 136), represented in **Figure 28**. The study is being led by Bohannon Huston Inc. (BHI), working alongside a consultant team that includes Molzen Corbin and Associates, H. Mesa Consulting Group, Heron Consulting Inc., and Epsilon Associates. This corridor, extending from the Santa Teresa Port of Entry to the New Mexico/Texas State Line, is a crucial artery for international and interstate commerce, pivotal in driving economic development throughout Doña Ana County and New Mexico.

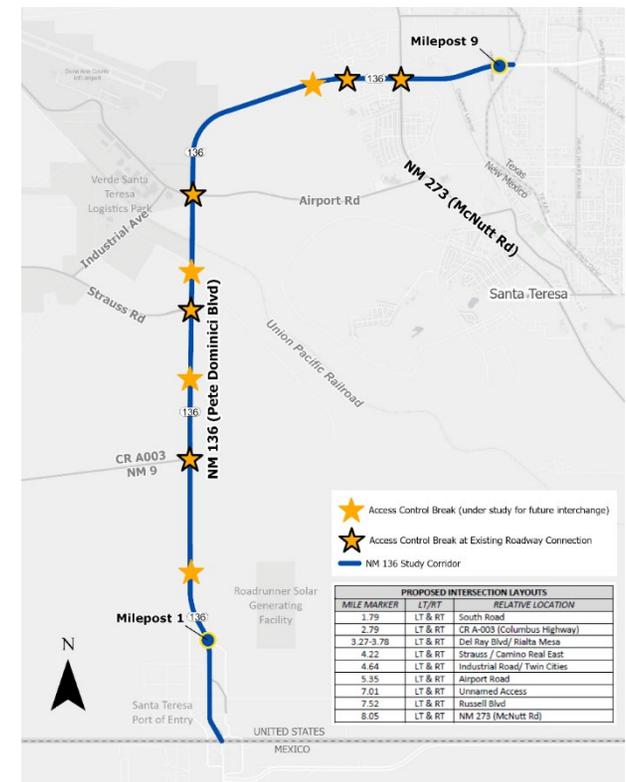


Figure 28: NM 136 Study Area

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The existing NM 136 is a four-lane divided arterial with a 200-foot-wide right-of-way featuring a specialized Continuously Reinforced Concrete Pavement overlay installed in 2015. This highway currently handles approximately 8,000 vehicles daily, with heavy commercial traffic comprising 20-30% of this volume. The corridor serves several critical facilities, including the Doña Ana County Airport, the Union Pacific Railroad Strauss Yard, numerous industrial parks, and local residential developments.

The study's primary objectives are clear and multifaceted: improve operational efficiency and safety, increase mobility, and enhance economic development opportunities. At its core, the project aims to create a free-flow freight corridor connecting the Santa Teresa Port of Entry to Interstate 10, addressing the growing demands of international trade and regional development.

What makes this project particularly significant is its location within the United States' only countywide foreign trade zone. The corridor serves the Borderplex metropolitan area, supporting a population of over 2.5 million across the international region. In 2011, the New Mexico legislature designated this area as an overweight zone extending 12 miles from the Port of Entry, allowing trucks to match Mexican weight limits and facilitating smoother international trade operations.

The study process, scheduled from Winter 2023 through Winter 2025, follows a comprehensive two-phase approach. Phase A, currently underway, focuses on establishing purpose and need, evaluating existing conditions, identifying potential alternatives, and gathering public input. Phase B will delve deeper into detailed

alternative evaluation, concept engineering, cost analysis, and assessment of environmental and social impacts.

A vital component of the study involves evaluating nine potential locations for grade-separated interchanges. The team is considering various configurations, including options where NM 136 passes over cross streets and vice versa. These alternatives will be evaluated based on multiple criteria, including traffic operations, safety considerations, land use compatibility, environmental impacts, utility impacts, right-of-way requirements, and cost considerations.

Following the completion of this feasibility study, the project will progress through several additional phases, including environmental documentation, preliminary design, final design, and construction.

The transformation of NM 136 represents more than just a transportation infrastructure project; it symbolizes New Mexico's commitment to fostering international trade, supporting regional economic growth, and preparing for future development in the borderland region. As the Santa Teresa area continues to grow as a major global trade hub, this corridor's improvement will play a vital role in facilitating the efficient movement of goods and people while enhancing safety and operational effectiveness.

The feasibility study's outcomes will guide investments in this critical corridor, ensuring that improvements align with current needs and anticipated future growth. NMDOT aims to develop solutions that will serve the region's transportation needs for

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decades by taking a comprehensive approach to planning and engaging with stakeholders throughout the process.

Commercial Traffic Relocation to Santa Teresa

The federal government’s [planned \\$650 million renovation of the Bridge of the Americas](#) (BOTA) in El Paso includes a proposal to ban commercial trucks from this port of entry to address pollution concerns in nearby neighborhoods. This initiative has garnered support from residents and officials. If implemented, the ban could redirect some commercial traffic to the Santa Teresa Port of Entry in New Mexico. Currently, the Santa Teresa POE handles an average of over 1,000 cargo trucks daily, making it the second-busiest commercial crossing in the region after the Ysleta-Zaragoza bridge which handles 1,800 cargo trucks daily. The potential increase in truck traffic at Santa Teresa may be further influenced by the upcoming three-year closure of BOTA for renovations, scheduled to begin in 2026. During this period, and possibly thereafter, Santa Teresa could see an uptick in commercial traffic and a decrease in personal vehicle traffic as transporters seek alternative routes (illustrated in **Figure 29**). To accommodate this anticipated growth and improve connectivity, the planned Border Highway Connector in Sunland Park, New Mexico, aims to enhance access between the Santa Teresa Port of Entry and the broader El Paso area.

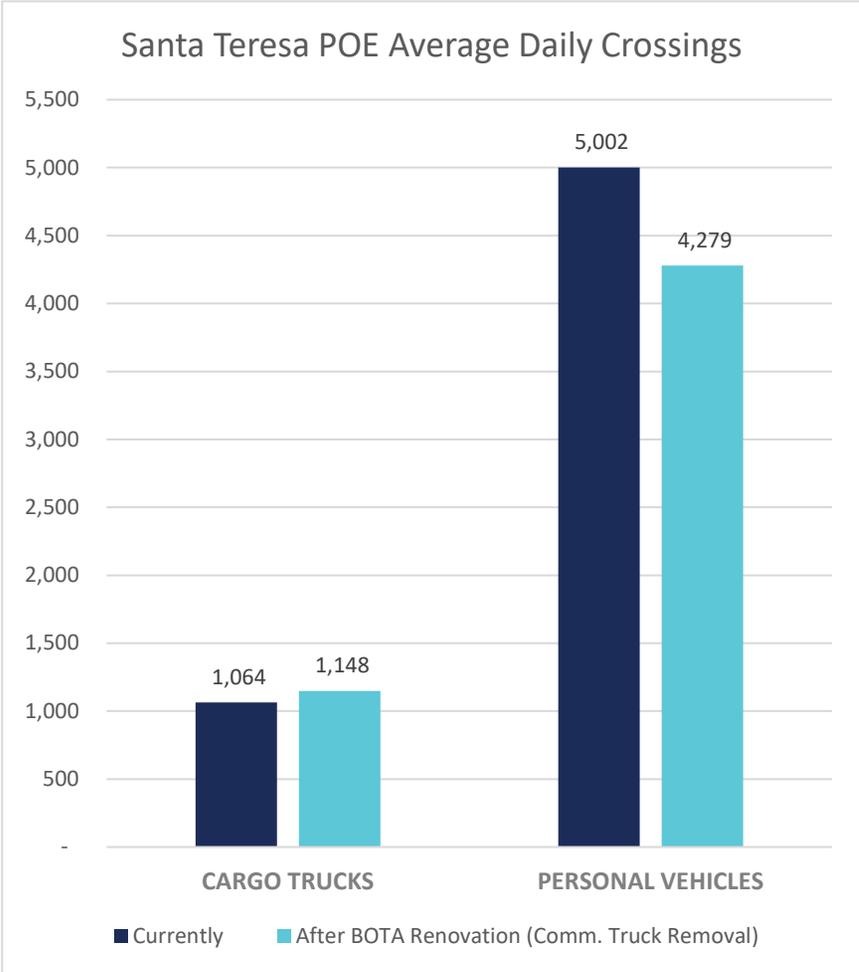


Figure 29: Change in Daily Traffic at Santa Teresa POE as a Result of BOTA Renovation

Source: [General Service Administration](#)

SITE SUITABILITY

A site suitability analysis is critical in Santa Teresa's strategic development, as it identifies areas best positioned for sustainable growth and investment. This comprehensive evaluation examines multiple factors influencing development potential, including existing infrastructure capacity, environmental constraints, and connectivity to essential services. The analysis focuses on assessing the available capacities of transportation systems, utility networks (water, sewer, communications, gas, and power), and the feasibility of expanding these systems to support future development. By understanding opportunities and constraints across the study area, this assessment provides a foundation for making informed decisions about infrastructure investments, development priorities, and resource allocation.

The evaluation particularly considers the following:

- Transportation network capacity and connectivity
- Utility infrastructure availability and expansion potential
- Environmental constraints and opportunities
- Current development patterns and land use compatibility
- Access to existing corridors and service systems
- Infrastructure connection feasibility

This systematic approach helps identify which areas can most readily support new development with existing infrastructure, where strategic improvements could unlock development potential, and which areas may face significant constraints requiring longer-term solutions. Such insights are essential for

prioritizing investments and guiding phased development that aligns with Santa Teresa's vision as a premier global trade hub.

Proposed Land Use

The proposed land use map was created using Doña Ana County's parcel boundaries and zoning districts as the base. It incorporates existing development and proposed projects to offer a comprehensive foundation for transportation and utilities recommendations and estimations. Land use classifications are applied only to unincorporated land within the study area; the City of Sunland Park is not included in this plan's future land use. The map was reviewed and approved by Doña Ana County and the steering committee. **Figure 30** illustrates the proposed land uses.

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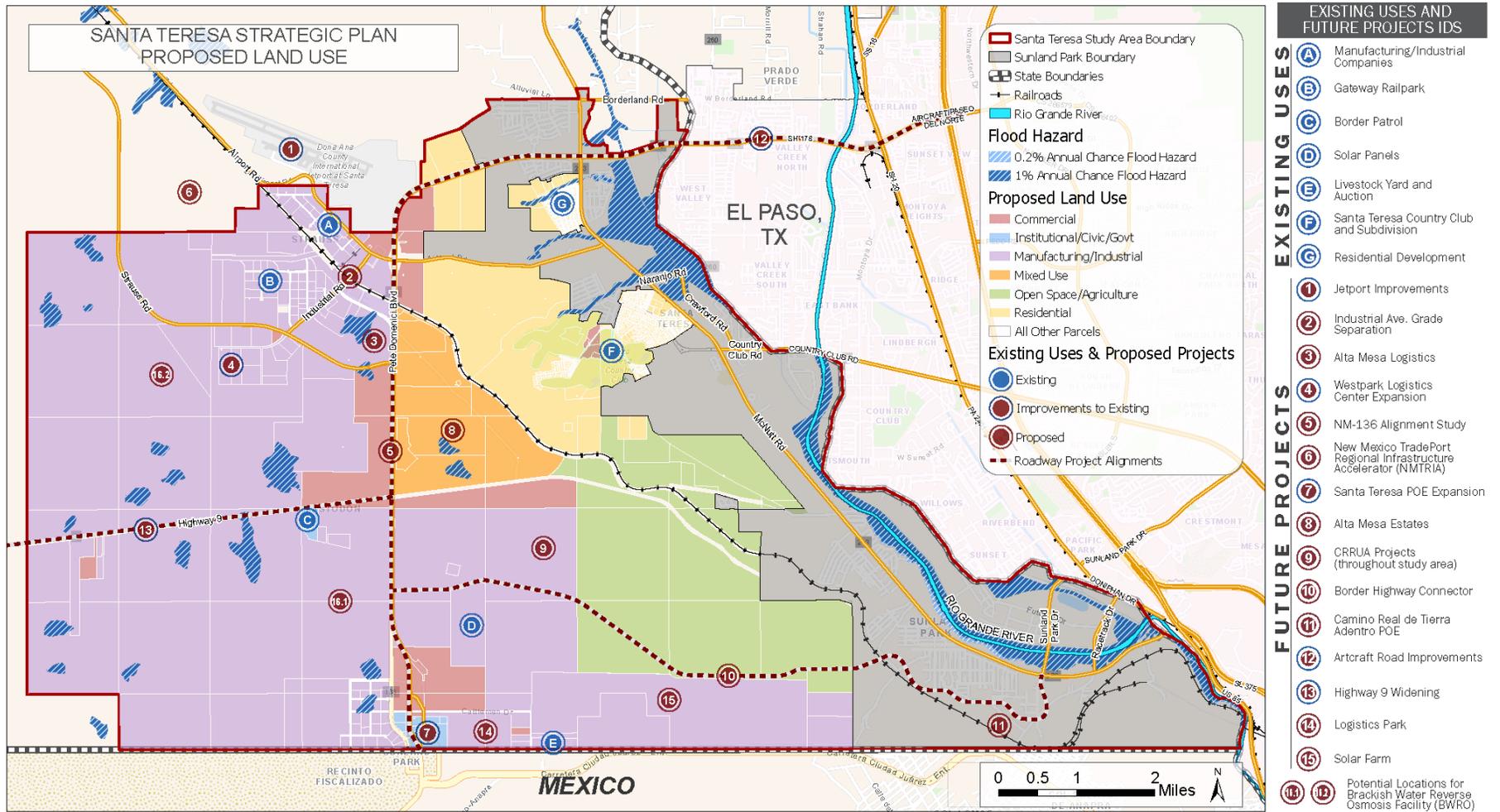


Figure 30: Proposed Land Use Map

Utilities Infrastructure

Water and Wastewater

Demands were determined based off shared information for active stakeholders and water and wastewater reference manuals. Although water and wastewater reference manuals provide some of the best available data and report on historical trends, the commercial and industrial demands per acre are highly subjective and are contingent on the specific industry and commercial tenants.

Mixed Use Commercial and Residential Water Demands

A key stakeholder for developing residential and commercial lots is the Alta Mesa Estates. Their recent planning efforts has revealed a plan to develop 4,700 residential units, 3,500+ expected to be single family homes, and 1,200+ multifamily units over approximately 877 acres. This information was used to project residential demands for Phase 1. Additionally, using Sunland Park New Mexico design codes, average and maximum demand flows were used to calculate demands. The historically recorded water demand per capita in this region is 140 gallons per capita day (GPCD) (per the CRRUA Water Infrastructure Plan, 2014, prepared by CDM Smith), leading to the average demand for a single-family dwelling of approximately 420 gallons per day (gpd), assuming an estimated 3 people per household. Using the Alta Mesa residential project development along with historical water demands, the residential rate is expected to be 1,344 gpd/acre. Commercial water demands were calculated using data from Wastewater Engineering Treatment and Reuse, 4th (Metcalf & Eddy, 2014).

Demand from commercial sources can be from the low end of 800 gpd/ac to the higher end of 1500 gpd/ac. For purposes of this report the median number of 1150 gpd/ac will be used for commercial development. Specific to the Alta Mesa Estates, which accounts for 74% residential development and the remaining being mixed used commercial, a weighted average water rate of 1641 gpd/ac was derived.

Industrial Water Demands

Water demands for the projected Industrial development were calculated using Mixed Use Design Calculations from the City of Albuquerque Development Process Manual (Ch 25). Assuming that any future Industrial development will be a mix of 50% light, 40% medium and 10% heavy industrial, Wilson determined the average flow per acre of the Industrial sites will be 1669.3 gpd per acre. Heavy water consuming industrial operations in the area might not be sought after due to the water scarcity of southern New Mexico.

Other Demands

Known institutional, Civic, or Government designated areas were characterized by average flows of 900 gpd per acre, data as taken from Wastewater Engineering Treatment and Reuse, 4th (Metcalf & Eddy, 2014).

Drainage

The developed conditions are based on the anticipated development per the anticipated zoning and land use described in this report. The curve numbers were recalculated used the proposed land to determine the hydrologic effect of the developed conditions. Basin areas, hydrologic soil groups, and lag time results

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all remain the same in the developed conditions analysis. The basins that contained development resulted in higher curve number results and additional storm water runoff. The existing and developed conditions were compared, and the difference is identified as the storm water retention to not impact the downstream conditions.

FEMA Flood Zones

The area of study contains several FEMA flood zones, Zone A, in the low points of the terrain and in proximity to the Rio Grande. FEMA Zone A does not have associated elevations or storage capacities associated to them; they only show a general area in which inundation is likely to happen. The basin analysis confirms that the FEMA flood zones are areas in which flooding will happen.

In the future design phases, additional survey and stage storage calculations will be needed to determine capacity within the flood zones. The intent of the analysis is to not increase the limits of the defined flood zones with the anticipated development. This planning level document assumes the storage capacity of the various flood zones based on LIDAR data and compares it to the volume generated to the 1% likelihood storm events.

Since the Santa Teresa area is currently mostly undeveloped it would be beneficial to utilize the already defined FEMA flood zones as ponding areas and increase the capacity as needed within the limits. A compilation of the various estimated capacities and anticipated post development volumes can be identified with in the Drainage Appendix D.

Proposed Regional Ponds

For planning purposes, the proposed regional ponds are based on the downstream locations of basins, identified as “sinks,” and the difference between the existing and proposed volumes. In locations in which there are existing FEMA flood zones, the storage capacity was subtracted from the total. This preliminary approach will need to be refined during the design phase as topographical data becomes available.

Gaps in Logistical Infrastructure

Logistical infrastructure gaps are critical deficiencies in transportation systems, facility capabilities, and support networks that seriously hinder efficient movement and handling of goods. These gaps manifest predominantly in three key areas: 1) transportation infrastructure (encompassing road, rail, and air connectivity); 2) border crossing facilities and systems; and 3) industrial support infrastructure, including warehousing and utility networks. Addressing these gaps is vital, as they profoundly impact supply chain efficiency, drive up operational costs, and stifle economic growth potential for regions and businesses. It is essential to take action to resolve these issues and promote a more robust economic environment.

Critical gaps hinder Santa Teresa's growth and potential as a strategic international trade hub in its logistical infrastructure. Despite its advantageous location near the U.S.-Mexico border, inefficiencies in transportation networks, border-crossing facilities, and industrial support systems create challenges that limit its ability to manage increasing trade volumes and compete in the global market. Addressing these deficiencies is vital for fostering long-term growth and ensuring Santa Teresa's position as a key player in international logistics.

Transportation Network Gaps

The transportation infrastructure in Santa Teresa is not fully developed to support the region's expanding logistics demands. At the same time, the existing network functions lack the capacity and integration needed for adequate intermodal transportation,

particularly for linking road and air freight. The existing rail network and infrastructure is in a strong position to support future growth and is not considered a gap at this time. A majority of the transportation network's improvements and expansion requires efforts lead by the DOT and local governing bodies such as the City of Sunland Park and Doña Ana County. A summary of existing transportation gaps includes:

- **Road Connectivity:** The road network struggles to accommodate the increasing volume of freight traffic. Key routes, such as those leading to the Santa Teresa Port of Entry, experience congestion and delays, impacting the timely movement of goods. Expanding key roadways, improving intersections, and adding bypass routes to reduce traffic bottlenecks will enhance capacity and efficiency.
- **Air Freight Capabilities:** The Doña Ana County Jetport near Santa Teresa has untapped potential for handling air freight. However, without significant investment in infrastructure, such as expanding cargo handling facilities and runways, the region cannot fully exploit its air freight capabilities. Strengthening air freight links will enable faster, more efficient global shipments.

To truly unlock Santa Teresa's potential, a comprehensive transportation strategy is needed to link all the modes into a cohesive system that can handle increasing freight volumes and respond to the demands of global trade. Fortunately, Santa Teresa is actively pursuing improvements to create a more integrated and resilient logistics infrastructure in response to these transportation network gaps. Local and regional stakeholders are collaborating on

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targeted upgrades to critical roads and highways to ease congestion, reduce bottlenecks, and ensure smoother connections to the Santa Teresa Port of Entry. Additionally, strategic investments are being made to establish enhanced intermodal facilities, promoting more efficient transfers between road, rail, and air freight networks. At the Doña Ana County Jetport, plans are underway to expand cargo handling facilities and improve runway capabilities, unlocking new potential for air freight services. Together, these efforts reflect a commitment to building a transportation system that meets the demands of today's freight volumes and sets the stage for Santa Teresa's future as a premier logistics hub in the global supply chain.

Border Crossing Infrastructure

Santa Teresa's border crossing facilities are a vital component of its logistical network, but they are nearing capacity and face significant challenges in handling the growing volume of cross-border trade. The federal government and the New Mexico Border Authority (NMBA) are responsible for the majority of decisions affecting the port of entry and must coordinate with the surrounding agencies to ensure alignment with existing and future efforts. A summary of border crossing gaps includes:

- **Capacity Constraints:** The existing port of entry is struggling to process the rising number of goods and vehicles crossing the border. Delays in inspection and customs clearance due to limited capacity reduce the efficiency of the supply chain, leading to higher costs for businesses and lost economic opportunities. According to a recent federal [feasibility study](#), the Santa Teresa Port of Entry is set for a significant expansion.

The proposed plan includes increasing the number of commercial lanes from three to fifteen and adding eleven passenger lanes from Mexico, potentially making Santa Teresa one of the largest ports of entry on the U.S.-Mexico border.

The port plays a strategic role in international trade, particularly with Mexico, and is critical for the region's exports. This expansion would enhance processing capacity, reduce bottlenecks, and improve access to meet future demand.

The study also highlights the need for updated infrastructure, including additional inspection lanes, modernized inspection technology, and improved access roads, which are all necessary for Santa Teresa to remain a reliable trade gateway. Alongside these expansions, adequate staffing is essential to maximize the impact of the improvements and maintain efficient operations. Enhancing the border infrastructure at Santa Teresa through physical expansion and technological upgrades is critical to sustaining the region's economic growth and maintaining competitiveness in international trade.

- **Technological Gaps:** Outdated processing systems at the border further exacerbate delays. Modernizing customs procedures with advanced digital technologies, such as automated clearance systems, real-time tracking, and data-sharing platforms, would streamline the border-crossing process, reducing wait times and improving the flow of goods.
- **Physical Infrastructure:** To cope with future trade growth, the border facility needs physical upgrades, such as expanding the number of processing lanes, constructing new inspection

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facilities, and improving access roads. These expansions will allow for higher trade volumes while minimizing disruptions and bottlenecks.

Efficient border crossing is crucial for maintaining Santa Teresa's competitiveness in international trade. Investments in physical and technological infrastructure are necessary to ensure the region remains a reliable gateway for cross-border commerce.

Industrial Support Infrastructure

Santa Teresa's industrial growth is constrained by insufficient support infrastructure, which is critical for the efficient operation of manufacturing, warehousing, and distribution activities. Improvements related to on-site industrial uses are driven primarily by private investment, with opportunities for government aid and incentives. Enhancements to wet and dry utilities, however, are predominantly led by local government agencies such as the City of Sunland Park and Doña Ana County. A summary of industrial support infrastructure includes:

- **Storage and Warehousing:** The region, along with the rest of the nation, lacks sufficient modern storage facilities, such as temperature-controlled warehouses and large-scale distribution centers. This limits the ability of businesses to manage inventory effectively and respond to just-in-time delivery demands. Expanding warehouse capacity and upgrading storage technology will help companies streamline their supply chains and meet market demands.
- **Distribution Networks:** The region's distribution networks, particularly for last-mile delivery (the final step in the process of delivering a package to a customer, carried out by mail carriers or private couriers), are underdeveloped, creating inefficiencies in the transport of goods to local and regional markets. Enhancing the connectivity of these networks, along with the adoption of advanced logistics technologies, will increase delivery speed and reduce costs.
- **Utilities Infrastructure:** Santa Teresa's current utilities infrastructure has consistently met the needs of traditional industries. However, large-scale industrial projects with significantly higher utility needs than the standard operations require a more robust and integrated system. While the existing utility frameworks have generally sufficed in the past, ensuring reliable access to all essential utilities, including an upgraded water supply, sufficient wastewater management, and effective gas, electric, and broadband capacity, is crucial to support these major developments. The dedication of future utility corridors through easements or right-of-way acquisition is a key step in expansion and development, requiring coordination among local agencies and private landowners. Further analysis will be conducted to determine whether revisions to this legal process are necessary to enhance effectiveness. By proactively expanding overall capacity, enhancing system reliability, and integrating sustainable energy solutions, Santa Teresa can prepare itself to effectively meet the heightened demands of future industrial projects and attract a broader range of investors.

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By addressing these gaps in industrial support infrastructure, Santa Teresa can attract more businesses, boost local production, and expand its role as a logistics hub. Modernizing this infrastructure is essential for maintaining competitiveness in the industrial sector and supporting sustained economic growth.

Conclusion: Building a Future-Proof Logistics Network

Santa Teresa must strategically invest in its transportation network, border-crossing infrastructure, industrial support systems, and essential utilities—including sufficient water, wastewater, telecommunications, and power. 8 Santa Teresa has to work with a conglomerate of entities, personalities, contacts, investors, private and public, to accomplish the managed growth and development of the region. Each entity has a vital role to the area and region's success and future. By expanding and modernizing these areas, Santa Teresa can overcome current inefficiencies, reduce logistical bottlenecks, and position itself to handle the increasing trade volumes associated with economic growth. An integrated, future-proof logistics network will enhance Santa Teresa's global competitiveness and support the region's long-term prosperity.

Regional Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT)

A regional SWOT analysis provides a strategic framework for understanding Santa Teresa's current position and future potential. This analysis evaluates internal strengths and weaknesses alongside external opportunities and threats, offering valuable insights into the region's competitive advantages and areas that require focused development. By identifying these key factors, Santa Teresa can develop strategies to leverage its strengths, address its weaknesses, capitalize on emerging opportunities, and mitigate potential threats.

Strengths

Strategic Location & Connectivity

- Central location in North America positions Santa Teresa between the ports of Houston and Long Beach
- Adjacent location directly across the state of Chihuahua provides access to Mexico's growing manufacturing base and Mexico's maquiladora industry
- Premiere access to major markets and potential employees (200M individuals and 4.4M businesses within 24-hour drive)
- Convenient connections to several other communities and transportation connections, including Las Cruces (42 miles south) and El Paso's Bridge of Americas (28 miles west)

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Transportation & Logistics Infrastructure

- Direct access to multiple sources of transportation: Class I rail, major interstate highway (I-10), cargo airport (Santa Teresa Jetport)
- Santa Teresa Port of Entry (POE) has several advantages over El Paso POEs: lower wait times; ability to cross oversize and overweight loads and hazmat loads; lower perceived security risk than Tornillo (Marcelino Serna) POE
- Recent investments to infrastructure for Pete Domenici Highway, rail spurs, and Jetport
- Convenient access route to southern Ciudad Juarez, Chihuahua

Land Availability & Development Potential

- High levels of private investment with track record of success
- Availability of land for multiple development uses
- Industry-friendly administrative development process – as a CDP, there are fewer regulations to development
- Active spec development
- Environmentally abundant natural resources which support future growth

Cultural & Heritage Assets

- Rich colonial architecture reflecting Spanish influence
- Unique blend of Spanish and Native Indigenous cultures
- Traditional festivals and celebrations

- Preserved cultural customs including music, cuisine, and clothing

Workforce & Business Environment

- Access to existing regional workforce
- Lower cost of doing business than competing areas
- Strong manufacturing and logistics resources
- Available state-level incentives
- Cross-border collaboration
- Significant growth in binational trade since 2009

Strong Support System

- New Mexico Border Authority
- Doña Ana County
- New Mexico Economic Development Department (border focus for recruitment)
- Department of Transportation of New Mexico, Texas, and United States
- Border Industrial Association (advocacy)
- Economic Development Organizations (MVEDA, e.g.)
- New Mexico State University
- Local Governments (Sunland Park, e.g.)
- Secretaría de Innovación y Desarrollo Económico del Estado de Chihuahua
- El Paso MPO
- El Paso Electric

Weaknesses

Infrastructure Constraints

- Growth is outpacing infrastructure updates
- Santa Teresa POE's recent expansion and modernization feasibility study does not account for this project's growth recommendations
- Limited capacity for mega projects (a large-scale and complex project with significant impact on the surrounding economy and often involves public and private stakeholders)
- Water and wastewater limitations (CRRUA capacity concerns)
- Insufficient utility infrastructure within the Santa Teresa boundary for industrial projects and large-scale master planned developments
- Lack of site-ready or shovel-ready locations, deterring business development (a site with adequate infrastructure, environmental clearances, and other completed analysis, making the site ready for planning, design, and construction)
- Existing traffic congestion issues on I-10 and future traffic congestion concerns caused by lack of coordination when implementing different roadway construction projects (Border Highway Connector east-bound traffic ends in congested El Paso area and Artcraft expansion construction is likely to cause congestion in other areas)

Housing Infrastructure

- Limited housing options (primarily single-family residential)
- Insufficient zoning density for multifamily development
- Housing availability and affordability concerns
- Lack of higher-end housing options
- Overall lack of master-planned communities

Workforce Limitations

- Limited workforce depth, especially for larger projects (500+ employees)
- Lack of clear data sources to track workforce certifications and credentials
- Challenge in proving available workforce in rural area
- Inability to identify the Juarez workforce that can become part of the workforce for Santa Teresa

Transportation Access Issues

- No public transportation to the industrial areas
- Limited connectivity for nearby communities (e.g., Chaparral)
- Personal transportation is typically required for employees in industrial areas
- Parking requirements create additional challenges for developers

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Quality of Life & Amenities

- Competition with the adjacent and larger city of El Paso
- Lack of higher quality schools
- Few quality-of-life amenities in the immediate area
- Concerns with lack of housing availability and affordability
- Concerns with lack of higher-end housing options
- Santa Teresa area lacks master-planned communities (something prospective companies and developers look for when identifying investment locations)
- Santa Teresa does not have an existing “place” used as a city center or town square

Coordination and Administrative Issues

- A coordination support system for connecting communities across state lines (namely Sunland Park and El Paso but includes others) is lacking in zoning, water and sewer, transportation, and other utilities and policies
- Lack of “fast-track programming” which allows industry building permits to be streamlined, reviewed, and granted; this would attract more companies by cutting the time it would take to be approved and in operation

Marketing Weaknesses

- Lack of industry specialization/expertise focus
- Need for stronger branding around particular industries
- Negative press around infrastructure (CRRUA)
- Competition with Texas's heavy infrastructure investment

- Competition with El Paso’s marketing via entities like the Borderplex Alliance
- Lack of coordination with markets and organizations in Mexico to promote the entire area and reinforce the marketing effort: Chihuahua Global, e.g.
- Undefined process to ensure and maintain economic prosperity for small businesses during community expansion

Opportunities

Advanced Manufacturing, Onshoring/Nearshoring, and Industrial Development

- Opportunity to attract data centers
- Opportunity to attract new advanced manufacturing operations
- Develop and implement a specific nearshoring strategy to capitalize on the opportunities of data center development growth
- Several companies seek North American operations due to USMCA requirements
- Several companies in California are looking for other lower-cost locations
- Potential for electric vehicle (EV) industries, battery manufacturing, and solar manufacturing; however, there exists some dependence on federal funding for these industries
- Value-added agriculture investments continue to grow
- New technologies with unique workforce requirements typically provide their own workforce training

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Strategic Transportation & Logistics Development

- Opportunity to transform the Santa Teresa POE (in alignment with San Jeronimo POE modernization) into more than just expansion or modernization – creating a high-end facility, world-class POE
 - The San Jerónimo POE is prepared for expansion, with support from the new federal administration. However, growth on the U.S. side must align with the needs of existing companies in San Jerónimo and potential new businesses awaiting binational POE infrastructure improvements.
 - With the consideration of the Bridge of the Americas (BOTA) in El Paso possibly closing for cargo traffic, this presents an opportunity for the Santa Teresa POE to attract the commercial traffic previously crossing through BOTA
- Opportunity to integrate new cargo processing technology (X-ray expediting, automated trailer platforms)
- Doña Ana County's New Mexico TradePort designation links to ports west (Long Beach) and east (Houston), developing a centralized, integrated operations hub for truck operations, including Trucking Mobility Complex, Transload Facility, and Alternative Fueling Technologies such as battery electric charging and hydrogen fueling for next generation heavy-duty vehicles.

Supply Chain Integration

- Santa Teresa is positioned as the “Center of Trade for North America”
- Strong connections exist to both US and Mexican suppliers
- Access to global supply chains (Europe and Asia inputs within 24 hours)
- Opportunities for semiconductor supply chain

Strategic Partnerships & Development

- Santa Teresa Strategic Plan aligns with State of New Mexico EDD goals
- Growing developer confidence in the area
- Santa Teresa can leverage the NM Borderplex region’s success in resource coordination, marketing, prospective businesses, workforce pool, and other assets
- Opportunity to become the future manufacturing and distribution hub for Ciudad Juarez and El Paso region
- The Mexican administration seems to be in favor of promoting trade through the San Jerónimo/Santa Teresa POE

Clean Energy & Sustainability

- Renewable energy development opportunities
- Federal funding availability
- EV and hydrogen infrastructure development
- Fleet electrification opportunities
- Emission standard compliance support

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Water Infrastructure & Innovation

- Development of 5 MGD brackish water desalination facility using advanced BWRO technology
- Access to 65 million acre-feet of recoverable brackish water from Kilbourne-Noria Subbasin
- Implementation of innovative water treatment technologies (EMF pretreatment, 3D-printed components)
- Potential to serve as model for sustainable water solutions in arid regions
- Opportunity to provide drought-resistant water source for domestic, commercial, and industrial users
- Capacity to support regional economic development through reliable water infrastructure

Threats

Infrastructure Timing & Funding Uncertainties

- Lack of immediate funding for infrastructure improvements
- CRRUA utility constraints create market uncertainty
- Infrastructure readiness affects the ability to secure commitments
- Santa Teresa POE deprioritized by GSA
- Santa Teresa POE as an alternative if Bridge of the Americas (BOTA) in El Paso closes for cargo traffic – though an opportunity to attract commercial traffic, it may lead to over-congestion, and longer wait times

- BOTA's closure is a threat for the region as a whole (reduces overall number of regional POE cargo alternatives)

Competition from El Paso

- Much higher investment in El Paso:
 - East El Paso's aggressive expansion and development surpasses investment and expansion in Santa Teresa
 - Investment from major companies like Amazon in East El Paso – this type of 'mega' investment is becoming more common and highlights the need to prepare Santa Teresa for investments of this magnitude
- Santa Teresa's close proximity to a competing port (Marcelino Serna Port of Entry)
- State of Texas advantages regarding operational environment, marketing dollars, population access, income taxes, and so on.

Resource Constraints

- Supply-chain timelines
- Water availability concerns
- Electric grid equipment lead times and associated regulatory approvals
- Housing availability issues
- Skilled workforce availability challenges

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Political & Regulatory Uncertainty

- Political constraints and conflicts may affect long-term planning
- Potential tariff increases on China and Mexico may make trade more expensive and Santa Teresa’s location near Mexico less valuable
- U.S. political volatility at local, state, and federal levels
- Potential political uncertainty with the U.S.-Mexico relationship (stemming from both countries’ newly elected governments)
- USMCA renegotiation in 2026 (more than just a review) is being requested by both the U.S. and Mexico
- In the case of Sunland Park and the City of El Paso, there is little coordination between the two municipalities connected across state lines: policies regarding zoning, water and sewer, transportation; a coordination support system for the connecting communities is lacking.
- Interstate Policy Impacts: Decisions made by states on either side of the border have reciprocal effects. For instance, Texas could set up checkpoints to monitor vehicles coming from New Mexico, particularly concerning the cannabis industry. Meanwhile, New Mexico may implement immigration checkpoints affecting travelers from Texas. These measures create both opportunities and challenges for cross-border interests.

Environmental & Natural Hazards

- Air quality concerns from multiple facilities
- Brownfields and hazardous materials risks
- Groundwater contamination potential
- Cultural site preservation requirements
- Biological resource monitoring needs

Market/Industry Shifts

- Evolving interest in certain sectors:
 - EV components and assembly
 - Solar manufacturing
- Dependency on short-term federal spending priorities
- Uncertainty in market conditions
- Migration and Safety/Security

Border/migration challenges and misperceptions

- Migration has become a real security concern
- Businesses may be reluctant to locate to the area due to preconceived notions of danger in border communities
- Texas Department of Public Safety maintains several checkpoints
- Increase in deportations may impact agricultural operations in the region

PHASE 1

The Santa Teresa Strategic Plan Phase 1 was established through collaborative efforts and feedback from the study Steering Committees and key stakeholders in the area, including landowners and developers. Land within Phase 1 was selected based on existing facilities and approved developments to identify conceptual improvements and cost estimates for water, wastewater, drainage, and transportation. Phase 1 is illustrated in *Figure 31*.

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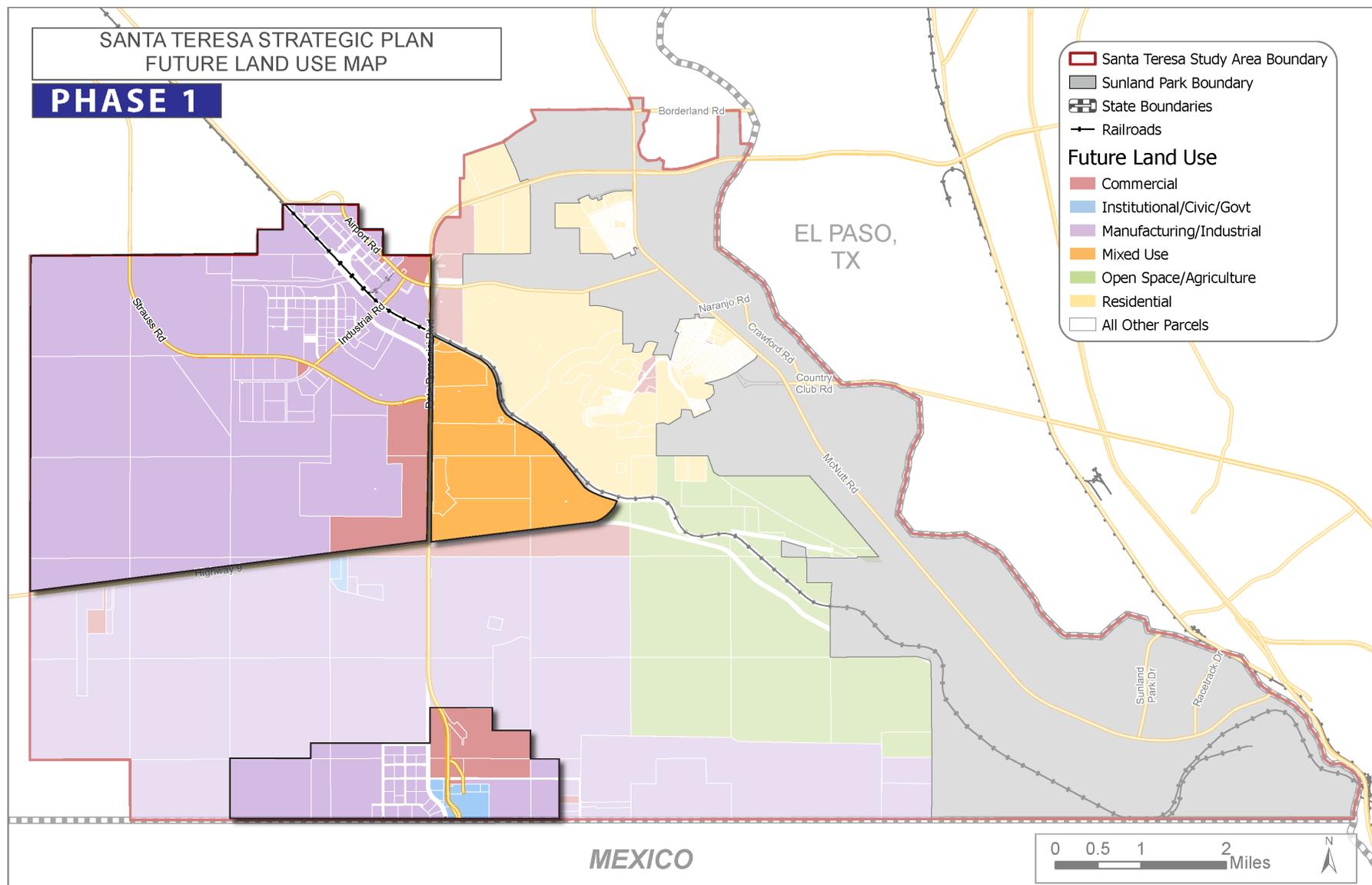


Figure 31: Phase 1 Land Use Map

Phase 1 Water and Wastewater

Based off the Strategic Assessment’s land use plan, Phase 1 flow demands were assigned based on planned mixed-used residential and commercial, commercial or industrial developments and expected type of usage by acre, as shown on the table below. **Table 10** represents the preliminary findings for the Phase 1 water/wastewater system, assuming new land development and stand-alone water and wastewater systems. Wastewater demand for the projected development are being calculated at 75% of the water demand.

Development of the new masterplan area by its characterized use shows the need for significant infrastructure expansion to support the development, as the existing regional infrastructure is at capacity.

Note that the findings from a study on the assessment and implementation of a desalination plant in Santa Teresa are not included in the findings and estimates developed in this Strategic Assessment plan. The potential locations for the Brackish Water Reverse Osmosis (BRWO) facility, also referred to as the desalination plant, are identified as future project 16.1 and 16.2 in **Figure 16: Existing Uses & Proposed Projects** map. Later phases in this effort will incorporate the desalination plan study’s conclusions.

Table 10: Phase 1 WWW Findings

Land Uses	Preliminary Water Demand Phase 1		Preliminary Wastewater Demand Phase 1	
	AVERAGE DEMAND (MGD)	PEAK DEMAND (MGD)	AVERAGE DEMAND (MGD)	PEAK DEMAND (MGD)
Mixed Used Residential & Commercial	2.14	4.28	1.71	3.43
Commercial	1.01	2.02	0.81	1.6
Industrial	16.68	33.36	13.34	26.68
Institutional	0.095	0.19	0.077	0.15
Total Demand	19.93	39.85	15.94	31.88

Water Model Findings and Recommendations

To address the water supply needs of the Greater Westpark Area, Alta Mesa Area and Binational Industrial Park Area proposed developments, a comprehensive analysis of current and projected water demands, and infrastructure requirements was performed. The following descriptions list the findings and recommendations. **Figure 32** illustrates the proposed water infrastructure system.

Greater Westpark Area and Alta Mesa Area

The anticipated development in these areas will significantly increase water demand due to both high-consumption industrial activities as well as added commercial and residential growth. While current water sources and distribution infrastructure are adequate for servicing established developments, they are insufficient to support the projected demands of new development.

To address this, a separate water system is proposed specifically for the Phase 1 development in the Greater Westpark Area and Alta Mesa Area. This dedicated system has been planned and modeled to accommodate the unique demands of the anticipated growth while allowing the existing infrastructure to continue operating independently as it has historically. Key components of this new system include additional water mains, seven (7) wells, three (3) booster stations (one for each pressure zone), six (6) storage tanks, and treatment facilities that are to be designed to meet the area's projected water consumption patterns and flow requirements. This

approach establishes three distinct pressure zones for the new development ensuring reliable and consistent water service.

Binational Industrial Park Border Area

The approach for the Binational Industrial Park Border Area was to build off of the existing water infrastructure that included existing water mains, wells, a tank, and a booster station, given the smaller area of expansion identified as Phase 1. After expanding the water mains and loading the anticipated projected commercial demands for this area, most of the existing water infrastructure appeared adequate, except for a production well. In recent conversations with CRRUA, it has become known that an existing well is “drying out” or not producing its designed output. In order to support growth in this area, it is recommended that a new well be drilled, developed, and equipped with a larger pump for greater production. This new well will help meet the anticipated additional commercial demands.

Wastewater Model Findings and Recommendations

Greater Westpark Area and Alta Mesa Area

The proposed wastewater model was designed as a standalone system as existing infrastructure size is unknown, and recent conversations with the Utility Authority and the aforementioned PERs have indicated the infrastructure is at capacity. The anticipated development in these areas will significantly increase wastewater production due to anticipated industrial, commercial and residential activities and growth in the area. Buildout of the proposed system would add an additional 14 MGD of wastewater flow.

The stand-alone system, illustrated in **Figure 33**, has been planned and modeled to accommodate the unique demands of the anticipated growth while allowing the existing infrastructure to continue operating independently as it has historically. Key components of this new sanitary sewer system include additional gravity sewer mains and manholes, three (3) lift stations, their proprietary force mains, and a wastewater treatment plant expansion as discussed in the following section, to meet the area's projected wastewater production. Findings for this area of development do not recommend any connections to existing infrastructure at this time without a separate evaluation.

Binational Industrial Park Border Area

Current wastewater flow rates and the capacity of the existing infrastructure for the Binational Industrial Park Border Area are currently unknown. The proposed system was created as a

complete standalone design. Using this approach and anticipated demand for the proposed buildout, it was determined the flow rates would be an average daily flow of 1.6 MGD and would need to be pumped with a new lift station approximately 3 miles north to the proposed gravity sewer infrastructure, ultimately ending at the West Mesa WWTP. For future development, it is recommended the existing infrastructure be evaluated for capacity. The Binational Industrial Park Border Area is equipped with existing lift stations and force main that delivers flows to the West Mesa WWTP. Use of this infrastructure, if deemed a good candidate for pump upgrades, could potentially lead to some cost savings. However, without information on the existing force main, a separate evaluation is recommended to determine if the force main can handle projected flows.

West Mesa Treatment Plant

The West Mesa Wastewater Treatment Plant is the nearest treatment plant to the Phase 1 masterplan area. The plot of land it is on is approximately 100-acres and therefore appears to have the land for expansion if that land is not already designated for other activities. The West Mesa WWTP would receive the sum of all new proposed wastewater flows along with the existing developments in the area. Current capacity has been reported at 0.6 MGD and would need significant expansion to be able to treat future flows of 15.6 MGD. As expansion and growth are inevitable it is recommended to increase the capacity of this treatment plant.

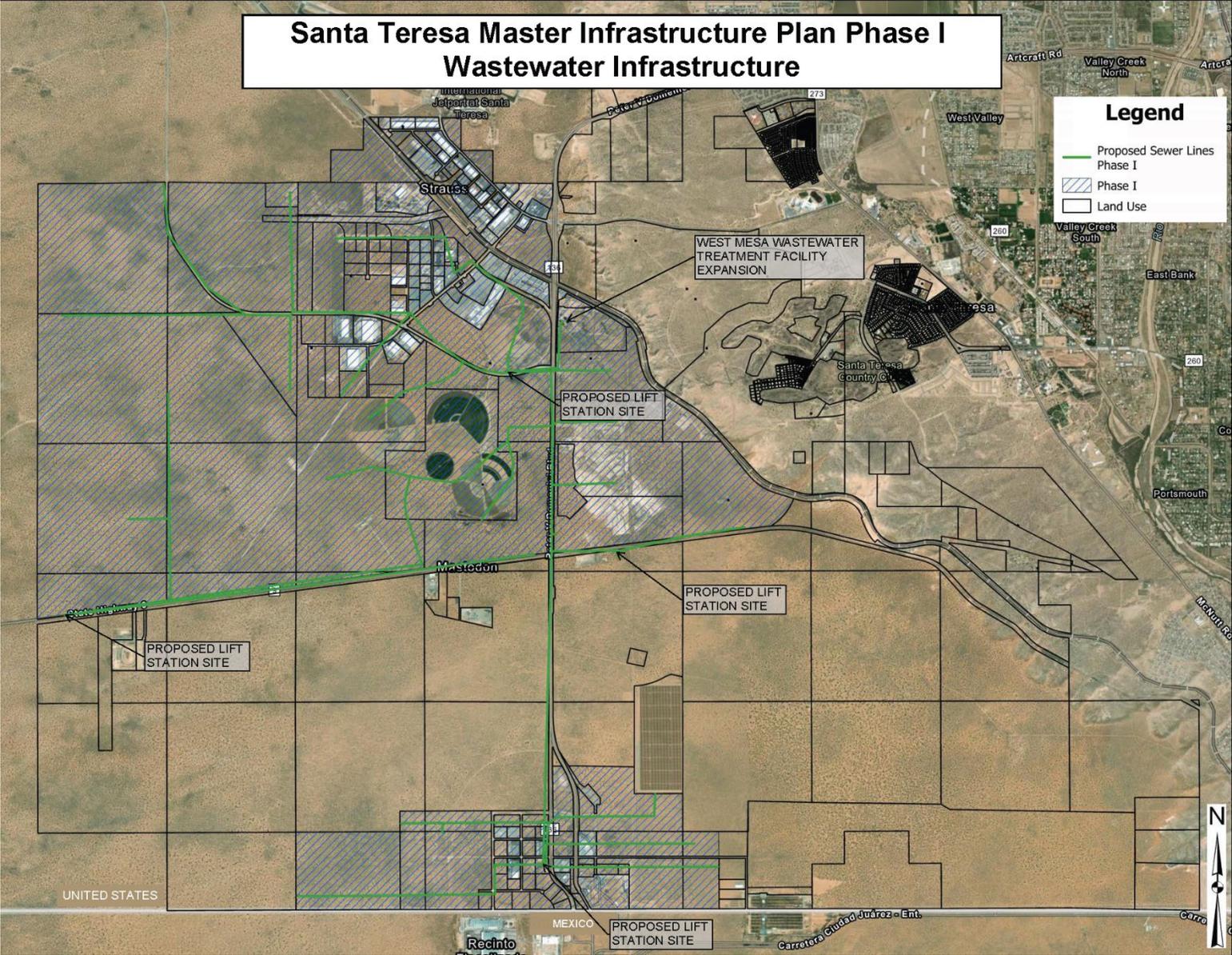


Figure 33: Phase 1 Proposed Wastewater Infrastructure

Estimated Costs and Timeline

The following infrastructure characteristics and cost estimates were derived using quantity output from the hydraulic model buildouts using WaterCAD and SewerCAD.

New Potable Water Infrastructure Needs

The current estimate to build out the potable water infrastructure is \$326M over the next four years, demonstrated in **Table 11**. The estimate includes construction of major water infrastructure elements and professional services such as survey, engineering design, and construction administration services. A complete detailing of cost estimates is found in Appendix C Water and Wastewater Report.

Table 11: Potable Water Cost Estimates

TOTAL	\$326,530,555
FY '25	\$89,632,548
FY '26	\$89,632,548
FY '27	\$89,632,548
FY '28	\$57,632,911

Key points of Phase 1 water improvements include:

- Approx. 247,000 linear feet or 46.8-miles of waterline of various sizes
- Multiple water storage tanks to create three individual pressure zones totaling approx. 15 million gallons of potable water storage.

- Estimated seven groundwater supply wells, three booster stations and disinfection stations, one for each zone.
- Possibility of multiple water treatment facilities for arsenic and/or brackish water. The cost of these facilities is highly based on water quality in the area.
- Acquisition of water rights for the groundwater supply is not accounted for.

New Wastewater Infrastructure Needs

The current estimate to build out the wastewater infrastructure is \$624M over the next four years, demonstrated in **Table 12**. The estimate includes construction of major wastewater infrastructure elements such as a treatment plan expansion and professional services such as survey, engineering design, and construction administration services. A complete detailing of cost estimates is found in Appendix C Water and Wastewater Report.

Table 12: Wastewater Cost Estimates

TOTAL	\$624,448,055
FY '25	\$160,075,193
FY '26	\$158,443,935
FY '27	\$153,670,419
FY '28	\$152,258,509

Key points of Phase 1 water improvements include:

- Approx. 202,680 linear feet of both gravity and pressure line, or 32.3-miles of gravity and 6.1-miles of force main sewer line.

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- Multiple major lift stations, four (4) total, creating distinct collection zones.
- Wastewater Treatment facility expansion capable of handling an additional 15.94 million gallons per day (MGD)
- Wastewater Reuse Facility recommended to reduce demand for potable water for irrigation of green spaces, however this was not accounted for.

Phase 1 Drainage

Proposed Improvements

The development of the Santa Teresa area is anticipated to be broken into several phases following the proposed land use and zoning maps as described within this report.

Any changes to a watershed should be hydrologically analyzed to identify hydraulic structures appropriate to accommodate the developed land conditions. The anticipated land cover conditions are generally industrial, commercial, and mixed use. This type of land development causes impervious conditions, which reduces the ability for stormwater to infiltrate the natural soil. Typically, highly impervious areas should have hydraulic structures designed to capture and convey stormwater runoff to ensure flood conditions are controlled. ***Figure 34*** illustrates the basins associated with the study area, the flow paths, and recommended ponding locations.

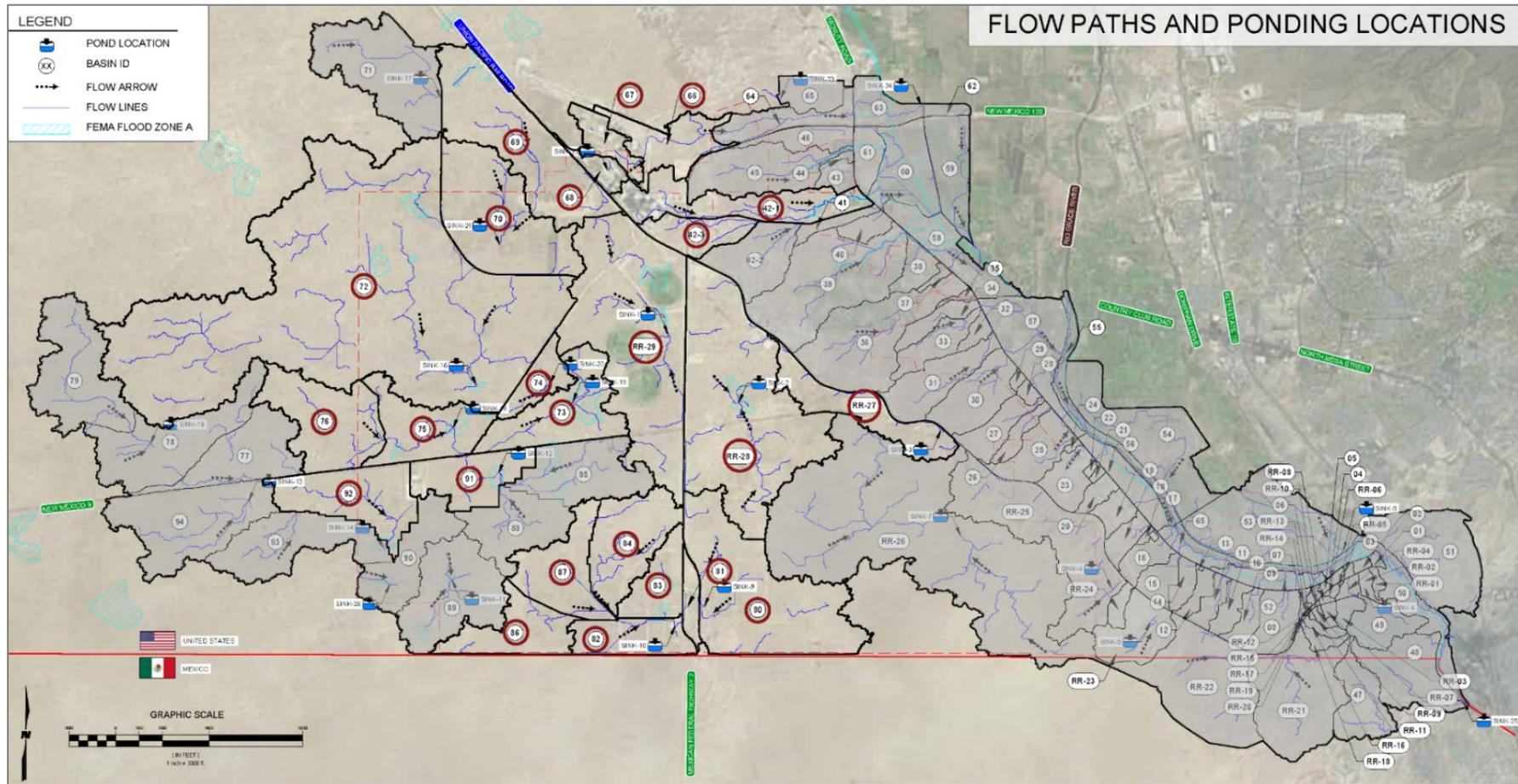


Figure 34: Study Area Basins, Flow Paths, and Ponding Locations

Cost Estimation of Regional Ponds

The design of regional ponds must be developed at the various phases of development. The approach is to utilize the storage requirements per acre of development per individual basin of development. The report assumes that Phase 1 will develop the regional ponds needed to capture the post-development flow differential by the means of regional ponds. Future phases could also utilize this approach of direct developer to capture the required post-development flow. During design, there will need to be additional consideration to identify and update FEMA flood zones based on more detailed information. **Table 13** provides a summary of details contributing to the overall cost estimation for drainage. Separate findings for each basin is provided in the Appendix D Drainage Report.

The Cost Estimation for this project is assumed based on reference projects for regional ponds in southern New Mexico. There are several factors that influence the development and construction of a regional pond that will need to be further analyzed during the design phase. The cost table summarizes the anticipated excavation at the various downstream locations. For the purposes of estimation at the time of this report a reasonable assumption of cost is \$75,000 per Acre-Feet of storage to design and construct a regional pond in 2025.

Table 13: Drainage Cost Estimations

Phase 1 Basins	
Number of Basins	24
Total Area (AC.)	23,639.59
100-Yr Volume Runoff	
Total Required Storage per Developed Acre (AC-FT/AC)	1.66
Phase 1 Storage Requirements	
Total Phase 1 Area (AC.)	10,772.1
Total Phase 1 Storage Area Needed (AC-FT)	735.1
Total Approximate Existing FEMA Flood Zone Storage (AC-FC)	679.08
Total Phase 1 Regional Pond Excavation Needed (AC-FT)	461.44
Total Cost (Assuming \$75,000/AC-FT)	\$34,607,794.23

Phase 1 Transportation

The Phase 1 land use plan was used to develop estimates of population and employment growth within the study area. The El Paso Metropolitan Planning Organization (EPMPO) has developed a travel demand model that provides estimates of traffic activity in the region based on varying development assumptions. The model was updated to reflect the anticipated increase in population, households, and jobs associated with Phase 1 development. A detailed description of the modeling process and assumptions is provided in Appendix F. The updated model run (Year 2028 Phase 1) accounted for approximately 17,000 new jobs and 2,500 new homes in the Phase 1 development area. Estimates of daily traffic volume on the study area roadways following this growth are displayed in *Figure 35*.

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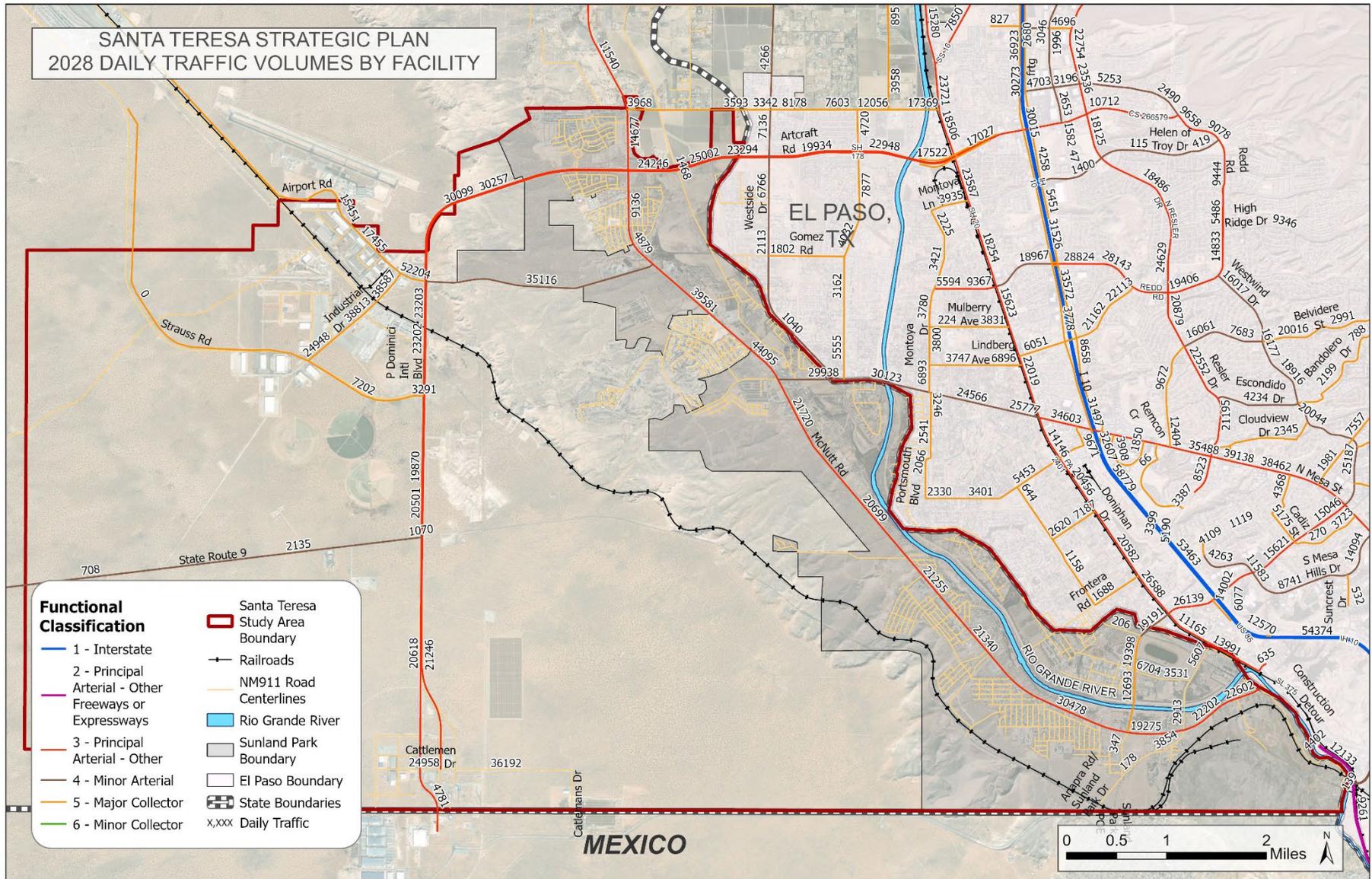


Figure 35: Phase 1 Daily Traffic Volumes

Proposed Transportation Improvements

As a result of the Phase 1 development, traffic volumes on several area roadways are expected to surpass the capacity of the roadway, resulting in congestion and delays, particularly during peak travel hours. **Figure 36** displays those roadways anticipated to experience congestion because of this Phase 1 growth.

To accommodate the additional traffic activity, improvements are recommended for several corridors, as summarized in **Table 14**. Improvements to NM 136 and construction of the Border Highway Connector represent projects with studies already underway. Improvements to Airport Road, Industrial Avenue, and Strauss Road offer recommendations identified as part of this effort which require further studies and funding.

Estimated Transportation Investment Needs

As described previously, many of the recommended improvements are currently being studied or designed in greater detail. The investment levels presented in **Table 13** are for planning purposes only. Widening costs are based on an assumed \$5 million per-lane mile. Costs for the New Mexico Border Highway Connector are based on costs cited during the project study phase. Total planning-level costs of the recommended roadway improvement are approximately \$274.5 million.

Table 14: Recommended Phase 1 Roadway Improvements

Corridor	Recommendations	Estimated Investment
NM 136: Binational Way to McNutt Road	Widen to six travel lanes or construct grade separations at strategic intersections	\$75,000,000
Airport Road: NM 136 to McNutt Road	Widen to four travel lanes	\$23,000,000
Industrial Avenue: Airport Road to Strauss Road	Widen to four travel lanes	\$11,500,000
Strauss Road: NM 136 to Industrial Avenue	Widen to four travel lanes	\$15,000,000
New Mexico Border Highway Connector: NM 136 to McNutt Road	Construct a new four lane roadway	\$150,000,000
Total Estimated Costs of Transportation Projects		\$274,500,000

SANTA TERESA STRATEGIC PLAN

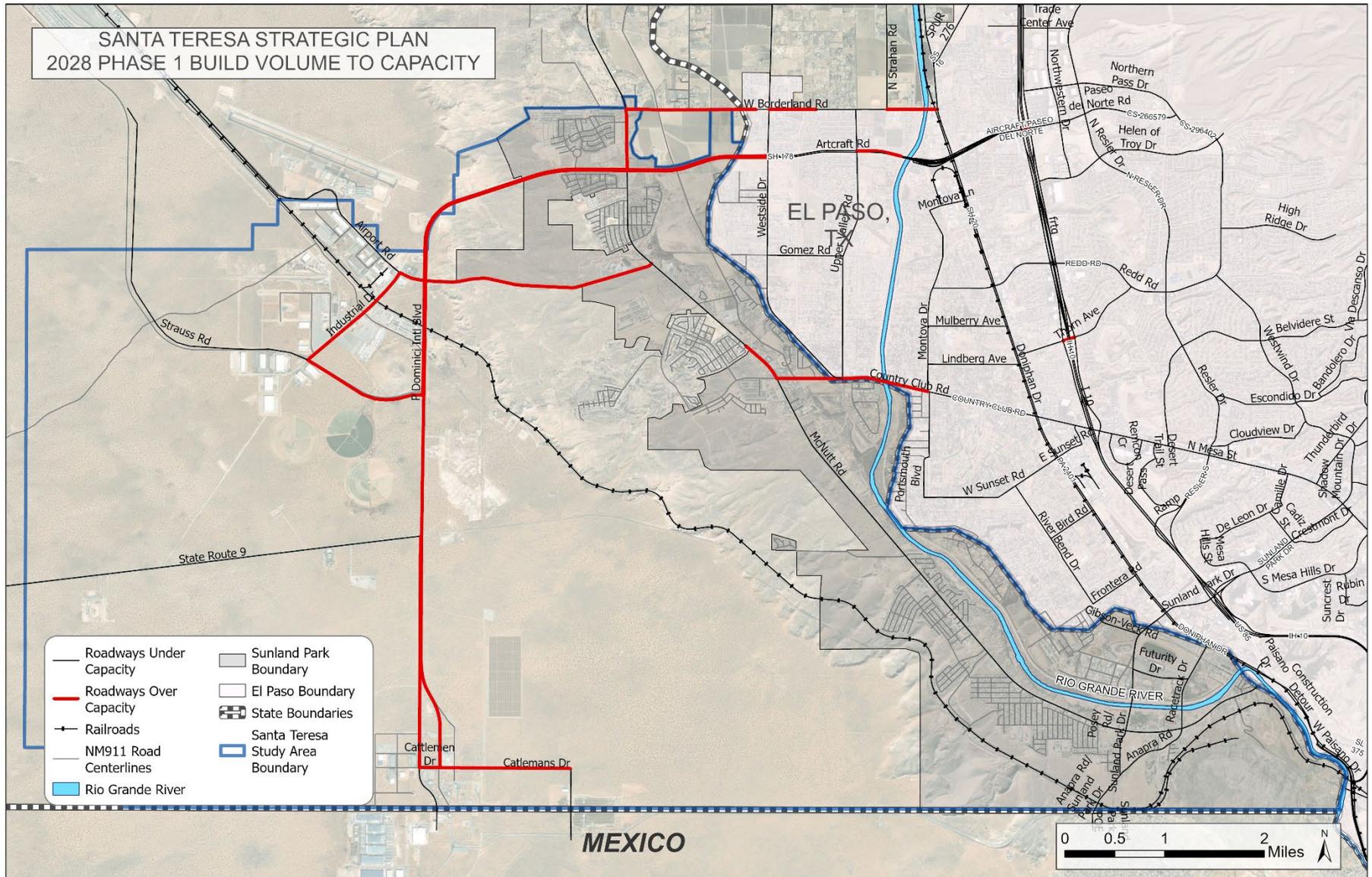


Figure 36: Phase 1 Congested Corridor

Economic Impact

Arrowhead Center and the Center for Border Economic Development at New Mexico State University (NMSU) prepared an economic impact analysis of projected industrial development in Santa Teresa over the period 2024-2028. It considers the Santa Teresa Strategic Plan’s recommended infrastructure investments.

The economic impact estimates provided in the analysis are based on previous studies of the economic impacts of the Santa Teresa Port of Entry and Santa Teresa Industrial Parks, prepared in 2021 and 2024. The primary economic impacts of the Santa Teresa Port of Entry and the Santa Teresa Industrial Parks include employment at firms located in the Santa Teresa Industrial Parks, employment from new construction in the Santa Teresa Industrial Parks, and additional trade arising from the logistical and strategic advantages of the Santa Teresa Port of Entry.

Given Santa Teresa’s proximity to Texas and Mexico, there are often questions about the location of the economic benefits of Santa Teresa’s activities. In NMSU’s previous studies, it was found that roughly 80% of the economic benefits of activity in the Santa Teresa Industrial Parks accrues in New Mexico. For this specific analysis, impacts are presented for New Mexico only. Prior studies detail the spillover effects to Texas.

Economic impact analysis seeks to measure the impact ON the local economy from new economic activity associated with a new project. The economic impacts of Santa Teresa’s industrial development were estimated using IMPLAN economic modeling software and are based on economic activity occurring in Doña Ana

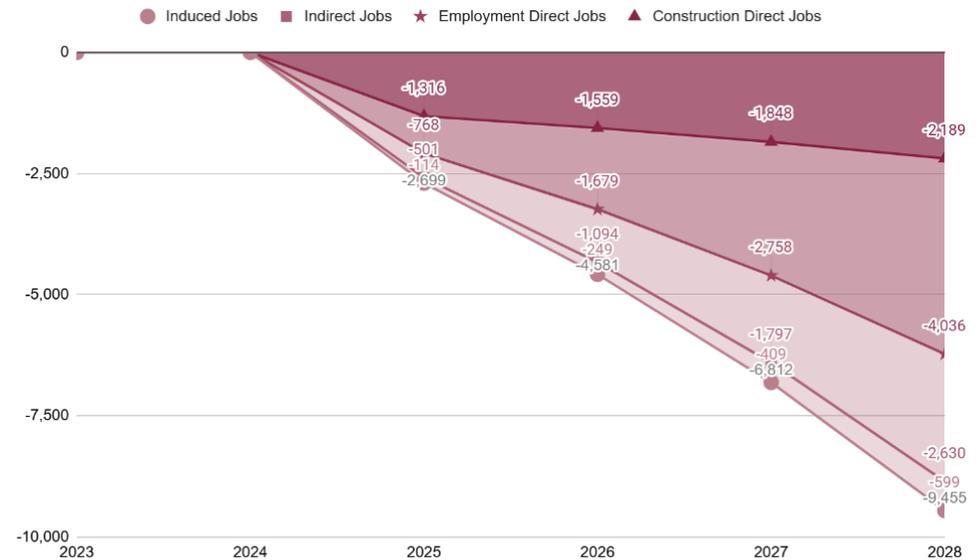


Figure 37: Job Difference, Halted Development Scenario vs. Continued Growth Scenario, 2024-2028, Santa Teresa, New Mexico

County in southern New Mexico. Spillover effects to the rest of the counties in New Mexico were measured using Multi-Regional Input-Output (MRIO).

The projected growth rate of employment in Santa Teresa for 2024-2028 is based on the historical compound annual growth rate of 18.5% observed from 2019-2023. Wilson & Company’s analysis of current land use in Santa Teresa identified 6,123,234.40 square feet of existing industrial space. We assume that the existing job-to-square-foot ratios will continue to apply and that new developments will increase employment at existing proportions.

Continued Growth vs. Halted Development

Between 2020 and 2023, industrial employment in the Santa Teresa region grew at a compound annual growth rate (CAGR) of 18.5%. The continuation of this robust employment growth is contingent upon investment in water, wastewater, and electricity infrastructure. If investment in infrastructure is not forthcoming, recent growth rates will not be sustained. Accordingly, the economic impact analysis considered two scenarios: **(1) High Infrastructure Investment/Continued Growth Scenario:** continued growth at current rates (18.5% CAGR), and **(2) Low Infrastructure Investment/Halted Development Scenario:** where halted development results due to infrastructure constraints. **Table 15** presents the economic impact of each of the scenarios and the difference between the two. **Figure 37** depicts the job difference between the two scenarios from 2024 to 2028. The costs provided in **Table 16** are the required infrastructure improvements to support the Continued Growth Scenario.

Table 15: Santa Teresa Industrial Development, Estimated Economic Impact for New Mexico, 2028

Impact	Halted Development Scenario 2028	Continued Growth Scenario 2028	Difference (Halted minus Growth)
Direct Jobs	4,153	10,379	-6,226
Total Jobs	7,179	16,934	-9,755
Economic Output	\$2,171,016,719	\$4,614,303,648	-\$2,443,286,929
Value-Added Production	\$800,879,807	\$1,753,194,469	-\$952,314,662
Labor Income	\$307,240,991	\$749,997,321	-\$442,756,330
Total Taxes:	\$134,039,775	\$304,427,795	-\$170,388,020
Federal	\$83,500,790	\$193,824,471	-\$110,323,681
New Mexico	\$50,538,984	\$110,603,324	-\$60,064,339

Table 16: Infrastructure Investment for Continued Growth Scenario

Year	FY 2025	FY 2026	FY 2027	FY 2028	2025-2028
Water	\$89,632,548	\$89,632,548	\$89,632,548	\$57,632,911	\$326,530,555
Wastewater	\$160,075,193	\$158,443,935	\$153,670,419	\$152,258,509	\$624,448,055
Transportation	\$27,450,000	\$27,450,000	\$27,450,000	\$192,150,000	\$274,500,000
Drainage	\$8,651,949	\$8,651,949	\$8,651,949	\$8,651,949	\$34,607,794
Total	\$285,809,690	\$284,178,432	\$279,404,916	\$410,693,369	\$1,260,086,404

Economic Return on Investment

Economic return on investment (EROI) analysis estimates the return on investment for economic development projects.

The benefits in this EROI analysis of industrial development under the Santa Teresa Strategic Plan are measured in terms of the difference in economic output and value-added production between the two scenarios described earlier: (1) High Infrastructure Investment/Continued Growth Scenario: continued growth at current rates (18.5% CAGR), and (2) Low Infrastructure Investment/Halted Development Scenario. The costs are the required infrastructure improvements outlined for Phase 1.

Table 17 and **Table 18** show the inputs considered in the analysis. An internal rate of return (IRR) calculation was performed on the net economic benefits during the study period to calculate the EROI. EROI differs from a traditional return on investment (ROI) because in the case of the EROI, as calculated in this analysis, the return is in terms of economic growth rather than direct returns to an investor. The EROI for the infrastructure improvements recommended in the Santa Teresa Strategic Plan is estimated at 196% using economic output estimates, and 55% using value added production estimates.

Complete details regarding the economic analysis are found in Appendix E.

Table 16: Economic Return on Investment Inputs, Economic Output

Year	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Economic Output Benefit	\$0	\$601,991,260	\$1,114,997,736	\$1,722,910,411	\$2,443,286,929
Total Infrastructure Costs	\$285,809,690	\$284,178,432	\$279,404,916	\$410,693,369	\$0
Net Economic Benefit	-\$285,809,690	\$317,812,829	\$835,592,821	\$1,312,217,042	\$2,443,286,929

Table 17: Economic Return on Investment Inputs, Value Added

Year	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Value Added Benefit	\$0	\$252,718,444	\$447,634,120	\$678,609,197	\$952,314,662
Total Infrastructure Costs	\$285,809,690	\$284,178,432	\$279,404,916	\$410,693,369	\$0
Net Value-Added Benefit	-\$285,809,690	-\$31,459,988	\$168,229,205	\$267,915,828	\$952,314,662

Impact of Potential Tariffs

On February 1st President Trump signed an executive order imposing tariffs on Mexico, Canada, and China. On February 4th, the tariffs on China took effect, but the tariffs on Mexico and Canada were postponed for 30 days via agreements each country reached with the United States. The U.S. tariffs against Mexico and Canada are cited as a national emergency measure under the International Emergency Economic Powers Act, thus contravening the U.S.-Mexico-Canada Agreement which stipulates free trade among the three countries.

The national emergency at hand is the flow of undocumented immigrants and drugs into the United States through its northern and southern borders. Part of the agreement Mexico reached with the United States to avoid the tariffs was to place 10,000 of its National Guard troops at northern border cities to prevent migrant flows and the trafficking of drugs from Mexico to the U.S., while the U.S. committed to work on preventing high-powered weapons trafficking from the U.S. to Mexico. Yet the proposed 25% tariff on all imports from Mexico may still be applied come March 4th if the Trump administration deems that Mexico has not advanced enough in its commitment.

The Santa Teresa region's competitive advantage in international trade could be significantly impacted by tariffs on Mexican imports. International trade through the Santa Teresa Port of Entry in 2024 reached \$39.5 billion, a historic high. Imports from Mexico represented the majority of this trade, at 59.4% and equal to \$23.5 billion; exports to Mexico reached \$16 billion. Tariffs would translate into reduced trade with Mexico with a concomitant

downward impact on growth associated with facilitating international trade. The area's logistical advantages in the attraction of new investment projects would also be negatively impacted.

If U.S. tariffs become reality, then a retaliatory reaction from Mexico and Canada is to be expected with tariffs applied on key U.S. exports to each of the two countries. This would only depress trade levels further, especially if the Trump administration responds to this retaliation, as it has indicated, by applying even higher tariffs.

Mexico and Canada would largely bear the damage of a potential trade war. The two countries are much more trade-reliant than is the United States. Trade accounts for 73% of Mexico's GDP and 67% of Canada's; the corresponding share for the U.S. is only 24%. Moreover, the U.S. buys 80% of Mexico's exports. A contraction in Mexico's trade with the U.S. will mean a contraction in its economy.

Santa Teresa's prospects for growth are robust if the necessary infrastructure investment is undertaken, as presented in the previous sections. Any significant drop in international trade plus a recession in Mexico will compromise consistent growth in the region and could potentially lead to the opposite: a downright economic contraction.