



**City Council**

June 22, 2022

# PROJECT TIMELINE

Kick-Off through Plan Completion



PROJECT  
KICK-OFF

JUNE 2021



ANALYSIS



VIRTUAL  
WORKSHOP

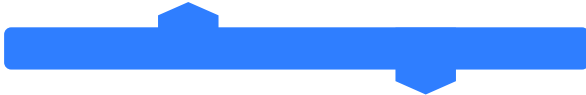
AUGUST 25 - 27



SEPTEMBER  
13 TO 17  
VIRTUAL  
CHARRETTE



DRAFTING  
THE PLAN



JANUARY  
2022  
FIELD  
VERIFICATION

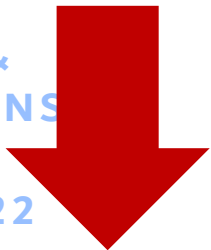


PUBLIC  
COMMENT &  
PLAN REVISIONS

WINTER 21/22

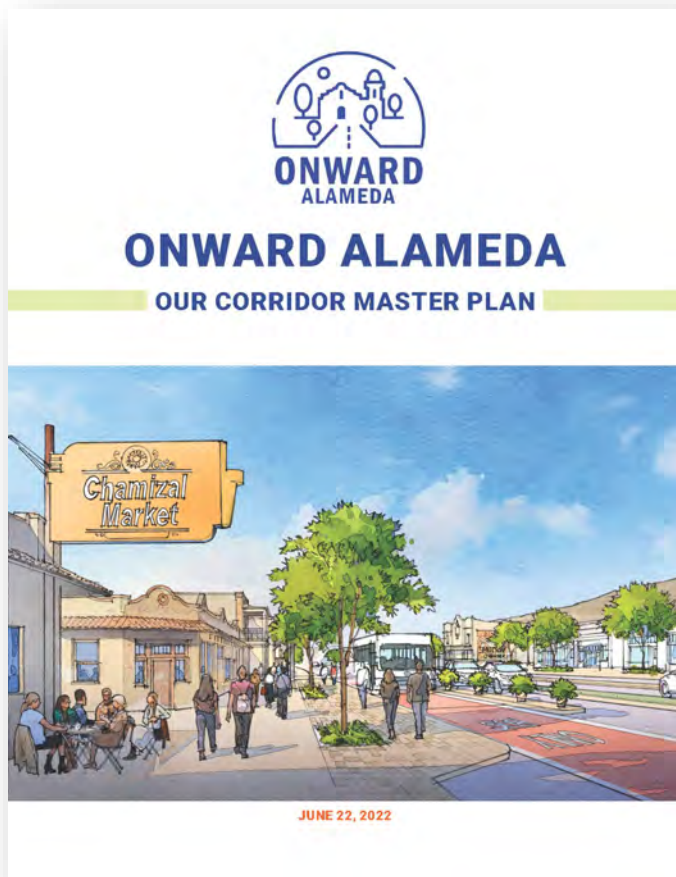


SPRING 2022  
PLAN ADOPTION



# THE CORRIDOR MASTER PLAN:

3



**Establishes a long-term vision** for the future of the Alameda Corridor area and **how it should evolve** in the coming years based on big-picture **ideas from the citizens of El Paso.**

Serves as a tool to **evaluate new development proposals, direct capital improvements,** and **guide public policy** including the zoning code update and future TxDOT designs for Alameda.

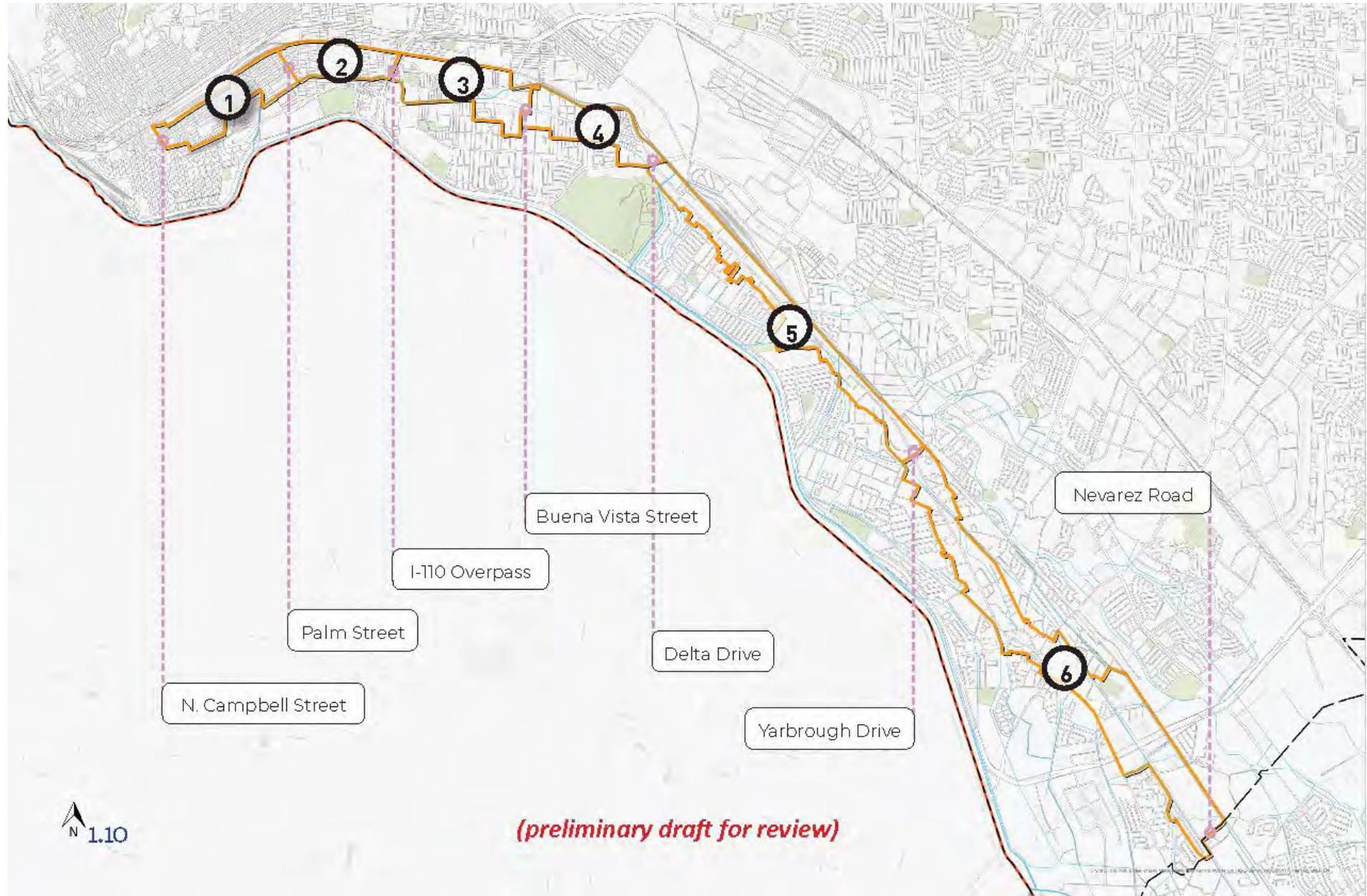
**Complements the city's previous investments** by aligning development regulations, incentives, and future capital improvement projects to further **support TOD.**



# THE ALAMEDA STUDY AREA


4



- ~1/4 mile to either side of Alameda Avenue from Downtown to Socorro
- Focus at Brio Station Locations






# **COMMUNITY PLANNING PROCESS**




[Home](#) [Urban Design](#) [Planning](#) [About Us](#) [Contact Us](#)  



# Onward Alameda

A community based long term strategy for the Alameda SH20 Corridor from downtown to Socorro.




## Onward Alameda

Our Corridor Master Plan.

### Onward Alameda Storymap

The “Onward Alameda” storymap provides an easy-to-read summary of the recommended strategies and action items for the Alameda corridor. This story map is offered as an alternative to the lengthy and detailed planning documents that typically are produced during the planning process. For persons interested in the full document it is provided on this page an available for public comment.

VIEW THE STORY MAP.



### OnwardAlameda.com

Outreach for “Onward Alameda” was greatly impacted by the COVID 19 pandemic. The onwardalameda.com website was developed to serve as a hub for public engagement efforts throughout the planning process to compliment limited opportunities for in person events. Here you can find recordings of public meetings, early drafts and opportunities for public input.

VISIT ONWARDALAMEDA.COM

# STORYMAP

7

Easy-to-ready summary of the recommended strategies and actions for the Alameda corridor



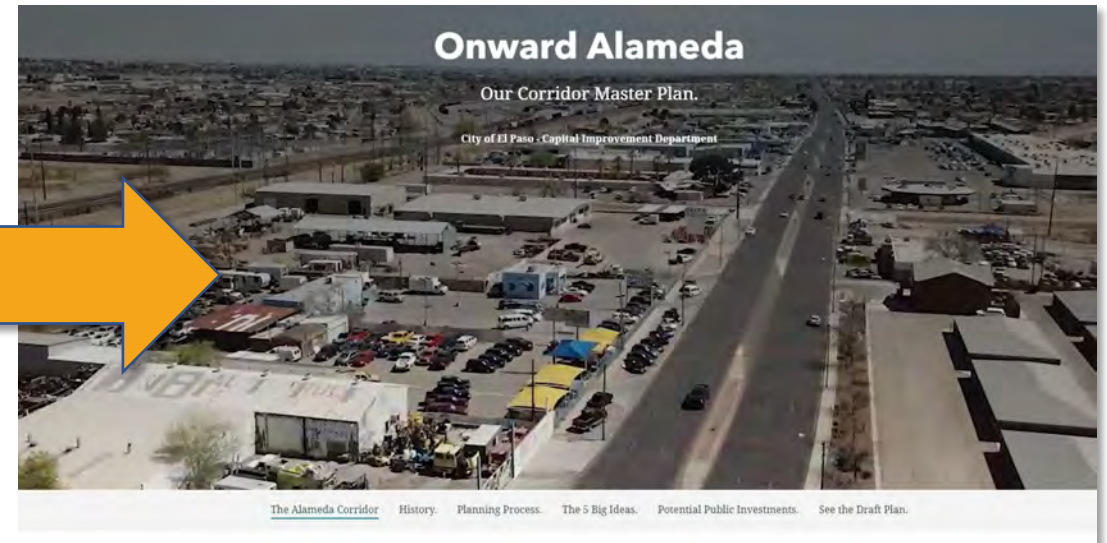
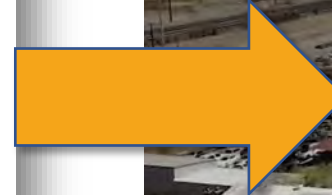
## Onward Alameda

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[VIEW THE STORY MAP.](#)



[www.elev8ep.com/OnwardAlameda](http://www.elev8ep.com/OnwardAlameda)



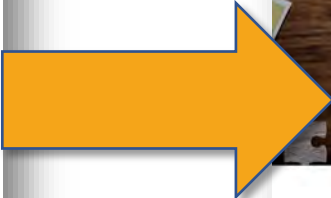
Recordings of Past Events | Previous Documents | Public Input

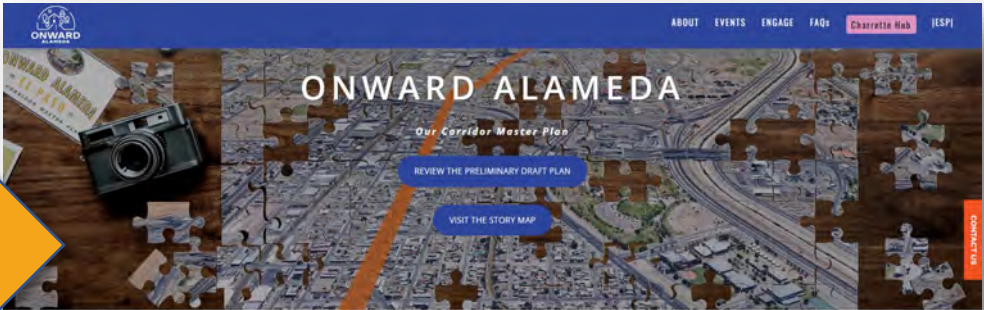


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[VISIT ONWARDALAMEDA.COM](#)





The Preliminary Draft Vision and Plan for the Alameda Corridor is now available for your review and comment. This draft document incorporates the ideas generated throughout the charrette and numerous meetings with community members and stakeholders into a long-term vision for the future of the Alameda Corridor.

[VIEW AND DOWNLOAD THE PRELIMINARY DRAFT PLAN](#)

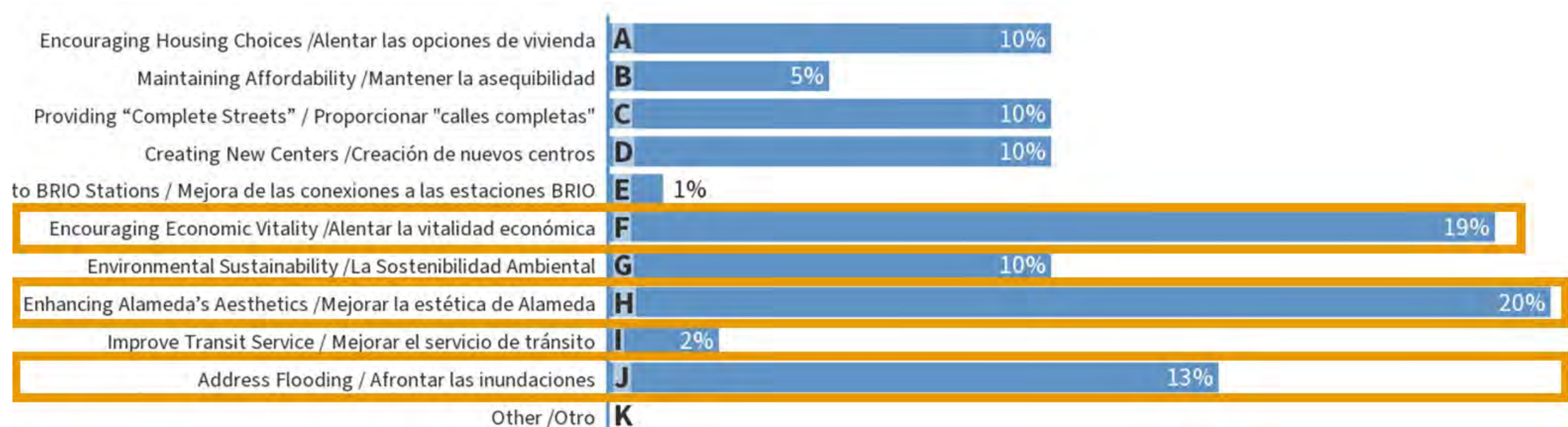
For an interactive tour of the plan's key features, please visit the online Story Map.

# VIRTUAL WORKSHOP

9

August 25<sup>th</sup> – 27<sup>th</sup>, 2021

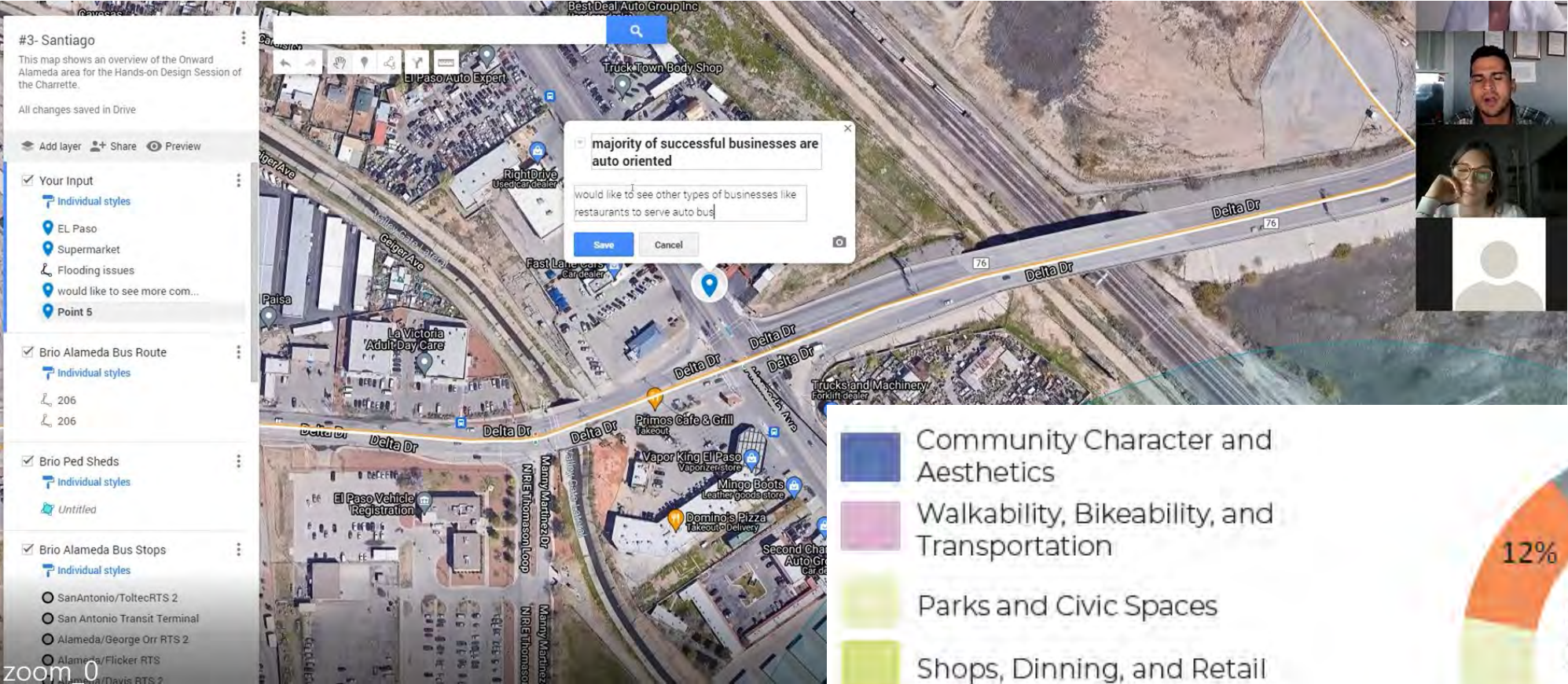
**Which of the following are most important to you for a better Alameda Avenue area? (select top 3 choices)**





# VIRTUAL CHARRETTE

September 13<sup>th</sup> to 17<sup>th</sup>, 2021



## Small Group Discussions



# ONE word that comes to mind about Alameda NOW

11



# ONE word that comes to mind about Alameda IN THE FUTURE <sup>12</sup>



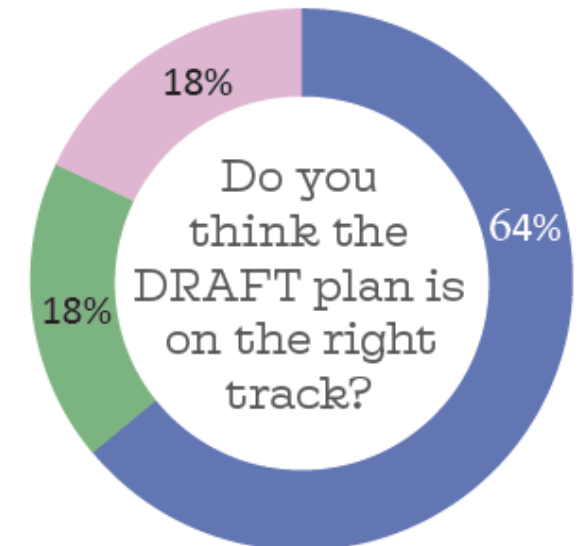
## At the Work-in-Progress Presentation:

Based on what you heard tonight, do you think the DRAFT plan is on the right track?

*82 percent of participants said the plan is, or probably is, on the right track*



Yes  
Probably yes  
Can't tell yet  
No





# SITE VISIT

January 26<sup>th</sup> to 28<sup>th</sup>, 2022

14



## WHO WE SPOKE WITH:

- El Paso City Elected Officials
- City of El Paso Capital Improvement Department (CID)
- Ysleta del Sur Pueblo
- El Paso Independent Automobile Dealers Association
- Texas Department of Transportation
- Medical Center of the Americas
- El Paso Neighborhood Organizations



# COMMUNITY PRESENTATION OF DRAFT PLAN

April 26, 2022

Dover Kohl is presenting

# PARKS

## STRATEGIES FOR ENHANCING PARKS

### PARK IMPROVEMENTS

1

**Invest in Existing Parks**  
General improvements should include trails and walkways, pedestrian-scaled lighting, shade trees along walkways, shade for playgrounds, and green infrastructure such as rain gardens or multi-functional detention ponds.

2

**Create Neighborhood Park Master Plans**  
Specific park master plans should be created with robust community involvement for parks along the corridor. Park Master Plans should be prioritized for the following parks:

- Washington Park
- Riverside Park

3

**Identify Locations for New Parks**  
Identify locations for new parks in areas not currently within a 5-minute walk of a park, as shown in the Park Snapshot diagram. Several possible areas for new parks are proposed in the diagram.

### ACCESS TO PARKS

1

**Establish a "Green Corridor"**  
Utilize the extensive canal network to link parks throughout the corridor with trails and landscaping. Additional information on trails is provided in the following sections.

Dover Kohl

+1 915-\*\*\*-\*\*\*71

Pabola Campos-Lopez

Dave Valero

Marty Avalos

admin epneighborhoods.o...

Sandra Gutierrez

Ivan Lopez

Marcella Attolini

Eduardo Talamantes

Mario Cenicerros

Hilda Villegas

Abraham Monteros

cemelli de aztlan

+1 915-\*\*\*-\*\*\*10

Rudy Rod

Joseluis Lopez

You

# **330+ PEOPLE**

## **SO FAR**

**KICK OFF MEETING, STAKEHOLDER MEETINGS,  
TECHNICAL MEETINGS, OPEN STUDIOS, SITE  
VISIT, ONLINE SURVEYS, EVENTS**



# WHO WE SPOKE WITH

- Neighborhood Residents
- Local Business and Property Owners
- Action for Healthy Kids
- AmeriCorps VISTA
- City of El Paso - Streets & Maintenance
- City of El Paso Capital Improvement Department (CID)
- City of El Paso Elected Officials
- El Paso County Elected Officials
- El Paso County Water Improvement District
- El Paso Fire Department
- El Paso Independent School District
- El Paso Parks and Recreation
- El Paso Police Department
- El Paso Metropolitan Planning Organization
- El Paso Neighborhood Coalition
- Green Hope Project
- Holy Spirit of Hope Catholic Church
- Medical Center of the Americas Foundation
- Mission Valley Civic Association
- Paso del Norte Community Foundation
- San Juan Neighborhood Improvement Association
- Save the Valley 21
- Sun Metro
- Texas Department of Transportation (TxDOT)
- Texas RioGrande Legal Aid (Trla)
- Texas Tech University Health Sciences Center
- The University of Texas at El Paso
- UTHealth Center for Community Health Impact
- Velo Paso Bicycle-Pedestrian Coalition
- Washington – Delta Neighborhood Association

# FIVE BIG IDEAS:

1. Create Complete & Healthy **Neighborhoods** with a Variety of **Housing Choices**
2. Reimagine **Streets** as Great Public Spaces, Enhance **Mobility** & Increase Connectivity
3. Become a Leader in **Green Energy and Sustainability** & Address **Stormwater**
4. Create Capacity and Structure for **Implementing** the plan
5. Build Upon Existing Strengths and **Focus Efforts** on a Few Places

# CH 1 - INTRODUCTION

1. INTRODUCTION
2. A BRIEF HISTORY OF THE CORRIDOR
3. PREVIOUS PLANS & STUDIES
4. CORRIDOR ANALYSIS

## INTRODUCTION

The Onward Alameda Corridor Plan establishes a long-term vision for the future of the Alameda Corridor area and how it should evolve in the coming years based on big-picture ideas from the citizens of El Paso.

### WHAT IS A CORRIDOR MASTER PLAN?

A master plan establishes priorities for public-sector action while at the same time providing direction for complementary private-sector decisions. The plan and its guidelines serve as a tool to evaluate new development proposals, direct capital improvements, and guide public policy in a manner that realizes the vision and reflects community values and needs.

### WHY NOW?

This plan is part of a citywide effort to create transit-oriented developments along the Brio and streetcar routes. Similar planning efforts will occur for downtown and other corridors. Together, these efforts will inform a citywide zoning code update and revisions to the city's economic development incentives.

The city's investments in the streetcar and Brio bus lines provide the transportation infrastructure necessary to support the creation of walkable neighborhoods with a mix of amenities as envisioned in Plan El Paso, the citywide comprehensive plan adopted in 2012. This type of development focused along transit routes is known as transit-oriented development, or TOD.

This corridor master plan complements the city's previous investments by aligning development regulations, incentives, and future capital improvement projects to further support TOD.

### WHAT IS THIS PLAN ABOUT?

INVESTING IN PEOPLE & PLACES  
AND  
UPDATING LAND DEVELOPMENT REGULATIONS &  
FINANCIAL INCENTIVES  
TO  
ENHANCE THE QUALITY OF LIFE OF RESIDENTS  
AND  
ACHIEVE THE CITYWIDE VISION FOR EL PASO AS  
ESTABLISHED IN PLAN EL PASO.

### REVIVING TRANSIT-ORIENTED NEIGHBORHOOD BUILDING

*Successful, mixed-use, and walkable neighborhoods are the best examples of Transit-Oriented Development.*

Transit-Oriented Development allows residents to both accomplish their daily needs and access transit by foot. These areas become destinations themselves rather than mere transfer points, provide added economic value, and help to increase ridership.

Dense, mixed-use, walkable neighborhoods built around transit stations help relieve traffic congestion, reduce parking needs, and improve walkability. Strong neighborhood centers feature residential, retail, office, and civic space, all of which are open at different hours; this kind of diversity in use ensures that the area remains lively and bustling with activity throughout the day and during the weekend.

Many of El Paso's best neighborhoods were originally constructed as transit-oriented developments around streetcar stops. These neighborhoods are poised for revitalization as robust transit service is restored throughout the city. Suburban areas of El Paso should be retrofitted over time as true transit-oriented neighborhoods, learning from El Paso's original TODs. Future infill and neighborhood development around transit stations should be compact, character rich, and with an identifiable center and edge. Amenities should be provided to meet daily needs. Parking should be consolidated and shared.

## THE ALAMEDA CORRIDOR STUDY AREA

Alameda Avenue, Texas Highway 20, is one of the city's oldest highways and serves as an important regional transportation corridor, connecting downtown El Paso to the Mission Valley.

In 2018, Sun Metro's Alameda Brio bus rapid transit system began operation along the corridor with high quality stations spaced further apart along the corridor to provide a faster and more reliable transit connection between the Downtown Transit Center and the Mission Valley Transit Center.

This corridor study area includes the 13-mile stretch of Alameda Avenue within the City of El Paso, from Texas Avenue to the city boundary, as well as 1.5 miles of Texas Avenue from Alameda Avenue to Campbell Street. The focus of the physical planning elements of the study extends approximately one quarter of a mile in either direction from the centerline of Alameda Avenue.

This study area spans a wide range of existing place types, from the highest intensity development found downtown, through stretches of auto-oriented and suburban development, to the semi-rural fringes at the edge of the city.

Location of the Alameda Corridor study area within the City of El Paso.





1. INTRODUCTION

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Onward Alameda

Chapter 1.

A BRIEF HISTORY OF THE CORRIDOR

The City of El Paso was first incorporated in 1873 and consisted of only 2.2 square miles stretching from the Rio Grande to downtown. Over the following decades, the city expanded significantly with early development extending east of downtown generally following Texas Avenue and Alameda Avenue. The transportation system of the early 20<sup>th</sup> Century, the streetcar, largely shaped where and how the city grew. Today's transportation investments similarly impact development patterns, with highways promoting more sprawling forms of development.

THE BROADWAY OF AMERICA AND BANKHEAD HIGHWAY

Alameda Avenue was part of one of the nation's first transcontinental highways, connecting El Paso to other cities across Texas and the United States before the construction of the interstate highway system. In April 1927, Alameda Avenue was designated as U.S. Highway 80, "the Broadway of America," part of a nearly 3,000 mile route connecting the east and west coasts.

This section of roadway was also part of the Bankhead Highway that connected Washington, D.C. San Diego. The Bankhead Highway entered Texas at Texarkana along the current route of Interstate 30 to Fort Worth, where it merged with the Dixie Overland Highway. In El Paso, this highway became Alameda Avenue until its merging point with Texas Avenue and served as one of the principal roads connecting the Pass of the North to points beyond. Before the construction of I-10, Highway 80 served as one of the main roads connecting El Paso to the rest of the country.

1937 Map of U.S. Highways. (Courtesy of the University of Texas Libraries, The University of Texas at Austin)

The Alameda Transit Corridor Revitalization Plan describes Alameda Avenue in the 1930's through the writing of Architect Mabel Welch as "an old street of stores and shops" that provided visitors "a very bad impression of our city from this thoroughfare." Even at that time 80 years ago, the road did not provide the welcoming experience desired by the community.

After the construction of I-10 in the late 1960s, Alameda went from serving as one of the primary entrances to the city to a somewhat forgotten and neglected road with its sidewalks and historic buildings heavily deteriorated. Over the years the road has been widened and became lined with used-car lots and interspersed businesses serving surrounding neighborhoods.

Bankhead Highway

Map of Bankhead Highway. El Paso was the convergence point of the east-west branch routes across Texas. (Copyright Steven Vamer, Americanroads.us)

1.4 (final draft for adoption)

Onward Alameda

Introduction

TRANSIT

Streetcars have been a part of El Paso's history since 1881 and had a great impact on the city's early development. In 1901, the El Paso Electric Railway Company was formed and began laying tracks for electric streetcars. By 1920 the streetcar network extended from downtown to Juarez and Ysleta, serving downtown, Sunset Heights, Kern Place, Segundo Barrio, Highland Park, Morningside Heights, Fort Bliss, Government Hill, Washington Park, Ysleta and Juárez.

Development along Texas Avenue and Alameda Avenue from downtown to Washington Park reflects easy access to the streetcar, taking on a walkable pattern with small blocks and buildings set close to the street. The stretch of Alameda Avenue in Chamizal is an example of the type of transit-oriented development that was built along streetcar lines across the country during this time.

Over the following decades, streetcars were replaced with buses with the last streetcar line ending service in 1974. Streetcar service returned to El Paso in 2018 with a 4.8 mile route through El Paso's uptown and downtown neighborhoods. While a streetcar has yet to return to Alameda, Sun Metro and the City of El Paso have enhanced transit along the corridor through the implementation of the Brio Rapid Transit System (RTS), providing a faster and more effective transportation option using rubber-tire, high capacity vehicles with limited stops. The Brio RTS has the potential to shape development into walkable, mixed-use communities as the earlier streetcar lines did decades ago.

These maps illustrate the city's expansion eastward along Alameda from 1937 (top) to 1947 (bottom). (Courtesy of the University of Texas Libraries, The University of Texas at Austin)

EL PASO ELECTRIC CO.

EL PASO, TEXAS 1914. Streetcar Lines (North American Electric Power and Traction Cos. 1914)

1.5 (final draft for adoption)

# CH 1 - INTRODUCTION

- 1. INTRODUCTION
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### PREVIOUS PLANS & STUDIES

Onward Alameda builds upon the ideas of Plan El Paso and other city and regional plans, studies, and policies.

#### KEY PLANS AND STUDIES

**Alameda Corridor Land Use Plan (2010)**  
The Alameda Corridor Land Use Plan identified a need for revitalization along the corridor. The plan found that current zoning regulations would not address many of the site specific issues found along Alameda Avenue and recommended a zoning overlay be applied to properties along the road. The recommended overlay would enforce design standards for new development to create a more cohesive look and feel through the use of guidelines and design standards. The recommended guidelines would encourage the integration of multiple land uses, create a pedestrian oriented corridor, and promote the use of high-quality architecture.

**Mission Trail Comprehensive Plan (2019)**  
Focusing on the Mission Valley Historic Trail area, this comprehensive plan explored ways that the three different communities could protect and enhance their character and quality of life for their residents. The plan also provides a framework to preserve a portion of the historic heritage found in El Paso.

The plan focuses on the following five big ideas as key recommendations: create complete centers around each mission and chapel, protect and enhance historic assets and agricultural landscapes, add destinations and events, add trails and improve streets to connect to Mission Valley, and expand the economic base as well as identify funding sources.

#### PARTIAL LIST OF IMPORTANT PREVIOUS PLANS AND STUDIES

- Land Use Plans & Growth Policies**
  - Mission Trail Comprehensive Plan (2019)
  - East Side Growth Management Plan (2019)
  - Plan El Paso (2012)
  - Alameda Corridor Land Use Plan (2010)
  - Alameda Avenue Multi-Use District (1997)
  - Alameda Street Zoning & Land Use (1965)
- Mobility Plans & Studies**
  - SH 20 (Alameda Avenue) Corridor Study (Ongoing)
  - Paso del Norte Trail Master Plan (2018)
- Housing**
  - El Paso Regional Housing Plan (2019)
- Other**
  - El Paso Street Design Manual (2021 Draft)
  - Medical Center of the Americas Master Plan Update (2018)

#### TxDOT SH 20 Corridor Study (Ongoing)

TxDOT El Paso District is conducting a corridor study of State Highway (SH) 20 (Texas/Alameda/Main) from Mesa Street in El Paso to Shafter Road in the Town of Tornillo. The purpose of the study is to analyze and evaluate the current and future transportation needs for the SH 20 corridor, gather feedback from stakeholders and the public, and develop a corridor plan for SH 20 that focuses on the road itself.



The Onward Alameda Corridor Master Plan builds upon previous planning efforts and ongoing projects along the length of the corridor.

#### Medical Center of the Americas Master Plan (2018)

The first Medical Center of Americas (MCA) Campus Master Plan was incorporated into the city's Comprehensive Plan in 2008 and covered an area of 140 acres. This plan was expanded to 440 acres in 2011. The 2018 plan addresses changes that have occurred since 2011. The plan intends to create a framework that assists in coordinating the anchor's distinct development goals while respecting the needs of the nearby community and adjacent neighborhoods. The plan will help to guide effective campus development over the next decade.

#### El Paso Regional Housing Plan (2019)

The El Paso Regional Housing Plan focuses on solutions to the housing crisis in El Paso. The plan recommends a range of strategies including dedicating public resources towards housing through a Housing Trust Fund and the Public Land Sale Policy, financing housing projects, as well as finding more land to develop into housing. The plan recommends redesigning housing programs such as the Low Income Housing Tax Credit, implementing efficient down payment assistance and home repair loans, and providing financial counseling and housing renovation programs. The plan goes on to address the revision of incentives including the Joint Tax Abatement, Home Repair Tax Abatement, and the Development Approval Process, amongst others. Finally, the plan suggests to conduct planning in small and joint housing areas.

#### Plan El Paso (2012)

The Comprehensive Plan is an overarching policy document that directs the City of El Paso in its implementation of consensus-based goals created through an extensive public process. The goals, objectives, and strategies of the plan involve all aspects of City administration and community life: land use, urban design, historic preservation, economic development, housing, transportation, health, sustainability, infrastructure, public facilities and services, international coordination, and Fort Bliss Army Base relations.

The plan's Future Land Use Map envisions future compact neighborhoods located at rapid transit system stops along key corridors, including Alameda Avenue. An excerpt from the Future Land Use Map (shown below) highlights the areas along Alameda recommended as Compact Urban Areas.



Excerpt from the Plan El Paso Future Land Use Map highlighting Compact Urban Areas



# CH 1 - INTRODUCTION

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## Onward Alameda Chapter 1

### N. CAMPBELL STREET TO PALM STREET (TEXAS AVE) SEGMENT 1 SNAPSHOT

Segment 1 consists of Texas Avenue from downtown to its intersection with Alameda Avenue. As the City of El Paso grew from downtown, it stretched along Texas Avenue in this direction and the block and street pattern extends the finer-grain network of the downtown.

The uses are diverse and mixed throughout the segment and within each block, including commercial, industrial, and residential. Several civic and municipal buildings are located in this area including City Hall.

Many of the buildings are older structures with unique designs. This area and its historic architecture is beginning to attract new investment with several examples of adaptive reuse, such as the Epic Railyard Center.

Texas Avenue itself is a two-way street with two travel lanes and on-street parking. Sidewalks are relatively wide.

#### LEGEND



Segment 1 Overview

## Onward Alameda Introduction



Building on Texas Avenue being repurposed into Class A office space.



This Firestone building will be repurposed to function as an entertainment space.



The Epic Railyard is an excellent example of adaptive reuse and a model for other projects throughout the city.



Texas Avenue has a wide curb to curb dimension that includes two wide travel lanes and on-street parking. There is an opportunity to repurpose some of the pavement to better support new development with wider sidewalks and street trees.



There are two Brio stations along Texas Avenue. While the sidewalks in this segment are the widest found within the study area, they become constrained at Brio station locations. Wider sidewalks can accommodate more pedestrians and sidewalk activity, as well as street trees and landscaping.



Rear alleys are common throughout this area and provide an opportunity for more utilization to allow enhancements to the streetscape and pedestrian environment along Texas Avenue.



Buildings typically have an urban form where their use is residential, commercial or industrial. Facades are located at or close to the sidewalk.



The Magoffin Home State Historic Site is located within this segment. The surrounding blocks contain a range of older buildings with a variety of architectural styles.



Texas Avenue begins as part of downtown and is the logical extension of downtown's expansion.



1. PUBLIC ENGAGEMENT SUMMARY
2. PLANNING PROCESS
3. THE 5 BIG IDEAS

Onward Alameda

Chapter 2

JUN 2021

Kickoff Meeting

JUNE - AUG

Analysis

AUG 25-27

Virtual Workshop

Virtual Public Orientation

SEPT 13

Kick Off & Hands-on Design Session

SEPT 14 - SEPT 16

Open Design Studio

Stakeholder Meetings

SEPT 17

Work-in-Progress Presentation

JAN 2022

Site Tour

APRIL 2022

Community Presentation of the Draft Plan

Public process schedule:

**PUBLIC ENGAGEMENT SUMMARY**

Due to COVID-19, the Onward Alameda community engagement process was conducted primarily through a virtual process supplemented with in-person options.

The Onward Alameda plan was created with City of El Paso staff, the consultant team lead by Dover, Kohl & Partners and including Street Plans Collaborative, Gallinar Planning & Development, CEA Group, and Zannetta Illustration, along with the crucial input of the El Paso community.

The planning process began in June 2021 with a project kick-off meeting between city staff and the consultant team. The team followed up that meeting with a 3-day virtual workshop in late August 2021, where they met with city departments, elected officials, city staff, local stakeholders, and community groups. A Virtual Public Orientation was held on August 26<sup>th</sup> to introduce the design process, outline expectations for the project, explore trends in the area, and introduce examples of similar processes that have had positive results. The Virtual Workshop allowed the project team to develop a better understand of the corridor and to begin to assess the key challenges and opportunities. The Virtual Public Design Charrette took place from September 13<sup>th</sup> through September 17<sup>th</sup>.

A post-charrette site visit was conducted in January 2022 to further refine plan ideas, meet with officials, and coordinate efforts with other planning initiatives throughout the city.



Onward Alameda

Process

**VIRTUAL CHARRETTE HUB WEBSITE**

[www.onwardalameda.com](http://www.onwardalameda.com)

The Onward Alameda project website allows for community members to participate in the planning process at their convenience and from the comfort of home. The website provides project updates, information about past and upcoming meetings, recordings of presentations, and multiple opportunities for community members to stay involved in the planning process. The engagement section of the website includes surveys, quick polls, and a citizen mapping tool. All online communications and surveys were available in both English and Spanish.

330

Virtual + In-Person Attendees

4,980+

Website Visits

5,092+

Trackable Media Impressions

553

Film Views

5


Films

10,955+ TOTAL

"Involved" as of 05/24/2024



Mobile device view



A View of the Project Website: [www.onwardalameda.com](http://www.onwardalameda.com)

2.2

(final draft for adoption)

2.3

(final draft for adoption)

1. PUBLIC ENGAGEMENT SUMMARY
2. PLANNING PROCESS
3. THE 5 BIG IDEAS

Onward Alameda

Chapter 2

THE PLANNING PROCESS

VIRTUAL WORKSHOP AND CHARRETTE

VIRTUAL WORKSHOP

The project team held a virtual workshop August 25 to 27, 2021 to develop a better understanding of the corridor. The workshop began with city staff taking the planning team on a virtual tour of the site via Google Earth to point out key challenges and opportunities. The planning team met with the city's cross functional teams (CFTs), civic and city staff, neighborhood organizations, and city and county elected officials. On August 26<sup>th</sup>, the planning team held a Virtual Public Orientation to introduce the project, the design process, and the upcoming charrette. The planning team also introduced examples of similar projects from around the country to build interest in the planning process. Over 80 people attended the public orientation.

VIRTUAL PUBLIC DESIGN CHARRETTE

From Monday September 13 to 17, 2021, the Dover-Kohl team hosted a Virtual Design Charrette to engage the El Paso community along the Alameda corridor. During the week, the team presented initial findings, gathered feedback, and worked on potential design and policy solutions for the Alameda corridor. The goal during this time was to identify key priorities and to build consensus of a vision and direction for the future of Alameda Avenue. The charrette was held through a hybrid format to accommodate full public participation while maintaining necessary social distancing and other precautions due to the COVID-19 pandemic. Meetings and surveys were available virtually through Zoom and the project website while key events also had in-person locations to participate.

Are there any car trips you wish you could replace with walking, biking, or transit?

82% yes

18% no

What is your main interest in Onward Alameda?

57% I live along or near Alameda Avenue

22% I own a business or property there

11% Other

SAMPLE OF COMMUNITY RESPONSES FROM THE ONLINE CHARRETTE HUB SURVEYS:

Do people have what they need in the area? What are the needs of the people in the area?

I would like to see Alameda with more green spaces, protected bike lanes, and sidewalks that don't merge with parking lots.

A combination of mixed use and pure residential would be best.

Civic buildings should reflect the history and culture of the neighborhoods they go through.

Pedestrian and bike facilities with mature trees to provide continuous shade.

There are too many cars.

I would be nice to have more pedestrian friendly areas on Alameda.

2.8

(final draft for adoption)

Onward Alameda

Process

KICK-OFF PRESENTATION

The charrette began with a kick-off presentation held online via Zoom with an in-person viewing location at the Chamizal Recreation Center. The presentation was introduced by Joaquin Rodriguez, project manager with the City of El Paso. During this event, the Dover-Kohl team presented initial findings based on the existing conditions of the corridor. Project Manager, Rob Platkowski, discussed the corridor plan and charrette process, and the importance of involving the public. Rob then introduced best practices and key concepts of urban design as a "food for thought" presentation. Carlos Gallinar of Gallinar Planning & Development, Tony Garcia of Street Plans Collaborative, and Alan Herrera of CEA Group then presented on housing and health, mobility, and storm water infrastructure, respectively.

Presenting groups Big Ideas

Participants both online and in-person were asked polling questions to get a better understanding of who was represented and what their priorities may be.

HANDS-ON DESIGN SESSION & SMALL GROUP DISCUSSIONS

Following the Kick-Off Presentation, participants were placed into breakout rooms with a facilitator to have conversations on what the future of Alameda Avenue should be. Participants were encouraged to share their ideas which were then located on a map to help spatially explain them. The facilitator also filled out a survey about the group's "Big 3 Ideas" to summarize the group's discussion and prioritize specific needs. At the end of the small group discussion, a representative from each group presented their big ideas back to the larger assembly. Each of the group's big ideas were sorted into one of eight categories to help quickly understand what was most important to participants. As groups presented, potential subjects for consensus and key focus areas along the corridor emerged.

Small Group Session - Mapping Ideas

CATEGORIES OF BIG IDEAS FROM THE SMALL GROUP DISCUSSION:

This chart summarizes the themes that emerged from the small group discussions. A wide range of goals were expressed, with walkability, bikesability, and transportation as the most prominent topics of concern.

Community Character and Aesthetics

Walkability, Bikesability, and Transportation

Parks and Civic Spaces

Shops, Dining, and Retail

Employment and Workplaces

Additional Housing and Housing Types

Stormwater and Infrastructure

24%

18%

18%

12%

5%

5%

2.9

(final draft for adoption)



# CH 2 – PLANNING PROCESS

25

1. PUBLIC ENGAGEMENT SUMMARY
2. THE PLANNING PROCESS
3. THE 5 BIG IDEAS

| <div>Onward Alameda<br/>Chapter 2</div> <h2>THE FIVE BIG IDEAS:</h2> |
|----------------------------------------------------------------------|
|----------------------------------------------------------------------|



## Create Complete & Healthy Neighborhoods with a Variety of Housing Choices

1. THE NEIGHBORHOOD & URBAN DESIGN
2. HOUSING
3. AFFORDABILITY
4. HEALTH

### Goals

1. **Increase Housing Options** Along the Corridor
2. **Maintain Housing Affordability** Along the Corridor
3. Focus on Creating a **Healthy Community**
4. Create Street-Oriented Architecture
5. Develop More Trails and Parks Within the Study Area

## Strategies

### ZONING

1. Focus TOD Creation at Select Station Areas, Initially
2. Adopt TOD-Supportive Zoning for Walkable, Mixed-Use Urbanism
3. Create Station Area Plans
4. Eliminate Minimum Parking Requirements

### FUNDING

1. Utilize TIRZ Funds to Construct Public Infrastructure and Open Space





## Strategies

### ZONING

1. Focus TOD Creation at Select Station Areas, Initially
2. Adopt TOD-Supportive Zoning for Walkable, Mixed-Use Urbanism
3. Create Station Area Plans
4. Eliminate Minimum Parking Requirements

### FUNDING

1. Utilize TIRZ Funds to Construct Public Infrastructure and Open Space





## Strategies

### ZONING

1. Zoning Code Audit
2. Missing Middle Housing
3. Pre-Approve Building Plans for Missing Middle Housing
4. Promote Accessory Dwelling Units (ADU)
5. Reduce the Minimum Unit Size
6. Eliminate Minimum Lot Sizes
7. Update Zoning for Walkable, Mixed-Use Urbanism

### PROJECT APPROVALS

1. Streamline Development Approvals and Entitlement Process



## Strategies

### ZONING

1. Zoning Code Audit
2. **Missing Middle Housing**
3. Pre-Approve Building Plans for Missing Middle Housing
4. **Promote Accessory Dwelling Units (ADU)**
5. **Reduce the Minimum Unit Size**
6. **Eliminate Minimum Lot Sizes**
7. Update Zoning for Walkable, Mixed-Use Urbanism

### PROJECT APPROVALS

1. **Streamline Development Approvals and Entitlement Process**





## Strategies

### ZONING

1. Zoning Code Audit
2. Reduce Parking Requirements

### BUILDING CODE

1. Consider Incorporating Special Building Code Standards for Historic Buildings

### FUNDING

1. Utilize TIRZ Funds to Incentivize the Adaptive Use of Historic Buildings
2. Explore Tax Incentives for Historic Buildings





## Strategies

### ZONING

1. Zoning Code Audit
2. Reduce Parking Requirements

### BUILDING CODE

1. Consider Incorporating **Special Building Code Standards for Historic Buildings**

### FUNDING

1. **Utilize TIRZ Funds** to Incentivize the Adaptive Use of Historic Buildings
2. Explore Tax Incentives for Historic Buildings



Strategies

- 1. Financing and Funding
- 2. Impact Fees
- 3. Leverage Publicly-owned Land
- 4. Partnerships
- 5. Tenant Support and Assistance
- 6. Community Land Trusts

Onward Alameda

Chapter 3

# AFFORDABILITY

**SNAPSHOT:**  
*As the Alameda corridor attracts new investment, business, and residents, it is important to plan ahead to maintain housing and retail affordability and to ensure that current residents can remain and benefit from the city's investments.*

## AFFORDABILITY ALONG ALAMEDA

The roughly 40,000 households living along the Alameda Avenue corridor spent only 12.3 percent of their income on a mortgage and 15.1 percent of income on rents according to the US Census<sup>1</sup>. They were living affordably if we define affordable housing as housing that requires less than 30 percent of household income. Housing cost prices were inexpensive, median home values were \$97,133, compared to \$128,900 for all of El Paso, and \$247,084 in the country. Alameda Avenue had been skipped over by the real estate booms and busts of 2000 to 2006 and 2015 to 2021 when so many people lost their homes. The median household income was \$37,509 in the area in 2020, compared to \$62,203 for all U.S. households. Over a hundred thousand people are living reasonable lives when it comes to housing costs.

## NATIONAL AFFORDABILITY CRISIS

The relatively affordable housing located along the corridor stands in sharp contrast to headlines from around the country describing a housing crisis. While prices have remained stable over the past decade along Alameda, it should not be taken for granted.

## REVITALIZATION AND AFFORDABILITY

The housing section of this chapter outlines a series of strategies and reforms to increase housing production along the corridor and especially around Brio station locations. The TOD and Infill toolkits provide ways to increase density and create a wide range of housing types corresponding to a wide range of prices. However, additional housing production of smaller units by itself is not enough to ensure stable housing for all. Maintaining and growing a city's supply of affordable housing requires a comprehensive approach across multiple scales and multiple jurisdictions. It will take the

action, skills, and resources of both the public and private sector working in coordination to begin to arrive at a point where affordable housing is available and accessible to all.

Strategies to increase investment along the corridor must be paired with strategies to prevent displacement. This requires an increase in the overall housing supply, support and stability for homeowners and renters, and public sector funding. None of these three sets of strategies will be able to create the needed availability and accessibility of housing on its own and an emphasis on one while neglecting the others can exacerbate problems that it intended to solve.

These strategies must work within the framework of Texas state law. The State of Texas prohibits Rent Control, Mandatory Inclusionary Zoning Ordinances, mandatory affordability requirements as negotiated through a Community Benefits Agreement (CBA), affordable units in exchange for a zoning changes, and even fees on new development used to fund affordable housing<sup>2</sup>.

MEDIAN HOUSEHOLD INCOME

2020

ALAMEDA CORRIDOR: \$37,509

COUNTRY: \$62,203

MEDIAN HOME VALUES

2020

ALAMEDA CORRIDOR: \$97,133

CITY OF EL PASO: \$128,900

COUNTRY: \$247,084

Onward Alameda

Big Idea 1

# AFFORDABLE HOUSING STRATEGIES FOR THE ALAMEDA CORRIDOR

In the affordable housing market there are two types of units, those that are permanently affordable and those that are temporarily affordable, typically for a certain defined period of time. The strategies in this section are recommended for the protection and creation of permanently affordable housing across the entire corridor.

## FINANCING AND FUNDING

The strategies and recommendations in this plan to promote increased housing construction and the inclusion of "missing middle" housing can help stabilize housing costs. However, just increasing supply is not enough to ensure housing is attainable for all residents. Financial assistance of various kinds are also needed to create housing affordable for lower-income residents, and increasingly, middle-income. The following tools can help the city create mixed-income TODs.

1

**Low Income Housing Tax Credits (LIHTC)**  
Promote the use of Federal LIHTC for development along the corridor and provide assistance to developers to navigate the process.

2

**New Markets Tax Credits (NMTC)**  
Low-income communities often experience a lack of investment. This causes vacant commercial properties and abandoned homes. The NMTC Program attracts private capital into low-income communities by permitting individual and corporate investors to receive a tax credit against their federal income tax in exchange for making equity investments in specialized financial intermediaries called Community Development Entities (CDEs). The recipients of the tax credits can then sell the tax credits to investors which generates a cash subsidy. The NMTC Program in a way provides cash grant funding for real estate projects, businesses and non-profits that make investments in distressed areas.

3

**Utilize TIRZ TIF Funds to Incentivize Affordable Housing**  
Make TIF funding available to construct affordable housing projects.

4

**Utilize TIRZ TIF Funds to Construct Public Infrastructure and Open Space**  
Subsidize the construction of public infrastructure such as public streets and utilities, as well as the creation of open spaces including parks and plazas that meet plan goals.

1

**Explore Options to Minimize Impact Fees**  
Explore options to reduce or eliminate impact fees in accordance with state law, especially for projects that include affordable housing. This can take many forms, from decreasing the fees for all units in the project to eliminating the fees for the affordable units.

## IMPACT FEES

Impact fees are assessed on new developments to fund improvements such as parks, schools, and transportation infrastructure with the rationale that additional residents will add a burden to existing facilities. However, these fees are ultimately passed on in higher housing costs while the new residents will also be paying taxes (like existing residents or those moving into older homes and who do not pay impact fees) that are also applied to public facilities. However, the need for affordable housing is just as important as the need for the public facilities and infrastructure and impact fees tend to affect the affordability of new construction.

3.34

(preliminary draft for review)

3.35

(preliminary draft for review)

1

U.S. Census Bureau, Census 2020 Summary File 1 and Census 2020 Summary File 4. Retrieved from: <https://census.gov>

2

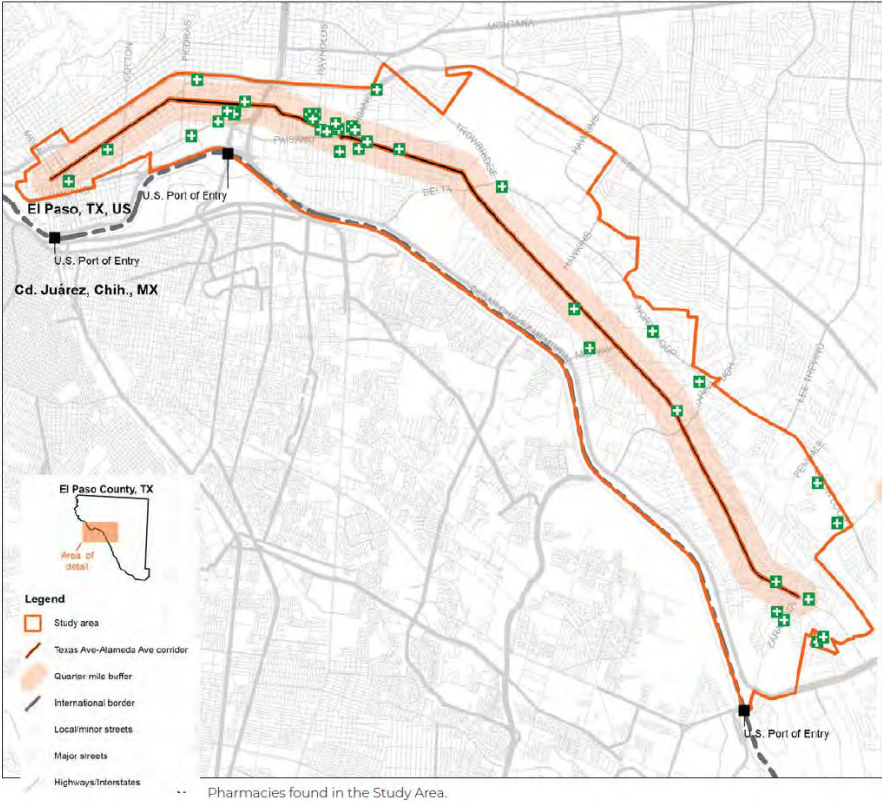
Clifton, Jo. (December 1, 2020). "Homespace tries again for inclusionary zoning." Austin Monitor. Retrieved from: <https://www.austmon.com/stories/2020/12/homespace-tries-again-for-inclusionary-zoning/>



ACCESS TO HEALTHY FOOD OPTIONS & HEALTH CARE

MEDICAL FACILITIES

Access to healthcare is one of the most vital quality of life amenities. In reviewing the locations of clinics and hospitals along the corridor, there are many healthcare facilities of various types and sizes. Directly on Alameda Avenue is the Medical Center of the Americas (MCA), the region’s hospital district. The MCA includes the county general hospital, the Texas Tech Medical School, and other auxiliary uses. Also on Alameda are several community-based clinics. Project Vida and San Vicente health clinics offer locations along the corridor as well.

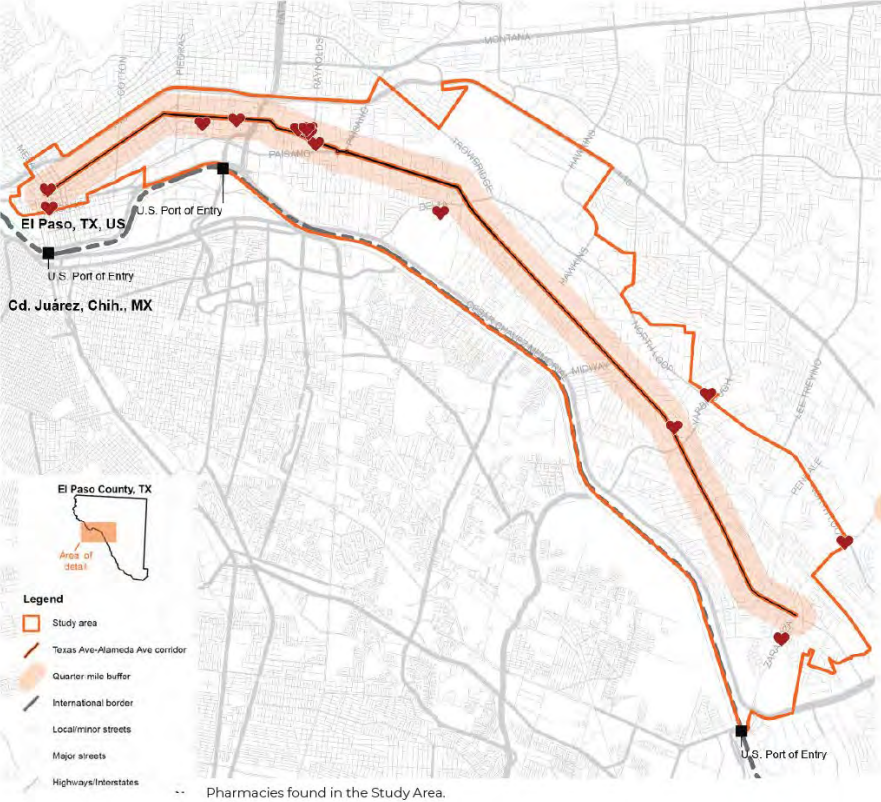


Supermarkets and pharmacies are important elements that can contribute to residents’ healthy lifestyles. There are areas in the Alameda corridor lacking such important amenities.

PHARMACIES

There are more pharmacies than grocery stores, with a total of 15, along the corridor. Six of these are clustered in the MCA area. While it may seem that this is a high number, between Delta Drive and Loop 375, a stretch of 10 miles, there are only three drug stores. Pharmacies provide access to prescription drugs and other medical-related supplies vital for health and wellbeing.

FORTY PERCENT OF ALL PHARMACIES ALONG ALAMEDA ARE CLUSTERED AROUND THE MCA AREA





## Reimagine **Streets** as Great Public Spaces, Enhance **Mobility** & Increase Connectivity

1. INTRODUCTION
2. MOBILITY ANALYSIS AND EXISTING CONDITIONS
3. MOBILITY TOOLKITS
4. TRANSFORMING THE CORRIDOR

### Goals

1. Reduce Vehicle Miles Traveled (VMT)
2. **Improve Transit Access and Service**
3. Improve Pedestrian and Bicycle Safety
4. **Expand Pedestrian and Bike Network**
5. Incorporate the Quick-Build Methodology into Project Delivery

TOOLKIT: PEDESTRIAN ENHANCEMENTS

EXPANDED AND CONTINUOUS SIDEWALKS

Well-designed sidewalks enhance connectivity and promote walking. They serve as public spaces that activate streets both socially and economically, especially in retail and commercial areas such as Downtown El Paso, Texas Avenue, and many other sections of Alameda. Prioritizing safe, accessible, and well maintained sidewalks over vehicular infrastructure increases livability and land value. Where challenging urban conditions and pedestrian volumes create congested sidewalks, cities are encouraged to pursue temporary means to ease overflow from the sidewalk onto roadways. Interim elements, such as smaller lane widths, repurposed parking lanes and travel lane reallocations provide a temporary solutions until municipalities are able to permanently widen the walkways.

BEST PRACTICES FOR SIDEWALK DESIGN

- 1

**Continuous Sidewalks**

At a minimum, the entire length of Alameda and Texas Avenues should have ample sidewalks that are uninterrupted by curb cuts and safely maintained free of debris.
- 2

**Shade**

The lack of shade is a major inhibitor to walking. There are many species of trees that are low impact and also provide ample shade for people walking. Sidewalks should have regularly spaced trees.
- 3

**Stormwater**

Wide sidewalks are also an opportunity to introduce low-impact stormwater infrastructure. Using natural ecological elements, like this example from the UTEP campus, are a great way to address stormwater while enhancing the public realm.
- 4

**Sidewalk Expansions**

The work to create wider, continuous sidewalks should start with the use of the quick build process, as outlined on the following page. Reallocating space for pedestrians can start with paint, planters and delineators!



TOOLKIT: PEDESTRIAN ENHANCEMENTS

CURB EXTENSIONS

Curb extensions (also called bulb-outs) expand the sidewalk into the parking lane to increase pedestrian and cyclist safety by narrowing the roadway at specific locations; they can be placed at corners or midblock locations. Curb extensions increase pedestrian visibility at crossings, slow turning vehicles at intersections, and reduce pedestrian crossing distance. The reclaimed space can also be used for stormwater infrastructure, plantings, street furniture, benches, or street trees.

BEST PRACTICES FOR CURB EXTENSION DESIGN

- 1

**MIDBLOCK**

"Pinchpoints" may be applied at midblock locations to slow traffic speeds and add public space.
- 2

**GATEWAYS**

Gateways curb extensions are a great solution for pedestrian crossings along retail districts, directly adjacent to schools, at intersections with demonstrated pedestrian safety issues, on wide streets, or in areas of high foot traffic. They can be made with temporary materials and art at first, while longer term capital projects are planned.
- 3

**BUS BULBS**

When curb extensions are introduced where there are bus stops and the sidewalk is narrow, they are called bus bulbs. This treatment aligns the bus stop with the parking lane, allowing buses to stop and board passengers without leaving the travel lane. Bus bulbs reduce travel times by eliminating unnecessary merging in and out of vehicular traffic and therefore increasing transit reliability.



TOOLKIT: PEDESTRIAN ENHANCEMENTS

CROSSWALKS

Crosswalks should be designed to offer as much comfort and protection to pedestrians as possible, and be closely spaced at regular intervals. Where signalized or stop-controlled pedestrian crossings are not required, but there is an existing demand, pedestrian refuge islands, or raised crosswalks can be applied. In order to prioritize locations with the greatest need for pedestrian improvements, it is recommended that the City of El Paso develop a map of existing sidewalks and pedestrian crossings. This network map should be reviewed alongside the bicycle, transit, and vehicular networks to inform future investments.

BEST PRACTICES FOR CROSSWALKS

- 1

**CONVENTIONAL CROSSWALKS**

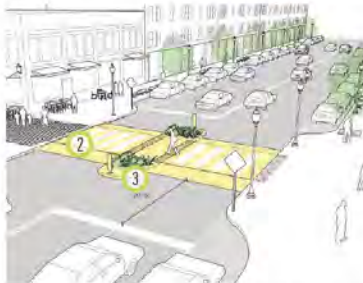
Locate pedestrian crossings every 200'-300' or per projected pedestrian desire paths (naturally occurring paths). Balance their placement according to block length, street width, building entrances, and traffic signals. All legs of signalized intersections must have marked crosswalks.
- 2

**MIDBLOCK CROSSWALKS**

Install midblock crosswalks along key pedestrian desire paths where block lengths are long, or where there are important destinations. Frequent applications include midblock transit stops, schools, parks, plazas, building entrances, and midblock passageways.
- 3

**PEDESTRIAN REFUGE ISLAND**

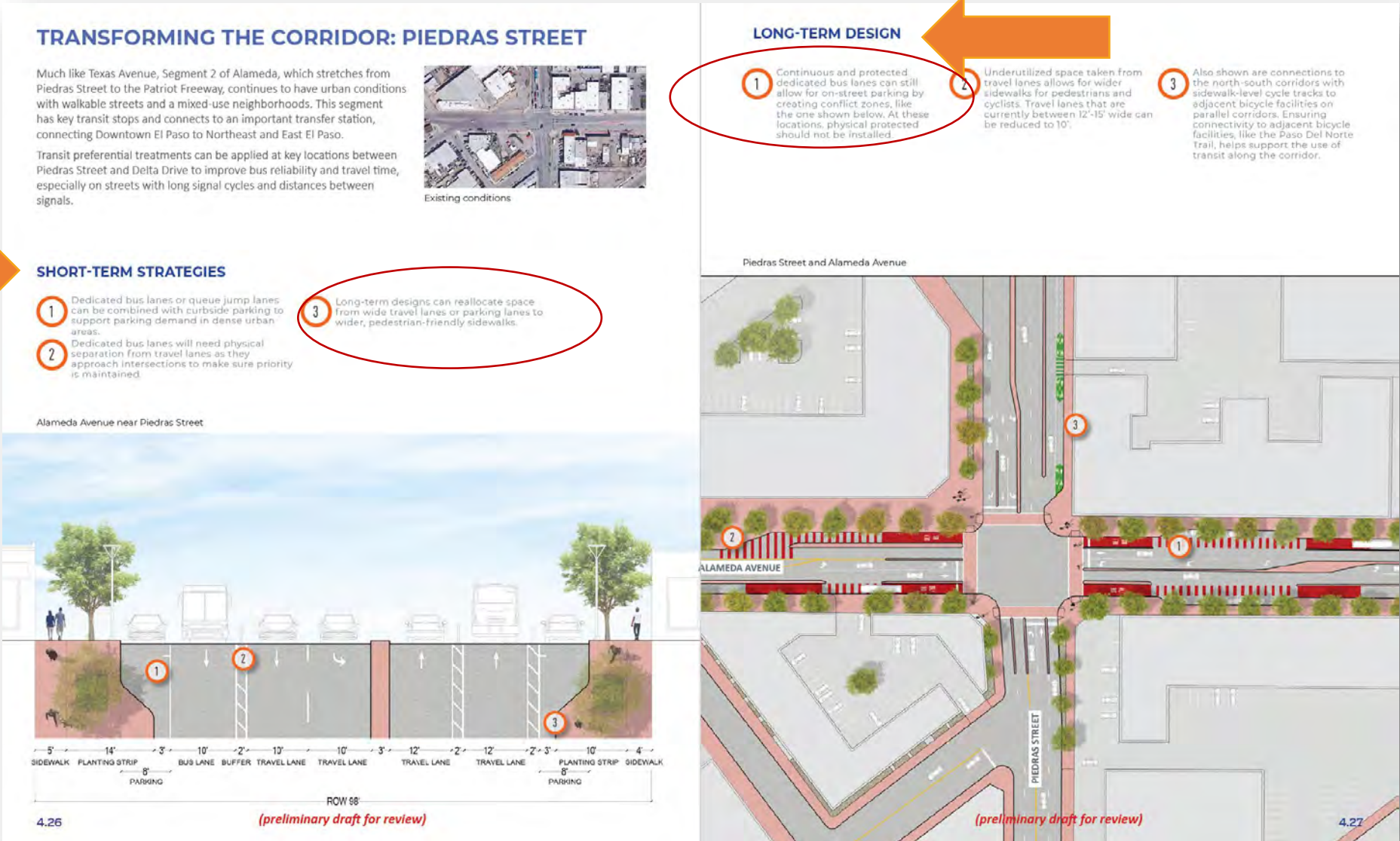
This treatment reduces the exposure time experienced by a pedestrian in the intersection. A pedestrian safety island can be applied at locations where the number of travel lanes and vehicles speeds make crossings prohibitive. Safety islands should include curbs, bollards, or other features to protect people waiting.



NACTO Urban Street Design Standards

NACTO Urban Street Design Guide







# A VISION FOR ALAMEDA AVENUE

38





# A VISION FOR ALAMEDA AVENUE

39





# A VISION FOR ALAMEDA AVENUE

40





## Become a Leader in Green Energy and Sustainability & Address Stormwater

1. PARKS & TRAILS
2. SUSTAINABILITY
3. STORMWATER

### Goals

1. Enhance Parks
2. Expand the Trail Network and Promote Trail-Oriented Development
3. Integrate Sustainable Design in Standard Practice
4. Become a National Leader in Renewable Energy
5. Address Stormwater Flooding Along the Corridor



## PARK IMPROVEMENTS

- 1 **Invest in Existing Parks**  
General improvements should include trails and walkways, pedestrian-scaled lighting, shade trees along walkways, shade for playgrounds, and green infrastructure such as rain gardens or multi-functional detention ponds.
- 2 **Create Neighborhood Park Master Plans**  
Specific park master plans should be created with robust community involvement for parks along the corridor. Park Master Plans should be prioritized for the following parks:
  - Washington Park
  - Riverside Park
- 3 **Identify Locations for New Parks**  
Identify locations for new parks in areas not currently within a 5-minute walk of a park, as shown in the Park Snapshot diagram. Several possible areas for new parks are proposed in the diagram.

## ACCESS TO PARKS

- 1 **Establish a “Green Corridor”**  
Utilize the extensive canal network to link parks throughout the corridor with trails and landscaping. Additional information on trails is provided in the following sections.





# TRAIL-ORIENTED DEVELOPMENT

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## GREEN INFRASTRUCTURE RECOMMENDATIONS

The stormwater management and green infrastructure strategies described in this section can be applied throughout the corridor. Implementation will require more detailed engineering analysis. However, this diagram provides recommended locations as a starting point for various treatments.

### EFFECTIVENESS OF DIFFERENT TYPES OF GREEN INFRASTRUCTURE

Due to unique factors in El Paso, managing stormwater is easier thru basin areas, utilizing park ponds and retention/detention basins compared to other green infrastructure tools. However, this approach requires large areas of land which can be difficult to acquire in built-out areas and within TOD station areas, that land might be put to better purposes. While other green infrastructure tools might not be as effective as ponding areas, they still assist in mitigating storm runoff and improve water quality. This is especially the case with mixed-use development.

#### Initial Green Infrastructure Projects

- 1

**Incorporate Green Street, Bioretention, and Permeable Pavement Along the Corridor**

As segments of the corridor are redesigned, green infrastructure should be incorporated. The first segment recommended is segment 1, Texas Avenue.
- 2

**Create New and Expanded Multifunctional Park Ponds**

While a very effective solution, challenges related to obtaining land will likely limit the widespread use of this strategy. Initial recommendations include a park pond at Riverside Park.
- 3

**Construct Underground Stormwater Storage at Areas With Standing Water Where Park Ponds Are Not Possible**

The diagram indicates areas along the corridor where standing water is a problem.
- 4

**Add Rain Gardens and Other Green Infrastructure to Neighborhood Parks**

As parks along the corridor, such as Washington Park, are improved, green infrastructure elements should be incorporated.





# EXPLORING INNOVATIVE SOLUTIONS: PARK PONDS 45





# EXPLORING INNOVATIVE SOLUTIONS: PARK PONDS 46





# BIG IDEA 4 (CH 6)

## Create Capacity and Structure for **Implementing** the Plan

### Goals

1. ZONING
2. HISTORIC PRESERVATION
3. ECONOMIC DEVELOPMENT

1. Zone for TOD
2. Enhance Automotive Uses
3. Improve Historic Preservation Along Alameda
4. Increase Economic Development



## TOOLKIT: ZONING FOR TOD

There are two conditions in which TOD supportive zoning can be applied along the corridor. The first is to areas that already have a walkable block and street network. Here the code will govern what gets built on existing parcels. The second, is to apply the code to transform an area from a suburban or industrial area into one with a walkable pattern of lots, blocks and streets. This application involves the creation of new streets, parks, and other public amenities, in addition to the eventual buildings.

TOD depends on dense, compact urban form. Form-Based codes like the SmartCode require compact urban form of all new development. Form-based codes are not the only zoning tool available to achieve walkable, mixed-use transit-oriented development. However, the primary intent of regulating form over use, and creating walkable framework of blocks and streets are essential in any zoning update.

### ZONING - FORM-BASED CODE

The SmartCode Infill Community Plan is well structured to enable TOD and can be utilized in the following recommended process. If utilized, the SmartCode should be reviewed and modified as needed to meet the goals of this plan.

#### 1 Create a Detailed Master Plan

With the zoning in place, the next step towards transforming suburban areas into walkable, mixed-use TOD is creating a detailed master plan for each station area. Ideally, the city would lead these effort for entire station areas in coordination with property owners and area stakeholder through a public process.

The master plan must recognize that development may occur property by property and therefor guide how the parts will fit together as development occurs.

These plans should include:

- Proposed block designs and layout
- Street alignments and designs
- Building heights
- Uses
- Public spaces including parks and plazas
- Urban design guidelines or standards

#### 2 Apply a TOD Zoning

Apply a TOD zoning designation to areas surrounding the rapid transit station. The rule of thumb is it extend the TOD a 1/4 mile radius around the station. However, site constraints and special conditions at each station area must be considered. The adopted SmartCode, a form-based code, can be utilized for this purpose.

As an optional overlay, the TOD zoning would require that a developer follow the requirements of the district to receive the higher densities and mix of uses than permitted in the underlying zoning as an incentive to follow the overlay.

#### 3 From Plan to Regulation

The Master Plan must then be translated into regulations. For the SmartCode and other form-based codes, the master plan would become the regulating plan with mapped lots, blocks, streets, and transect zones.

#### 4 Property by Property Projects

From here, each project would be required to meet the standards established by the zoning related to building setbacks, height, use, frontage, and the other items discussed in the section on urban design in Chapter 3.

### ZONING - OTHER OPTIONS

Where a form-based code is not desired, design standards and modifications to Euclidian zoning (uses, set-backs, heights, etc.) can achieve similar results in areas where there is an already established walkable block and street network.



With the proper plan and zoning in place, suburban development patterns can transform into TOD over time.

## CASE STUDIES: FORM-BASED CODE FOR TOD: SOUTH MIAMI, FL

### A Form-based Code within a TOD Area Facilitates Student Housing and Affordable Housing

In the Greater Miami Area, a Transit Oriented Development (TOD) Zoning has been applied to the entire length of Miami-Dade County's Metrorail system. The Metrorail is an above-ground rapid rail transit system comprised of two lines and 23 stations.

The City of South Miami hosts a transit station and the area has a form-based code in place, and the city rezoned the entire pedestrian shed, a circle that translates to a roughly ten-minute walk around the station, to Transit Oriented Development (TOD) District Mixed Use as part of its Comprehensive Planning. Two relatively new developments show the range of affordable housing created in TOD areas.

A mixed-use block called Red Road Commons opened within a 10-minute walk of the South Miami Metrorail station. The 323 units are exclusively rented to students attending the nearby University of Miami. The ground floor uses include restaurants, nail salons, and a spa. The units add to the tax base in a census tract where over 30 percent of families live below the poverty line.

The design of Red Road Commons was excellent. The development rebuilt all the surrounding streets with street trees and wide sidewalks and the balconies of the bottom units are within conversation distance to the

sidewalk. The complex is five stories high with commercial spaces on the bottom floor of key intersections and the complex, which replaced a strip shopping center, provides density near a transit stop.

Another development within the TOD area is called Madison Square. It was completed in 2020 and it is a handsome three-story mixed-use block with 20 affordable rental apartments in the upper floors. The apartments are two- and three- bedroom units for families earning up to 50 percent and up to 80 percent of the area median income (AMI) and this translates to households making between \$30,000 and \$70,000. Preference was given to long-time residents of the Marshall Williamson area and educators, police officers, firefighters, and medical care providers.

On the bottom floor of Madison Square, a Family Dollar can be accessed by the sidewalk thanks to the requirements in the form-based code. The Family Dollar draws shoppers to the site and provides cash flow to cover the gap between low-income rents and the actual cost of housing. A protected bike lane was added to SW 64th Street and it connects Madison Square's residents to the area's schools and churches as well as the Metrorail. Phase 2 of the project is set for completion in March 2022 and it will add another 20 affordable housing units for a total of 40, and will also feature four retail stores for local business owners at reduced rents.





TOOLKIT:

ENHANCING AUTOMOTIVE USES

CAR LOTS

Car lots dominate the visual field along long stretches of the Alameda Corridor. These businesses provide many jobs and economic activity, however as currently designed, can create dangerous conditions, especially for pedestrians, and their uses sometimes overflow into surrounding residential areas. Existing designs also tend to degrade the aesthetics and experience along Alameda.

New zoning regulations and development standards coupled with economic incentives can help transform these car lots to maintain their productive use while also improving pedestrian conditions and enhancing the overall visual appeal of Alameda.

Existing Conditions

Today, the paved parking areas of the car lots blend into the pedestrian sidewalk, making it unclear where vehicles should park. It is not uncommon for vehicles to park on what is actually sidewalk. Wide and numerous curb cuts create numerous conflict points between those on foot and those driving. Stormwater also tends to run from the parking areas across the sidewalks and into the street, making it impossible to travel by foot during rainy periods.

Addressing the Frontage - Setbacks, Garden Walls, and Rain Gardens



LEGEND

- Property Line
- 18"-24" Height Protective wall
- Stormwater Garden
- Building
- Parking area
- Sidewalk
- Driveway / Curb Cut



Dimensions

Setback (Distance from Property Line)

|                   |              |   |
|-------------------|--------------|---|
| Sidewalk          | varies       | A |
| Stormwater Garden | 8' min.      | B |
| Curb cut Width    | 20'-25' max. | C |

COMBINE STORMWATER, AESTHETIC, ECONOMIC, AND MOBILITY IMPROVEMENTS

- The landscaped areas should be designed as rain gardens to help manage stormwater runoff.
- The garden wall can prevent vehicles from being parked in the landscaped area and limit cars from parking on sidewalks. A low height can maintain views of cars in the lots.
- Greater control over curb cuts is necessary to implement these recommendations and would also reduce conflict points for pedestrians and traffic along Alameda Avenue.

STRATEGIES TO ENHANCE AUTO-CENTRIC USES

- 1
- Update Zoning and Development Regulations
- Require a setback for the parking lots along with a landscaped area and short garden wall that separates the sidewalk from the parking area as shown in the "Addressing the Frontage" diagrams below. When new buildings are required, a portion should be group up to the front setback.

- 2
- Encourage Use of Pervious Pavement
- Car lots and other businesses with large surface parking lots should be encouraged to reconstruct their lots with pervious pavement to reduce stormwater runoff.

- 3
- Incentives
- Provide financial incentives, such as façade improvement grants, to encourage businesses to upgrade to these new standards.

- 4
- Review Codes and Limit Noxious Uses
- City codes and ordinances should be reviewed to determine if refinements are necessary to limit noxious uses near residential areas.

- 5
- Enforcement
- Increase enforcement of existing regulations to reduce parking on sidewalks and within neighborhoods, limit noxious uses, and prevent speeding on residential streets.

STRATEGIES FOR AUTO-CENTRIC USES WITHIN BRIO STATION AREAS

Mixed and residential uses should be incentivized within these areas through zoning and expedited approval. New automotive uses such as car lots should not be permitted in select TOD areas of the corridor as identified in the Investment Sectors in Chapter 7 (pgs 7.2 to 7.5).



Existing conditions along longer stretches of Alameda Avenue



Possible changes based on recommendations in this Toolkit.



Existing conditions along longer stretches of Alameda Avenue



Through changes to zoning and other regulations affecting the frontage, existing businesses can remain while a more pedestrian friendly and aesthetic street can be created.



HISTORIC

PRESERVATION

SNAPSHOT:

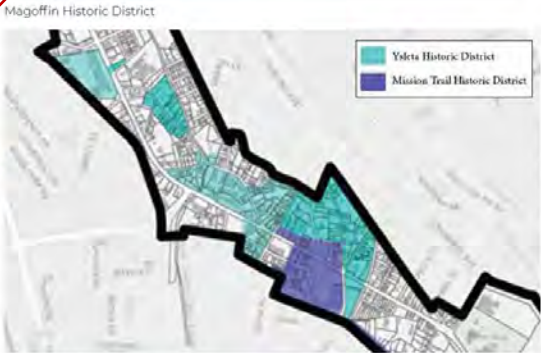
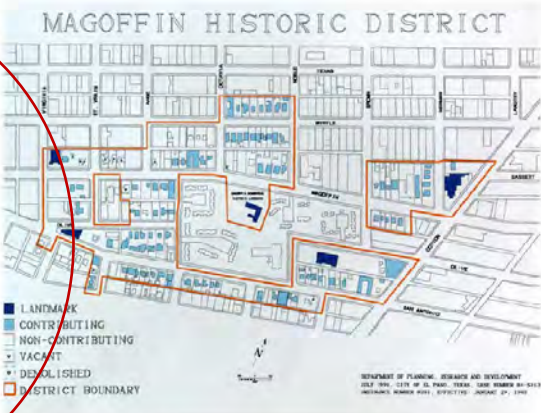
EXISTING LOCAL HISTORIC DISTRICTS AND BUILDINGS

El Paso has nine local historic districts, three of which lie within the Alameda Corridor, Magoffin Historic District, Ysleta Historic District, and the Mission Trail Historic District. Within each historic district buildings are marked as either contributing or non contributing because they adhere to the historic character of the area or they do not.

Along the entire corridor there are countless historic buildings that tell the story of El Paso throughout the years. However most of these do not have any protections. Many of which have been torn down and others that are in need of upkeep in order to preserve and protect them. Strongly significant buildings can be added to the independent listing. A grouping of homes could be included with new local historic districts to help protect them and preserve the character of the corridor.

NATIONAL HISTORIC DISTRICTS AND BUILDINGS

El Paso has numerous historic districts, sites and buildings on the National Park Service's National Register of Historic Places. Of these there are six historic buildings, shown below, the Magoffin National Historic Districts, and the Chamizal National Memorial within the Alameda Corridor.



Ysleta and Mission Historic Districts

*El Paso has a character and identity that is unique; both the people that live there and the structures they occupy are distinct.*

National Historic Districts and Buildings



Magoffin Homestead



912 Magoffin Avenue



Ysleta Mission



Toltec Club



Tays Place



Ray Sherman Place

# UTILIZE ECONOMIC DEVELOPMENT TOOLS TO SUPPORT COMMUNITIES

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1. Public Improvement Districts
2. Tax Increment Reinvestment Zones
3. Community Benefit Agreements
4. TOD Funding
5. Public Investments
6. State Planning Grants
7. New Markets Tax Credits
8. Community Development Block Grants (CDBG)



PUBLIC LAND & CITY AS  
DEVELOPMENT PARTNER  
FOR AFFORDABLE HOUSING



PUBLIC PARKING  
GARAGES



INVEST IN PARKS AND  
TRAILS



STREETCAR  
EXTENSION



# BIG IDEA 5 (CH 7)

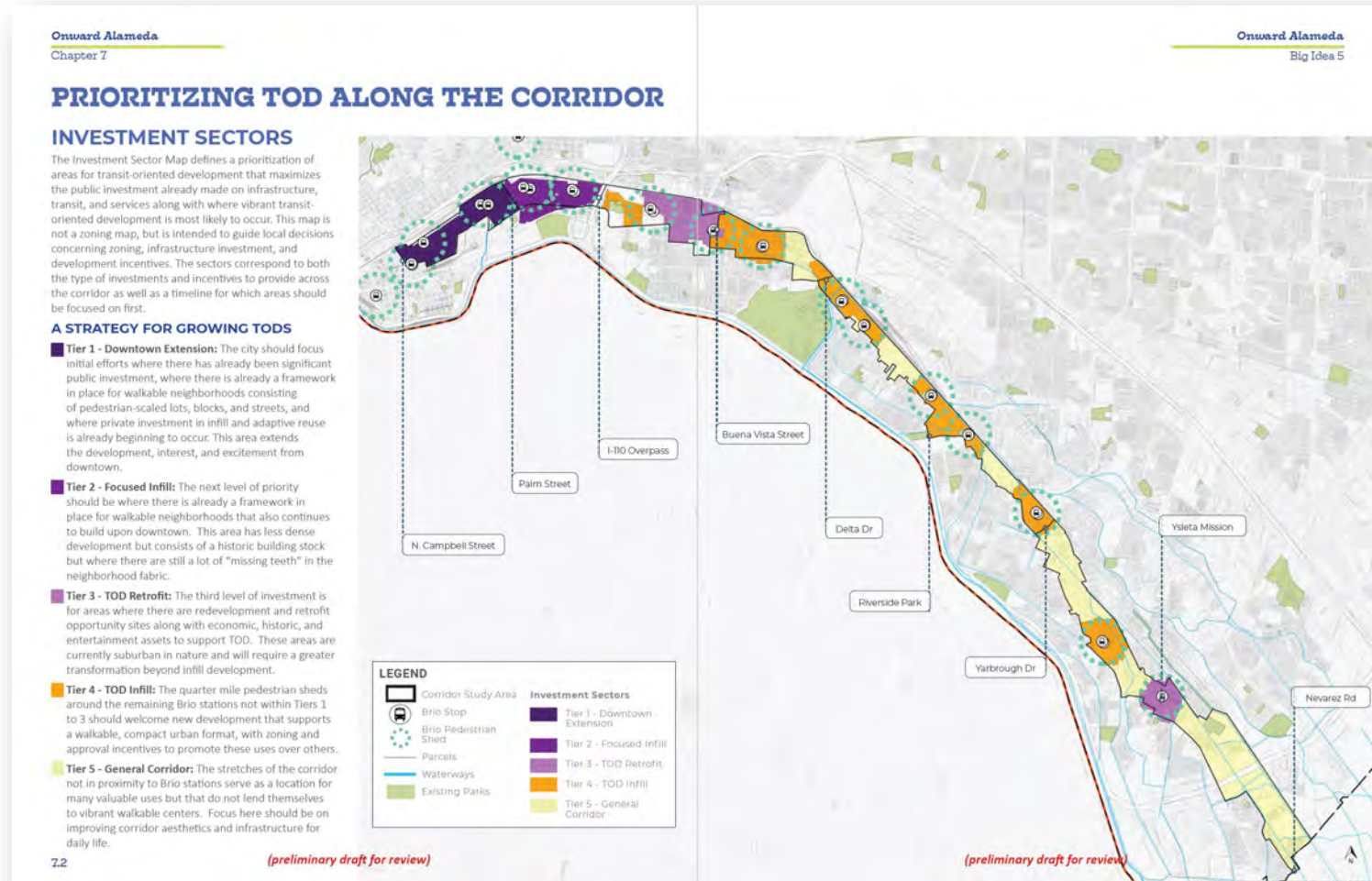
52

## Build Upon Existing Strengths and Focus Efforts on a Few Places

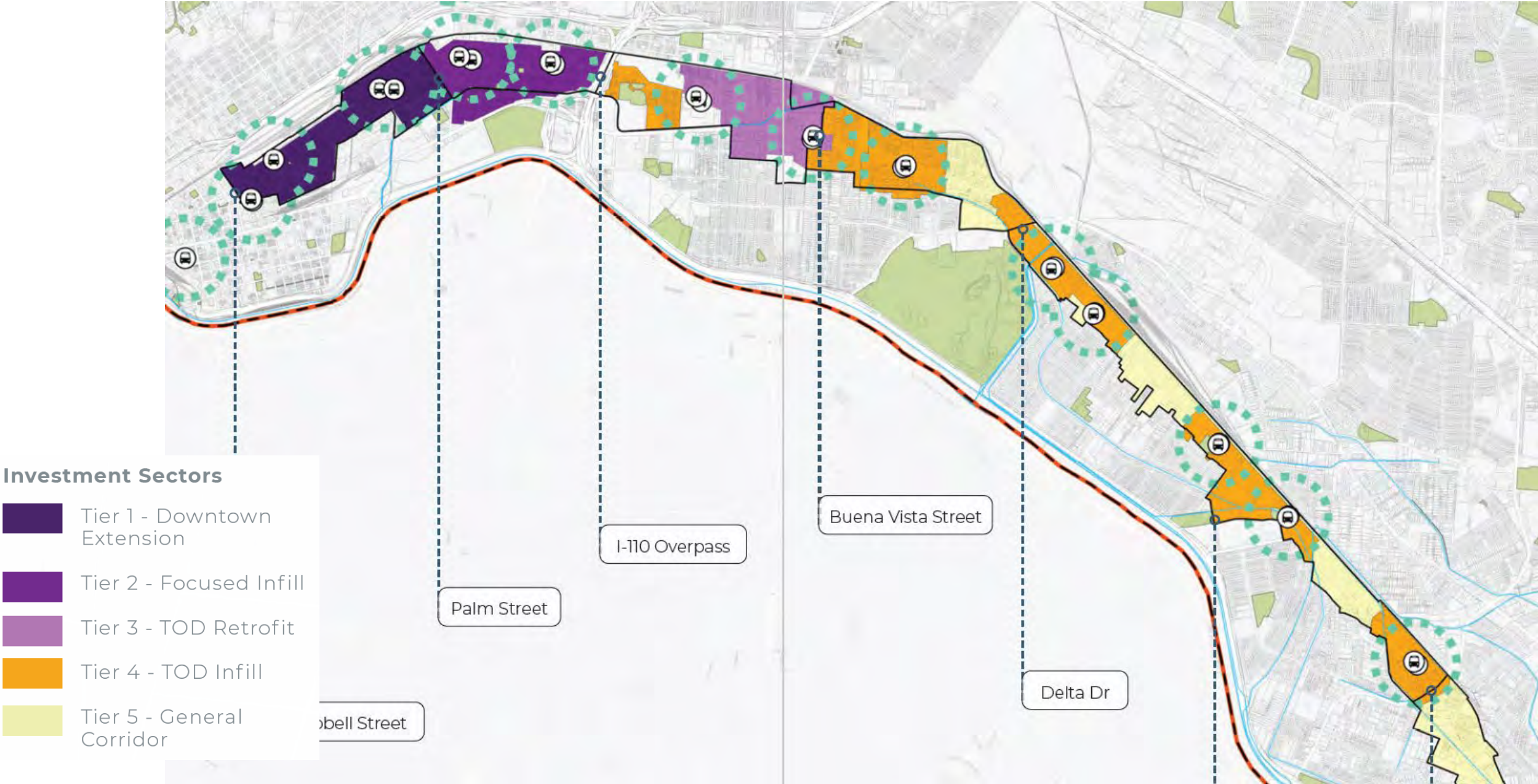
1. PRIORITIZING TOD ALONG THE CORRIDOR
2. FOCUS AREAS

### Goals

1. Strategically Focus City Efforts
2. Utilize Public Investments to Spur Equitable Development



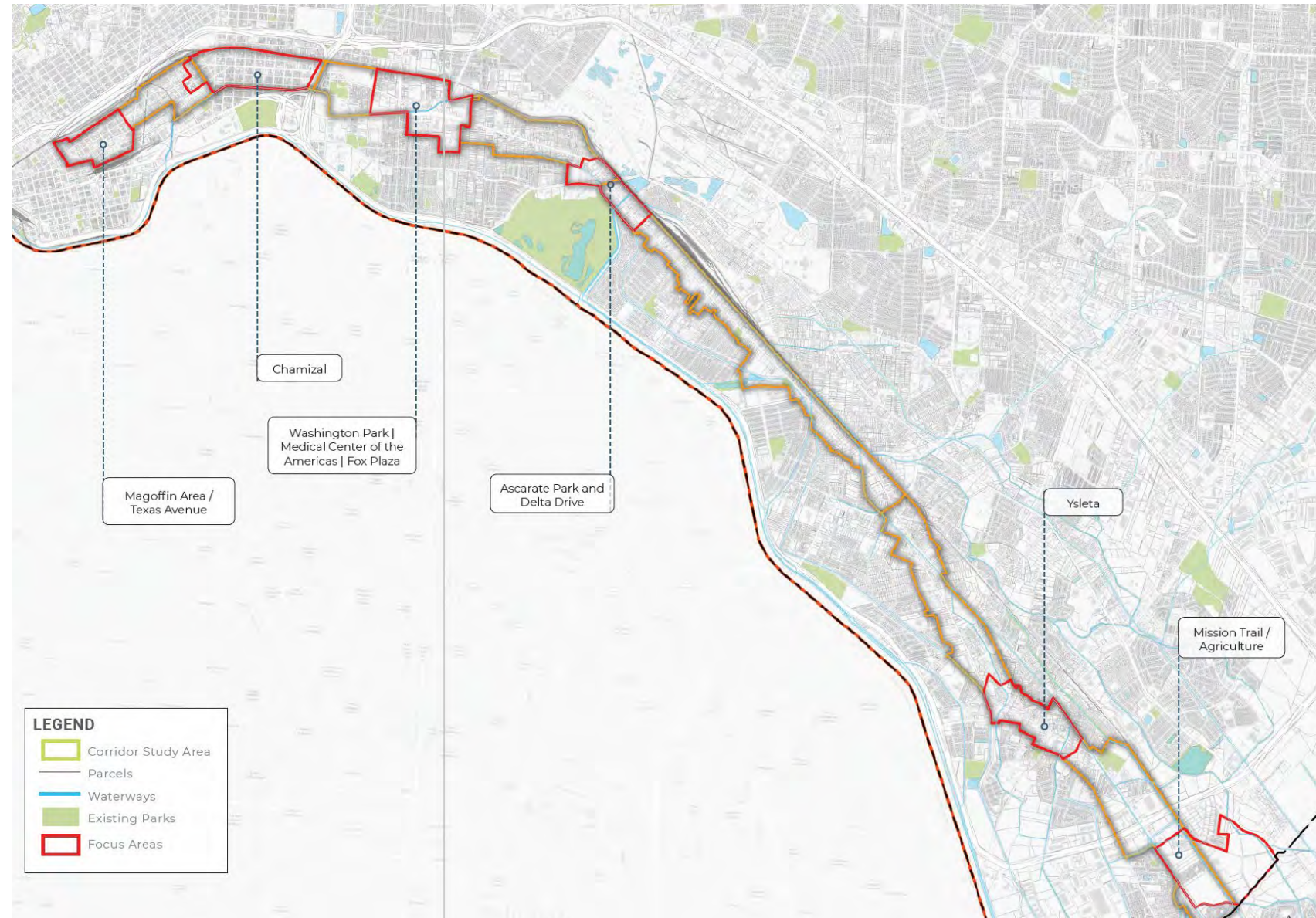
# INVESTMENT SECTORS





# FOCUS AREAS

1. Magoffin Area / Texas Ave
2. Chamizal
3. Washington Park | Medical Center of the Americas | Fox Plaza
4. Ascarate Park and Delta Drive
5. Ysleta
6. Mission Trail / Agriculture





# FOCUS AREA 1

MAGOFFIN AREA / TEXAS AVENUE

55





# FOCUS AREA 1

MAGOFFIN AREA / TEXAS AVENUE

56





# FOCUS AREA 1

MAGOFFIN AREA / TEXAS AVENUE

57





# FOCUS AREA 3

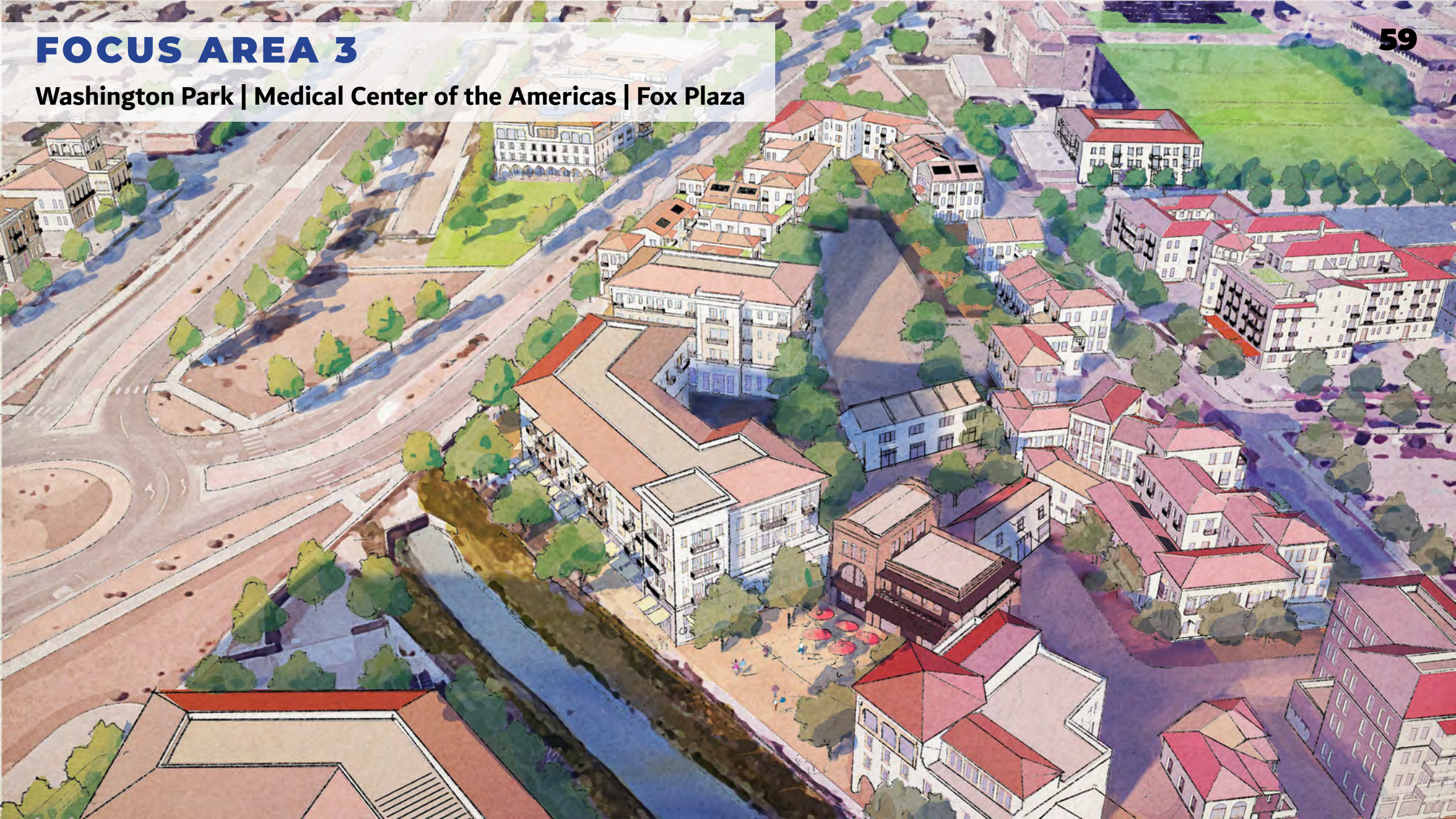
Washington Park | Medical Center of the Americas | Fox Plaza





# FOCUS AREA 3

Washington Park | Medical Center of the Americas | Fox Plaza





# FOCUS AREA 4

Ascarate Park and Delta Drive

60





# FOCUS AREA 4

Ascarate Park and Delta Drive





# FOCUS AREA 5

Ysleta

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# FOCUS AREA 5

Ysleta





## HOW THIS PLAN WILL BE IMPLEMENTED

This plan lays out a framework for a coordinated approach to create transit oriented development and general improvements along the Alameda corridor based on the vision created during the public input process.

In the immediate term, the plan calls for public sector strategies and action items to be implemented to establish the groundwork and process to support new investment in walkable communities along Alameda, building upon the city's investment in the Alameda Brio route. Over the longer term, much of what the plan entails is to be carried out by private entities as individual properties are developed over time, supported by city capital improvements and incentives.

In the study of communities, we find that two types of actions have been crucial to achieving desirable outcomes: long-term planning and a willingness to reconsider one's values. Communities work to identify values and then let those values guide action. When a community's energies are guided by a plan, every new public and private investment is more likely to add to quality of life and not detract from it. Always have a plan, but recognize that the conversation, the act of planning itself, is the most important part.

### FLEXIBILITY IS KEY

The plan is designed to be flexible. The illustrative plans and renderings provide a guiding vision to work towards and highlight the critical design strategies and policies intended to help realize this vision. As properties within the plan area develop, each will be able to refine the plan for their property to meet their needs and to account for changing economic conditions and market demand.

For these reasons, the plan will not be implemented exactly as it is drawn, but the important characteristics of walkable, mixed-use, transit-oriented development will be.

## IMPLEMENTATION MATRIX

The following implementation matrix organizes strategies and actions by the plan's five Big Ideas. Each action is accompanied with additional information. This includes capital improvements, programs, ordinances, regulations, and further studies to implement the plan.

- Action:**  
Description of policy, program, project, or step that should be taken.
- Responsible Party:**  
Agency, Department, or Organization that is most likely to lead or coordinate work on the Action.
- Plan Reference:**  
The location in the plan where the Action or supporting ideas are found.
- Investment Sector:**  
Where along the corridor this Activity is to occur.
- Time Frame:**  
When the Action should be initiated, defined as:
- **Ongoing:** Currently underway
  - **Immediate:** Within 1 year of plan adoption
  - **Near-Term:** 1 to 3 years from plan adoption
  - **Mid-Term:** 3 to 8 years from plan adoption
  - **Long-Term:** More than 8 years from plan adoption
- Type:**  
Categorizes actions by: City Policy / Regulations, Capital Improvements, City Programs / Services, and Planning Studies

- Estimated (Est.) Cost:**  
The estimated cost for implementing an action, defined by:
- No City borne costs
  - \$ < \$100,000
  - \$\$ \$100,000 – 500,000
  - \$\$\$ \$500,000- 1,000,000
  - \$\$\$\$ > \$1,000,000



BIG IDEA 1 - CREATE COMPLETE & HEALTHY NEIGHBORHOODS WITH A VARIETY OF HOUSING CHOICES

| ACTION                                                                                                                                                                                                                                                                                     | RESPONSIBLE PARTY                       |  | PLAN REFERENCE | INVESTMENT SECTOR | TIME FRAME | TYPE                      | EST. COST |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|--|----------------|-------------------|------------|---------------------------|-----------|
| Goal 1.1: Increase Housing Options Along the Corridor                                                                                                                                                                                                                                      |                                         |  |                |                   |            |                           |           |
| Strategy: Study the Corridor                                                                                                                                                                                                                                                               |                                         |  |                |                   |            |                           |           |
| Action 1.1.1: Conduct a Housing Market Analysis focusing on Texas Tech students to determine the need for housing for students, employees, and faculty near the MCA.                                                                                                                       | Capital Improvement-Planning Department |  | p.3.17         | Tier 3            | Immediate  | Planning Study            | \$        |
| Action 1.1.2: Conduct a survey of vacant parcels and homes on Alameda Corridor to provide diverse housing options for different types of user groups.                                                                                                                                      | Capital Improvement-Planning Department |  | p.3.17         | Corridor-Wide     | Immediate  | Planning Study            | \$        |
| Strategy: Promote a Mix of Residential Building Types                                                                                                                                                                                                                                      |                                         |  |                |                   |            |                           |           |
| Action 1.1.3: Perform an audit of the existing zoning code and land development regulations.                                                                                                                                                                                               | Capital Improvement-Planning Department |  | p.3.30         | Corridor-Wide     | Immediate  | Planning Study            | \$        |
| Action 1.1.4: Ensure that residential density controls are calibrated to allow for missing middle housing types including townhouses, duplexes, fourplexes, cottage courts, accessory dwelling units, and small apartment buildings.                                                       | Capital Improvement-Planning Department |  | p.3.30         | Tiers 1, 2, 3 & 4 | Immediate  | City Policy / Regulations | \$        |
| Action 1.1.5: Provide a variety of pre-approved building plans for various missing middle housing types to support small developers. These pre-approved plans should incorporate flexibility in terms of style and have a toolkit of parts to ensure variety and a level of customization. | Capital Improvement-Planning Department |  | p.3.30         | Tiers 1, 2, 3 & 4 | Near-Term  | City Policy / Regulations | \$        |
| Action 1.1.6: Allow ADUs by-right for all residential zoning. Create a selection of pre-approved ADU plans that property owners can utilize to reduce the design cost and approvals process.                                                                                               | Capital Improvement-Planning Department |  | p.3.30         | Corridor-Wide     | Near-Term  | City Policy / Regulations | \$        |
| Action 1.1.7: Reduce the Minimum Unit Size. Allow for micro-units or small apartments of 250 to 350 square feet to provide lower cost options.                                                                                                                                             | Capital Improvement-Planning Department |  | p.3.30         | Corridor-Wide     | Near-Term  | City Policy / Regulations | \$        |
| Action 1.1.8: Eliminate minimum lot sizes. Other zoning and building code requirements will guide lot size.                                                                                                                                                                                | Capital Improvement-Planning Department |  | p.3.30         | Corridor-Wide     | Near-Term  | City Policy / Regulations | \$        |
| Action 1.1.9: Update Zoning for Walkable, Mixed-Use Urbanism. Adopt new zoning for existing neighborhoods that may be located outside of the Brio pedestrian sheds. This could include Form-Based codes and overlay districts.                                                             | Capital Improvement-Planning Department |  | p.3.30         | Tier 5            | Near-Term  | City Policy / Regulations | \$        |
| Action 1.1.10: Create Station Area Plans. Tie updated zoning to station area plans to establish a framework for walkable development within focused transit-oriented areas. This concept is examined in more detail in Chapter 6 - Big Idea 4.                                             | Capital Improvement-Planning Department |  | p.3.27         | Tier 3            | Near-Term  | Planning Study            | \$        |
| Action 1.1.11: Adopt Zoning for Walkable, Mixed-Use Urbanism.                                                                                                                                                                                                                              | Capital Improvement-Planning Department |  | p.3.27         | Tiers 1, 2, 3 & 4 | Near-Term  | City Policy / Regulations | \$        |
| Action 1.1.12: Expedite and simplify the project approval process for infill projects. Establish clear criteria for the standards that must be met to qualify.                                                                                                                             | Planning & Inspections Department       |  | p.3.30         | Tiers 1, 2, 3 & 4 | Near-Term  | City Policy / Regulations | \$        |





# QUESTIONS?