

# WEST END

A VISION FOR THE WESTSIDE



November 2024

# Project Overview

The **West End Area Plan** is a community-centered Visioning effort for the redevelopment of the West San Antonio Street / Spur Street corridor.

The Vision is focused on:

- Pedestrian Connectivity
- Public Realm Improvements & Placemaking
- Infrastructure Upgrades
- Neighborhood Commercial Redevelopment/ Residential Infill Opportunities
- Implementation of goals, strategies, and action items identified in the City's 2024-2029 Strategic Plan and Envision New Braunfels



Existing Conditions: Spur St & Magnolia Ave

# Project Overview

## What is an Area Plan?

An area plan is a planning effort that focuses on a specific area or neighborhood. Recommendations that come out of an area plan are intended to be tailored to its particular context compared to those found in a city's comprehensive plan.

## Why Create a Vision for the West End?

In the wake of city-wide growth pressures, it is crucial that a vision be established to help guide investment and redevelopment in a way that reinforces the unique culture, leverages existing neighborhood assets, and mitigates displacement.

## How Will this Effort Benefit the West End?

This effort is intended to cast a long-term vision for the neighborhood and result in a series of physical design and policy recommendations that seek to benefit residents and stakeholders.

# Project Team

## City of New Braunfels

Departments

**Economic & Community Development**  
**Transportation & Capital Improvements**  
**Planning & Development Services**  
**Communications & Community Engagement**  
**Westside Community Center and Branch Library**

City Council

**Neal Linnartz, Mayor**  
**Andres Campos, Mayor Pro Tem (District 1)**  
**Christopher Willis, Councilmember (District 2)**  
**D. Lee Edwards, Councilmember (District 3)**  
**Lawrence Spradley, Councilmember (District 4)**  
**Mary Ann Labowski, Councilmember (District 5)**  
**April Ryan, Councilmember (District 6)**  
**Robert Camareno, City Manager**

## Consultant Team

**TBG Partners**

*Urban Design + Planning*

**Kimley Horn**

*Transportation + Engineering*

**Phil Myrick**

*Placemaking*

**Landwise**

*Land Use Economics*

# Project Timeline

- *initial*
- *transportation*
- *assessment*

2020

## step 1: **discovery**

FEB - APR 2024

project startup + analysis:  
*Site Visit 2/22/2024*

## step 2: **engagement**

MAY - JUL 2024

input from the community:  
*Preliminary Info Meeting 2/22/2024*  
*Stakeholder Meeting 3/11/2024*  
*Cinco de Mayo Event 5/2/2024*  
*Small Meetings June 2024*  
*Juneteenth Event 6/15/2024*  
*Spur Street Business*  
*Owners Meeting 08/21/2024*

## step 3: **concepts**

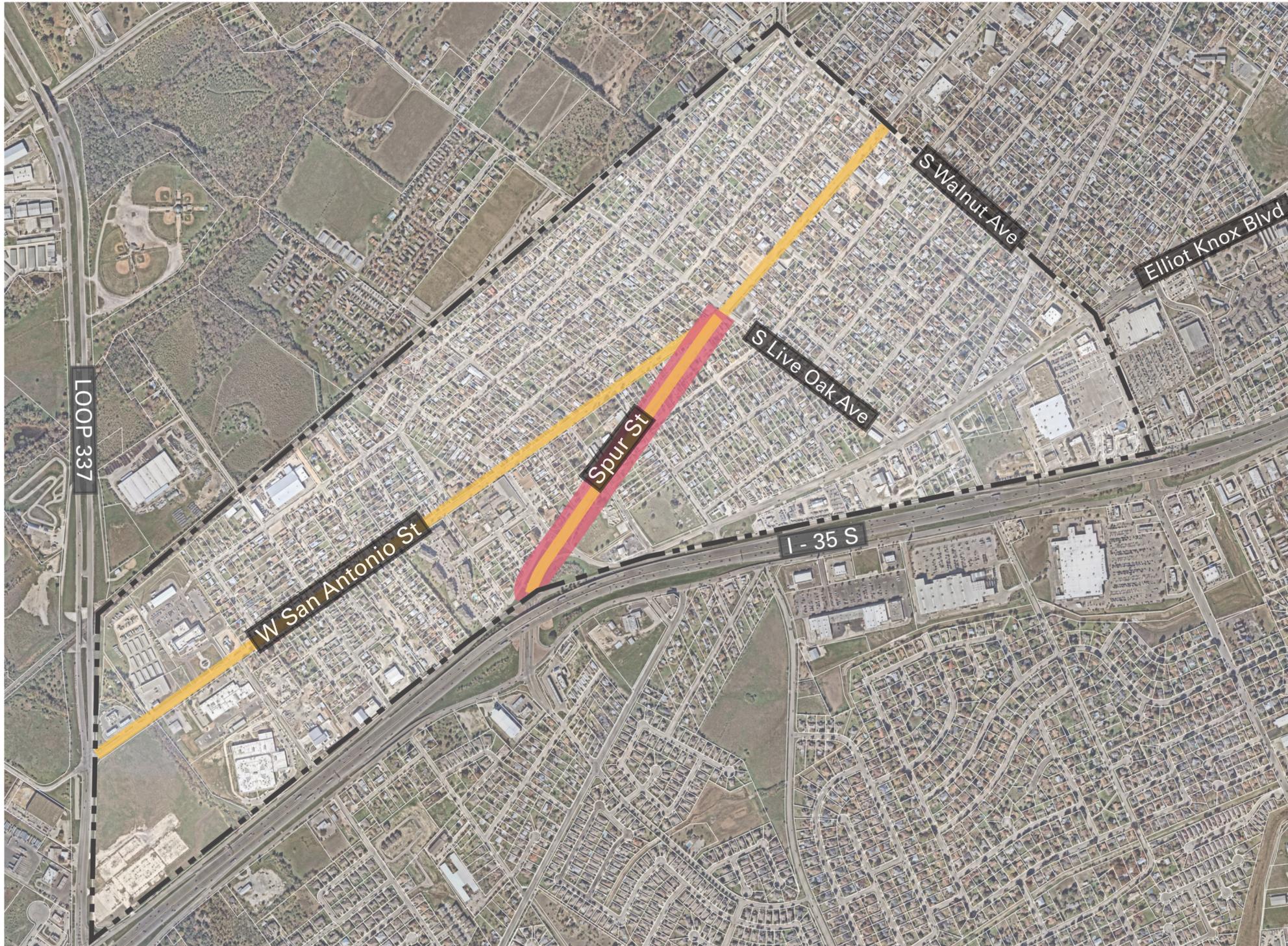
JUL - SEPT 2024

prepare West End concepts

- *future*
- *planning*
- *work*

2025 -- >

# Project Study Area



The Project Study Area is the West End of New Braunfels; bounded by Loop 337 to the west, Walnut Avenue to the east, I-35 to the south and the railroad tracks to the north.

This stage of the planning effort has primarily focused on listening to the community to put forward recommendations for enhancements to the Spur Street Corridor between I-35 and Live Oak Avenue.

DISCOVERY

# Existing Context



The West End has long been viewed as a culturally rich area with a tight-knit community of residents and small businesses.

The pattern of the neighborhood today still consists of an interweaving of residential and commercial uses primarily oriented along the West San Antonio Street, Spur Street, and I-35 Corridors.

-  Study Area
-  Community Assets
-  Businesses
-  Parks / Open Spaces
-  Gateways

# Neighborhood History



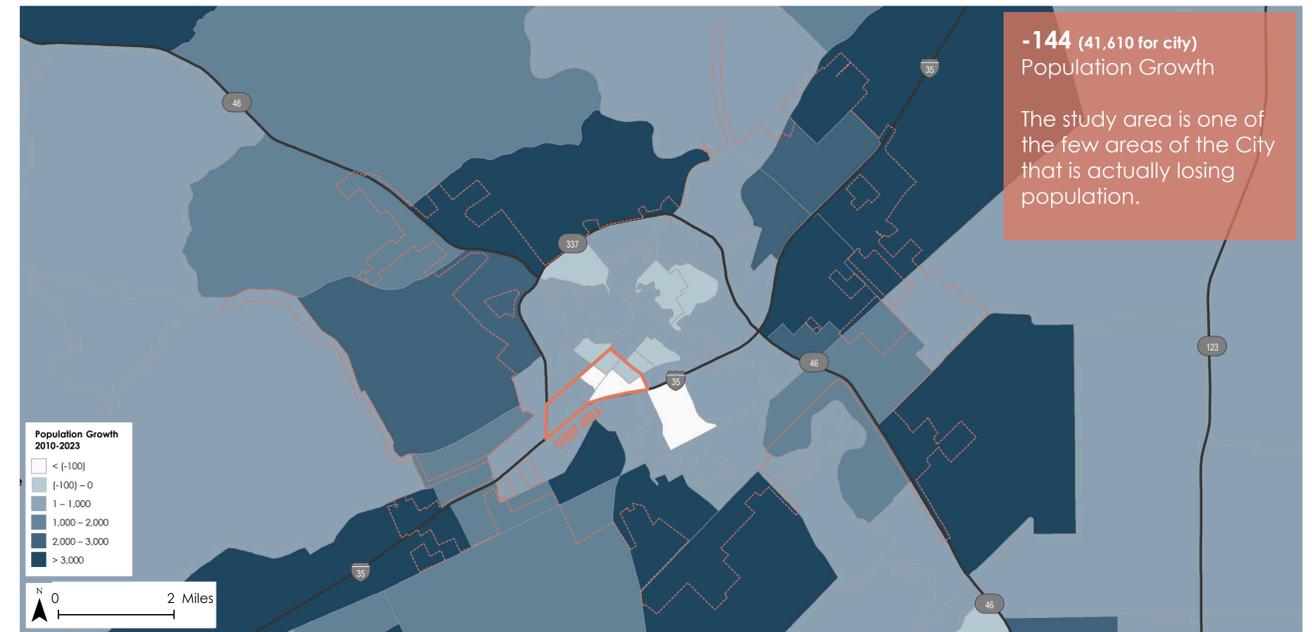
Known as “Barrio Seco”, the West End developed outside of the original city limits. It consists of a number of subdivisions for single family homes, many with lot sizes that are more narrow and deep than typically found elsewhere in the city.

There were once several small corner stores located throughout the neighborhood (some of the buildings still exist today) and the West End Dance Hall and Baseball Park (no longer existing) was the major social anchor in the community for decades.

# Neighborhood Demographic Analysis

- The West End is one of the most diverse neighborhoods in New Braunfels.
- The study area is one of the only parts of the city that has lost population since 2010. Namely, households under the age of 55.
- The West End has a relatively high home ownership and a low-level of short-term rental stock.
- The West End is one of the last affordable areas in New Braunfels.

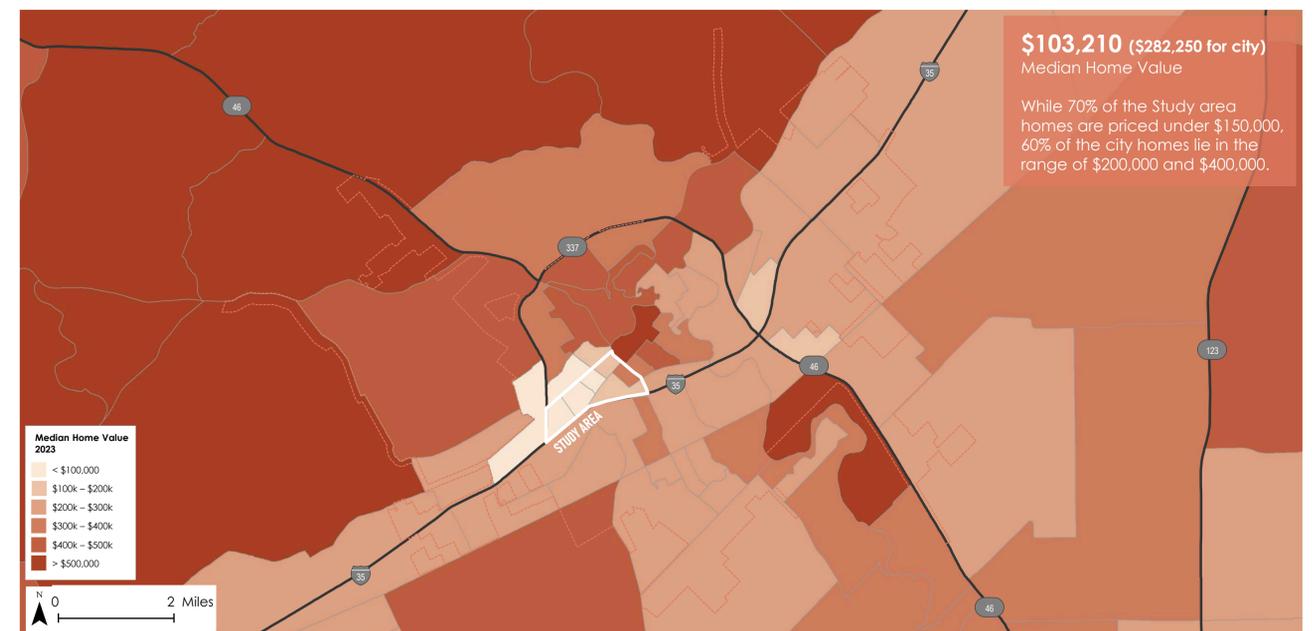
CURRENT POPULATION GROWTH 2010-2023 Total Growth in Numbers



Source: ESRI BAO 2023, TIGER/Line Shapefiles

21

MEDIAN HOME VALUES 2023 Current



Source: ESRI BAO 2023, TIGER/Line Shapefiles

26

# Site Observations

In addition to conducting demographic research and analysis, the Design Team visited the study area, walking the West San Antonio Street Corridor from Walnut Street to the New Braunfels Veterans Memorial.



W San Antonio St & N Krueger Ave



Spur St & S Hidalgo Ave



Spur St near W San Antonio St



Spur St & W San Antonio St



N Live Oak Ave & W San Antonio St



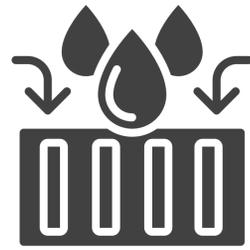
Spur St & S Grape Ave

# Key Takeaways & Concerns



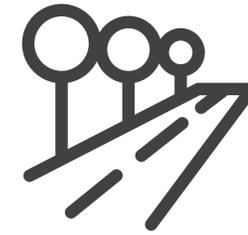
## Lack of Pedestrian Safety and Walkability

- *Reallocate facilities to slow down traffic*
- *Address gaps / repair sidewalk network to promote walkability*
- *Create safer crossings for people and cars (new striping, signage, etc)*
- *Provide additional pedestrian-scaled street lighting to make the area feel safer and easier to navigate at night*



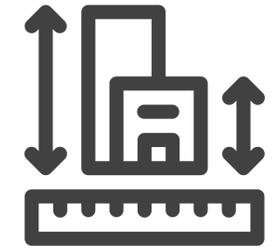
## Outdated Stormwater Infrastructure

- *Upgrade existing stormwater infrastructure throughout the West End*
- *Combine upgrades / phase with other improvement projects where possible to minimize disruptions and construction fatigue*



## Incomplete Streetscape Corridor

- *Incorporate various elements to “complete” the corridor by adding trees, on-street parking spaces/landscaped bulb-outs, district signage, and public art*
- *Encourage infill development patterns that orient buildings closer to the street, continuing the “wall” of buildings that shape the space of the city*

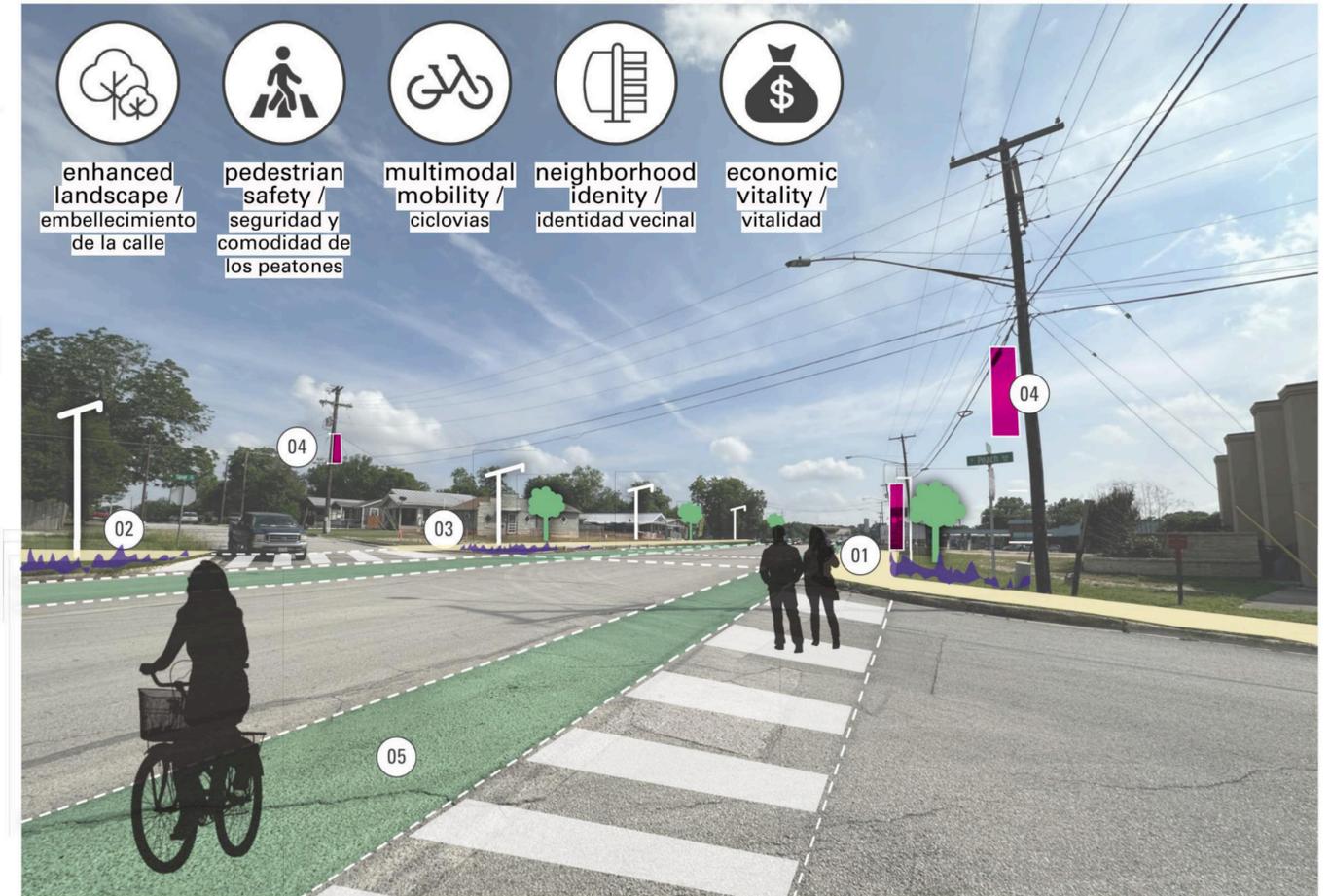


## Infill Scale / Density Mismatch

- *Promote best practices in infill development that takes into account existing small scale residential and commercial buildings through contextual design / massing*
- *Leverage the land development ordinance (LDO) re-write as an opportunity to encourage compatibility, increase density, and reduce inconsistencies*

# Opportunities

Location: Spur St & S Peach Ave



01\_ sidewalks improve safety and walkability / ceras continuas y mejor infraestructura para peatones

02\_ landscape enhances sense of place / embellecimiento de las calles

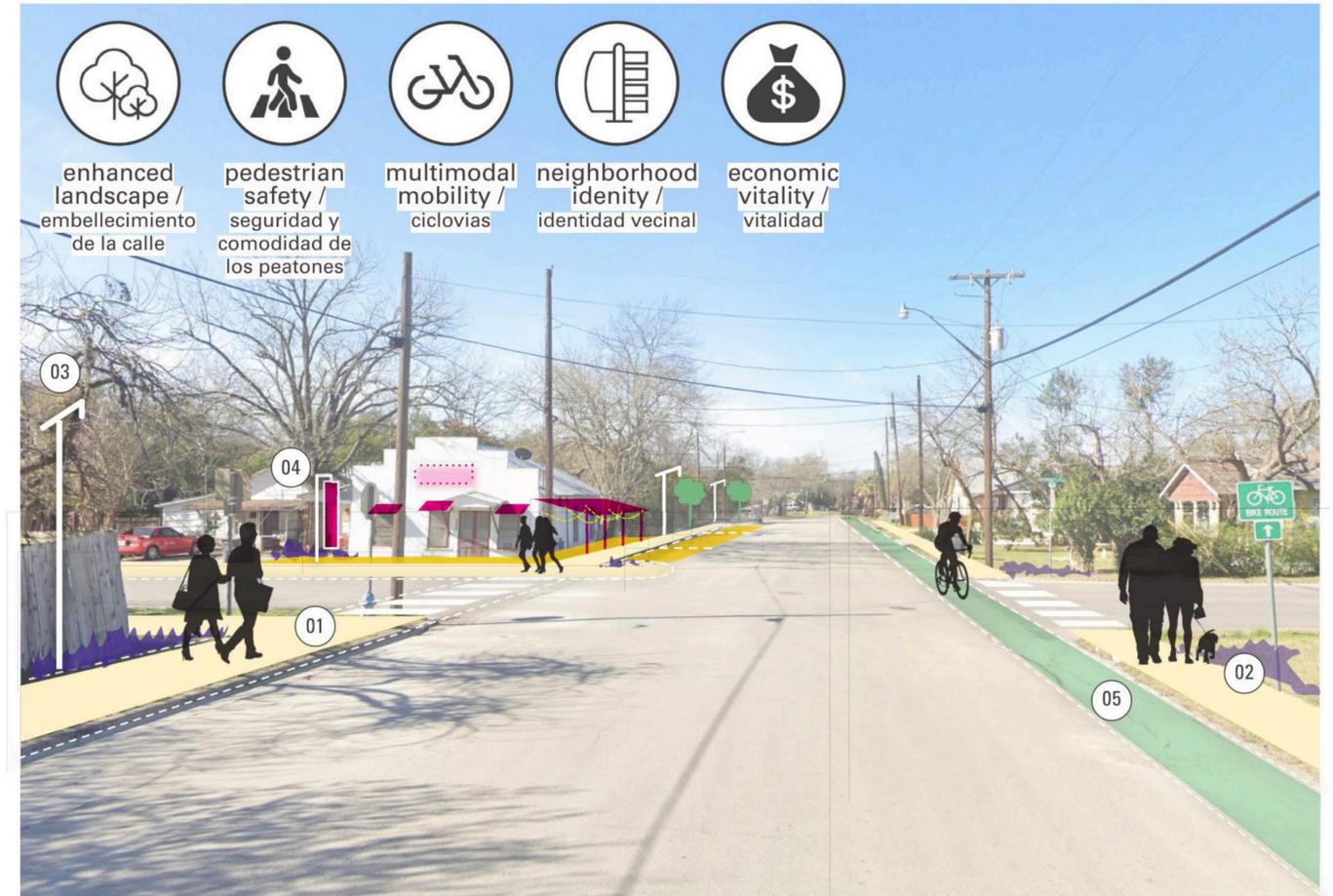
03\_ pedestrian lighting addresses human scale / iluminación para peatones en escala humana

04\_ wayfinding creates district identity / señalización de orientación que represente el carácter de West End

05\_ bike lanes complete the street and enhance active mobility networks / carril de bicicletas completa la calle

# Opportunities

Location: W Mill St & North Hackberry Ave



01\_ sidewalks improve safety and walkability / ceras continuas y mejor infraestructura para peatones

02\_ landscape enhances sense of place / embellecimiento de las calles

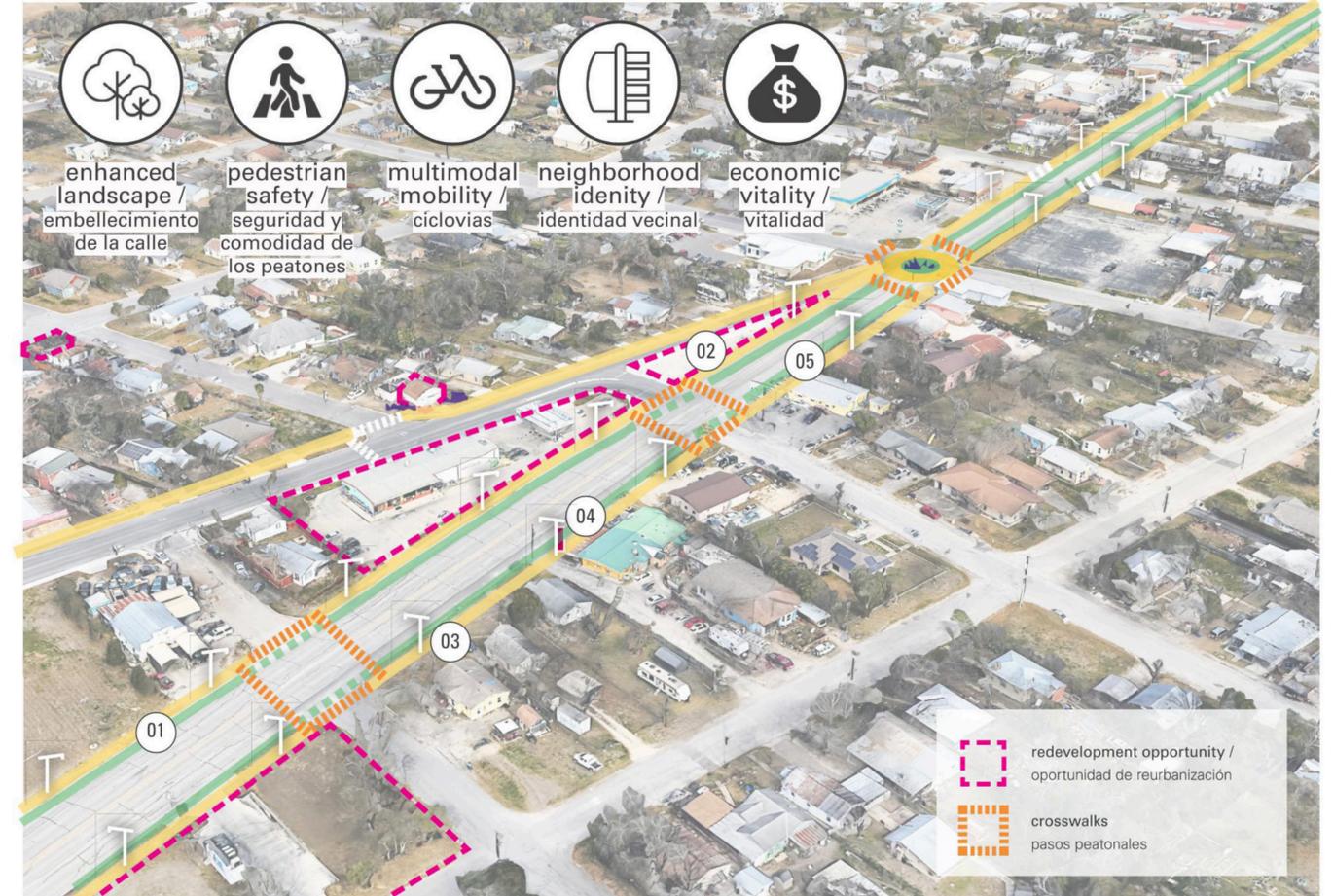
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# Opportunities

Location: W San Antonio St & Spur St Triangle



01\_ sidewalks improve safety and walkability / ceras continuas y mejor infraestructura para peatones

02\_ landscape enhances sense of place / embellecimiento de las calles

03\_ pedestrian lighting addresses human scale / iluminación para peatones en escala humana

04\_ wayfinding creates district identity / señalización de orientación que represente el carácter de West End

05\_ bike lanes complete the street and enhance active mobility networks / carril de bicicletas completa la calle

# ENGAGEMENT

# Community Engagement Approach

The most important partners in this process are the residents, businesses, churches, and organizations that call the West End home. In order to develop an overall Vision that reflects the community's aspirations and goals, all local stakeholders were invited to participate and help shape their neighborhood.

## Engagement Opportunities / Tools:

- Preliminary Info Meeting (3/11)
- Councilman / District 1 Citizens Forum (4/25)
- Cinco de Mayo Event (5/2)
- Hispanic Business Alliance Breakfast (6/14)
- Small Group and Individual Conversations
- Juneteenth Celebration (6/15)
- Spur Street Business Owners Meeting (8/21)
- Take Home Materials
- Project Website



# Community Engagement Themes



## Cinco de Mayo Event:

This event formally kicked off engagement efforts with community stakeholders.

## Common Themes:

- Corridor needs: safer pedestrian infrastructure such as crossings, continuous sidewalks, additional lighting
- Land uses and building types: need to appropriately transition to their immediate surroundings vs. starkly contrasting residential/commercial
- City Support: assistance needed to help businesses / activate properties (developer partners, grants, improved parking)

# Community Engagement Themes

## Focused Conversations:

Catalyst Property Owners + Local Stakeholders

## Common Themes:

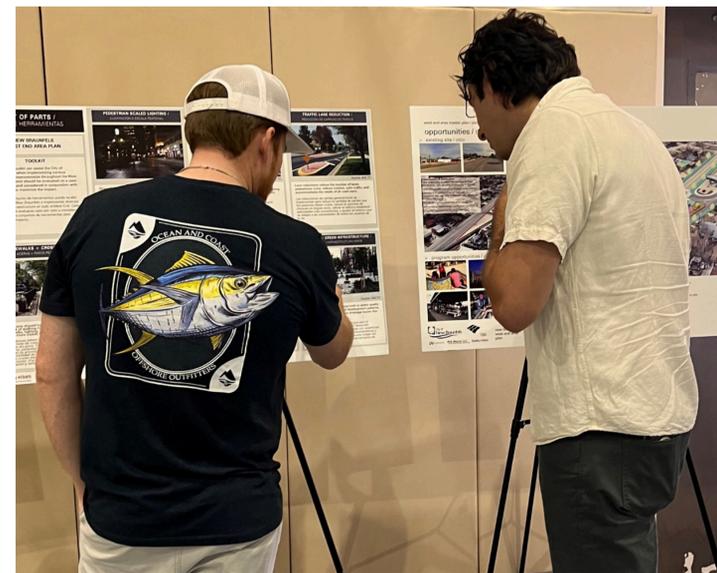
- Several owners of key properties along the Corridor are interested in and/or actively pursuing redevelopments that are authentic to the West End, embrace their Latino heritage, and create social gathering places in the community
- Owners are open to ideas that enhance the public realm surrounding their properties
- Additional parking will likely be needed to support forthcoming new uses



# Community Engagement Summary

## Juneteenth Celebration:

This event focused on sharing placemaking concepts that incorporated common themes and ideas we heard from the community during previous engagements.



# Community Engagement Summary

## Focused Conversations:

Local Businesses

## Common Themes:

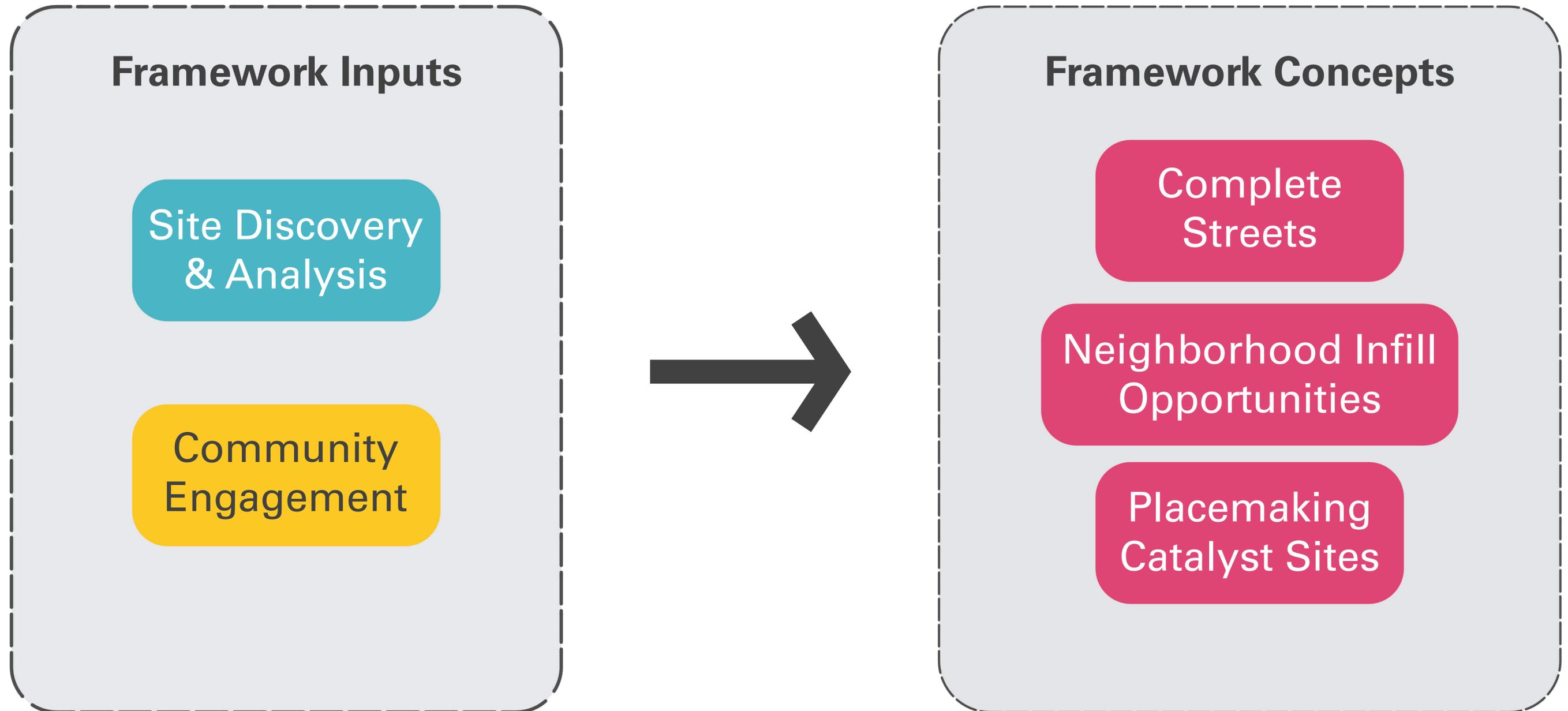
- Drainage: stormwater upgrades in the area are overdue
- Sidewalks: need to add and repair existing sidewalks
- Parking: not enough for the existing businesses (especially where several businesses exist in a row near near Spur St /Live Oak Ave)
- Lighting: need additional lighting throughout the Corridor



# CONCEPTS

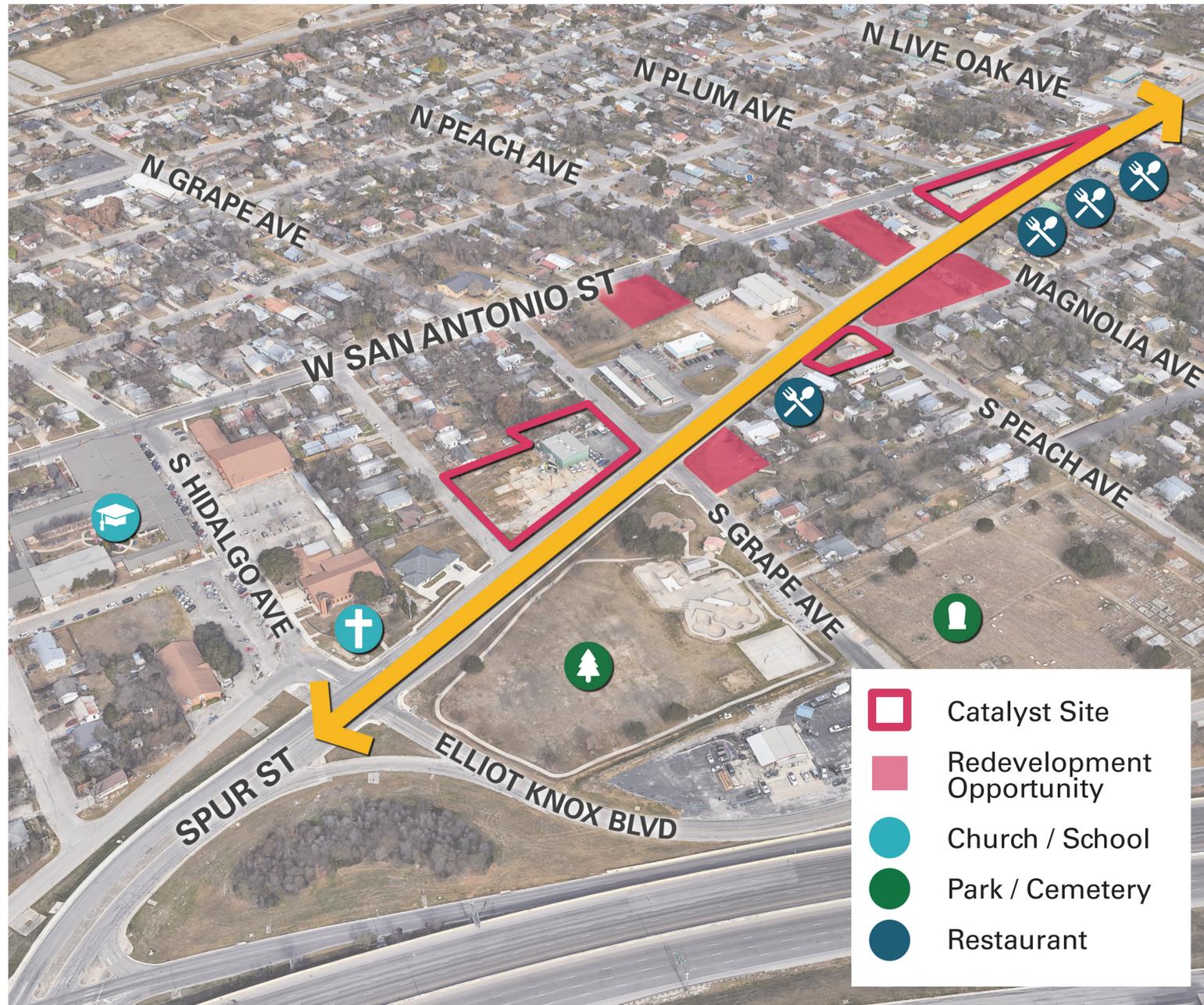
# Conceptual Framework Overview

## A Vision for the West End



# Conceptual Framework Overview

## A Vision for the West End



The Conceptual Framework focuses on Spur Street from Hidalgo Ave to Live Oak Ave, featuring:

- The widest segment of street that has the potential to become more human-scale and walkable, connecting major community assets including Holy Family Church, Ernest Eikel Park, and several popular restaurants
- Great potential for incorporating increased density and housing affordability at a variety of scales
- Three major catalyst redevelopment sites that could be transformative for the entire West End

# Complete Streets | Design Approach

## What is a Complete Street?

In order to address the many transportation safety concerns heard during the community engagement phase, the West End Corridors should be redesigned as Complete Streets.

Complete Streets is a holistic approach to transportation planning that prioritizes multimodal safety for all ages and abilities. Simply put, Complete Streets are streets for everyone!

The Design Team worked collaboratively with the Department of Transportation & Capital Improvements to create a Complete Streets Kit of Parts that could be applied throughout the West End.



Existing Conditions: Spur St & Magnolia Ave

# Complete Streets | Kit of Parts

## KIT OF PARTS

The following toolkit can assist the City of New Braunfels when implementing various infrastructure improvements throughout the West End.

Each element should be evaluated on a case-by-case basis, and considered in conjunction with other toolkits to maximize the impact.

## PEDESTRIAN SCALED LIGHTING



Street lighting can increase safety for pedestrians and vehicles alike. Pedestrian-scaled lighting should make it easier for drivers to visually identify pedestrians.

## BULB OUTS / CURB EXTENSIONS



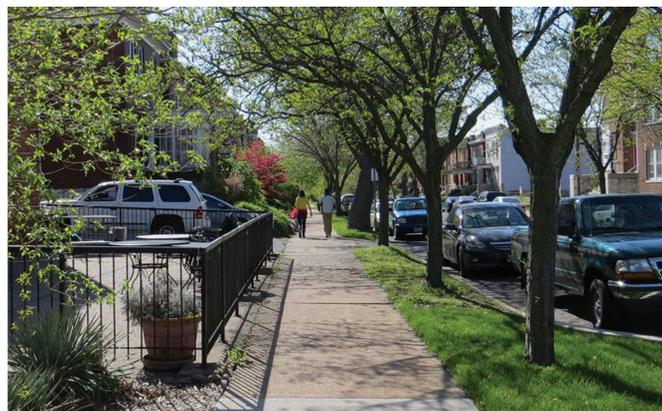
Bulb-outs can enhance pedestrian safety by increasing pedestrian visibility, shortening crossing distances, slowing turning vehicles, and visually narrowing the roadway.

## TRAFFIC LANE REDUCTION



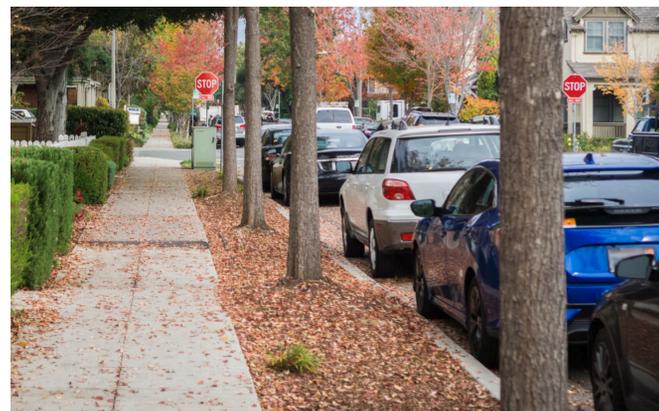
Lane reductions reduce the number of lanes pedestrians cross, reduce crashes, calm traffic, and accommodates the needs of all road users.

## SIDEWALKS + CROSSWALKS



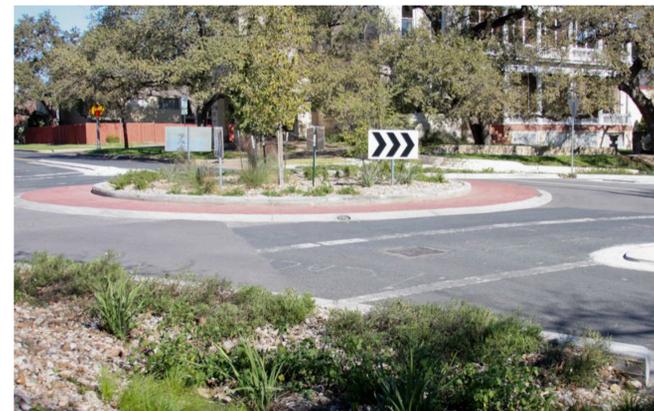
Pedestrians should have access to a continuous network of walking routes. High-visibility crosswalks, lighting, signs and markings help make people more visible to drivers.

## ON-STREET PARKING



On-street parking allows drivers to park close to their destination while also serving as a traffic calming mechanism by narrowing the usable roadway.

## ROUNDBABOUTS / TRAFFIC CALMING



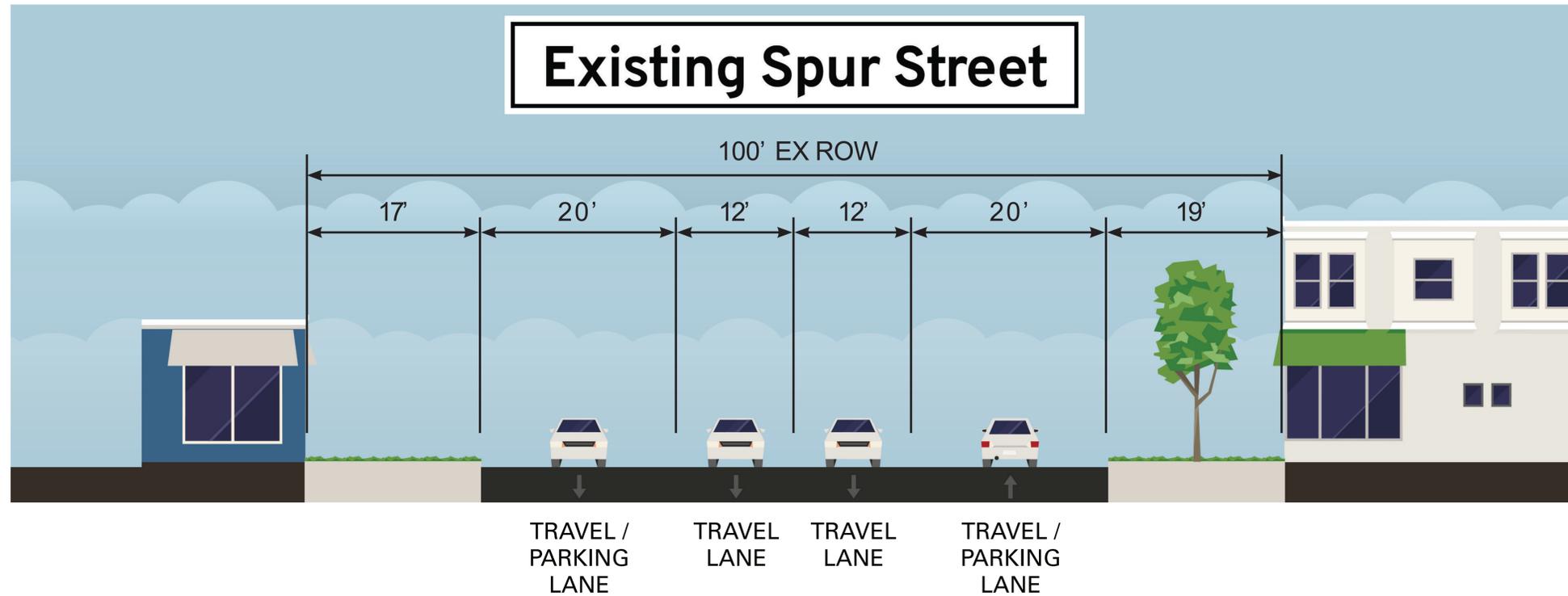
Roundabouts are safe and efficient at keeping people moving; reducing delays and calming traffic. Lower speeds and reduced conflicts are suitable for walking and bicycling.

## DRAINAGE / GREEN INFRASTRUCTURE

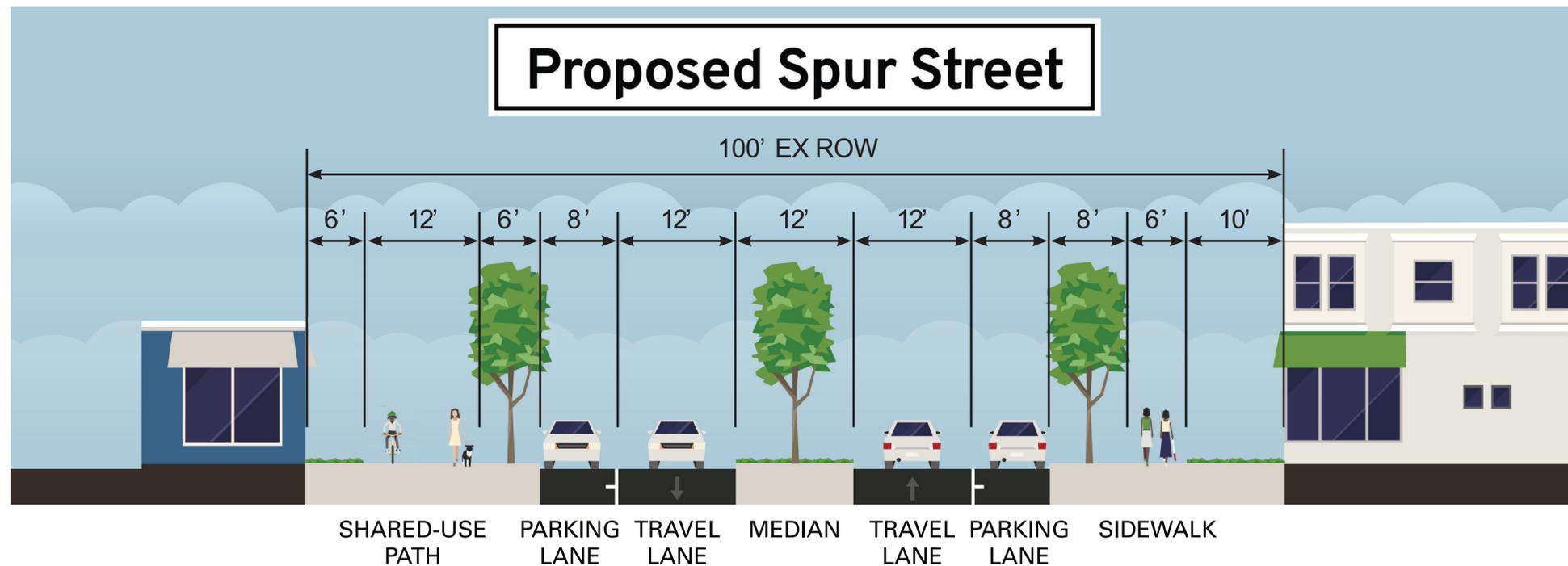


Green infrastructure is an approach to water quality protection. Unlike traditional development patterns, green infrastructure mitigates drainage issues like water ponding.

# Complete Streets | Conceptual Design



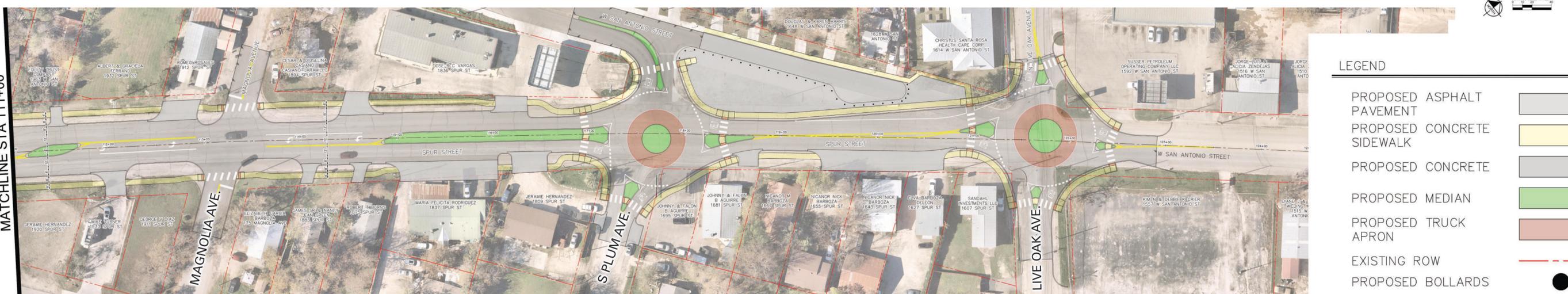
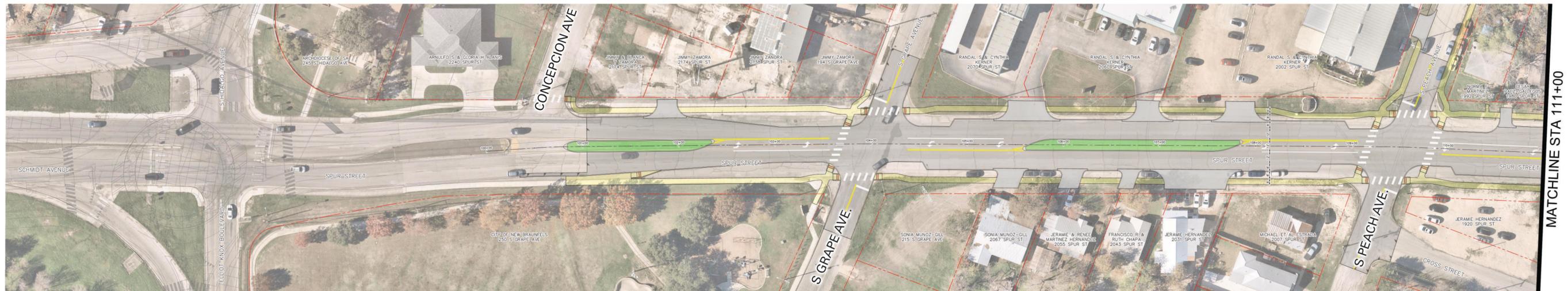
Forecasted traffic demand modeling indicates that Spur Street is a strong candidate for potential lane reallocation.



Design interventions from the Kit of Parts can take up some of this extra space to encourage a better, safer multimodal experience.

# Complete Streets | Conceptual Design

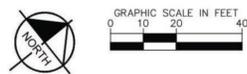
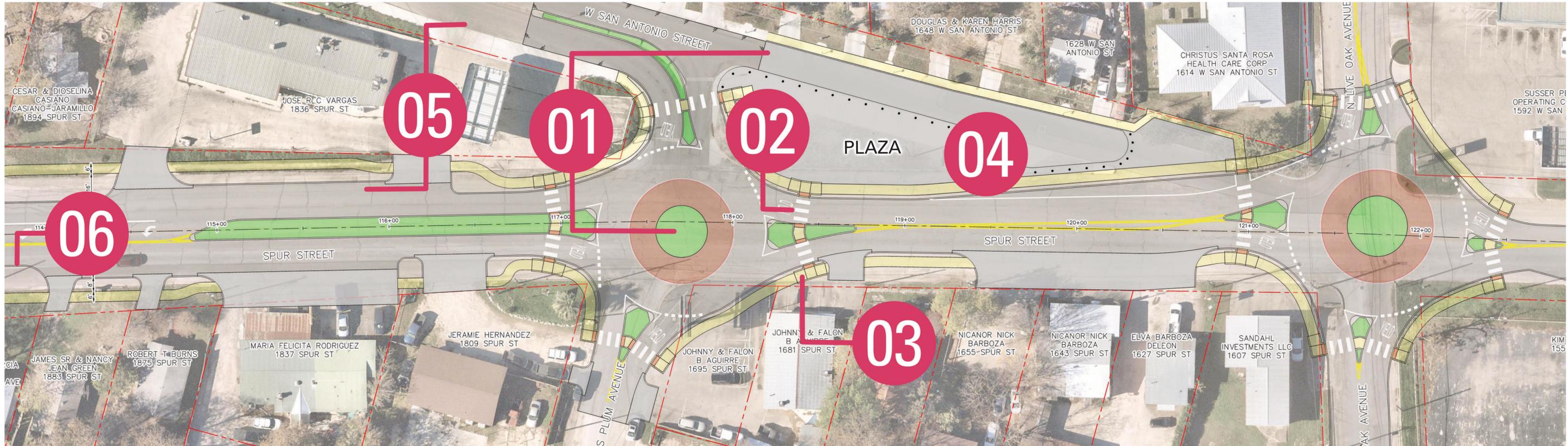
Utilizing elements of the Kit of Parts, the Design Team proposed a conceptual layout for the Plan Framework segment of Spur Street. The layout seeks to address several problem intersections, improve traffic flow, and provide more parking for adjacent businesses. The design will continue to evolve based on input from area stakeholders.



LEGEND	
PROPOSED ASPHALT PAVEMENT	
PROPOSED CONCRETE SIDEWALK	
PROPOSED CONCRETE	
PROPOSED MEDIAN	
PROPOSED TRUCK APRON	
EXISTING ROW	
PROPOSED BOLLARDS	

SPUR STREET - DRAFT CONCEPTUAL LAYOUT

# Complete Streets | Conceptual Design



## LEGEND

PROPOSED ASPHALT PAVEMENT	
PROPOSED CONCRETE SIDEWALK	
PROPOSED CONCRETE	
PROPOSED MEDIAN	
PROPOSED TRUCK APRON	
EXISTING ROW	
PROPOSED BOLLARDS	

- 01\_ Traffic & Congestion: Introduce roundabouts, revision W San Antonio St connection
- 02\_ Safety: Enhanced pedestrian crossings
- 03\_ Connectivity: Improve connectivity to destinations
- 04\_ Pedestrian Experience: Provide activated pedestrian space / plaza
- 05\_ Bicycle Experience: Enhance access to existing Mill St bike facility
- 06\_ Transit Assessment: Build in flexibility for transit in the future

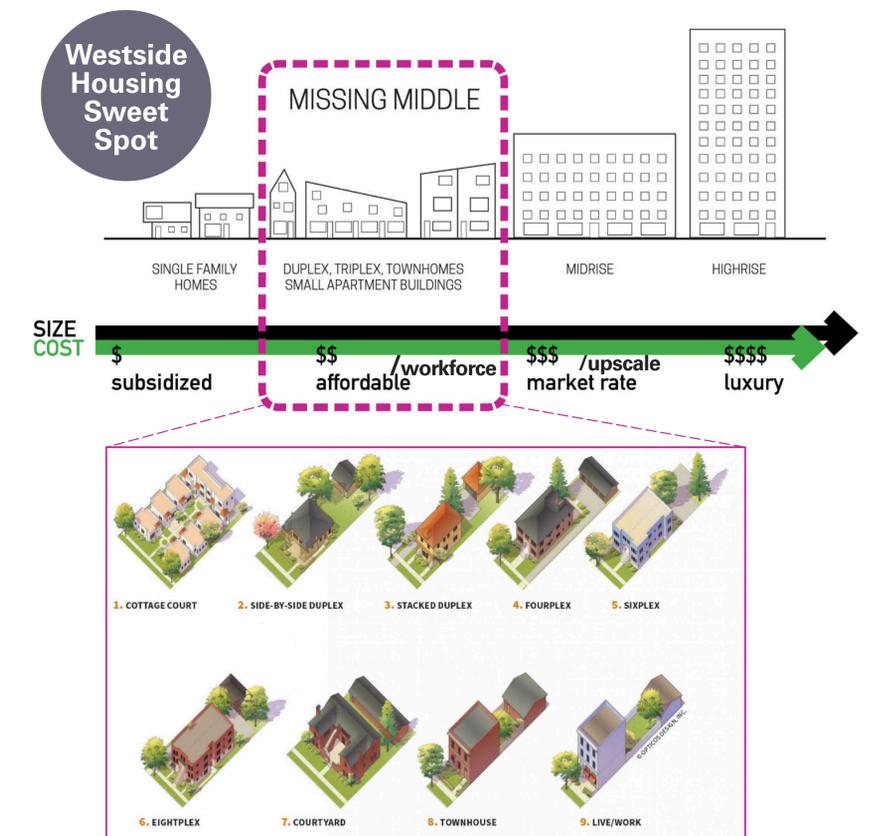
# Neighborhood Infill Opportunities



Properties throughout the neighborhood have the potential to address housing diversity and affordability.

Adjustments to zoning regulations should be made to encourage the type of development desired by West End Stakeholders.

Redevelopment sites were selected based on current land use and major corridors, mainly around frequently used gathering sites. Infill opportunity sites were selected based on vacant and potential sites.



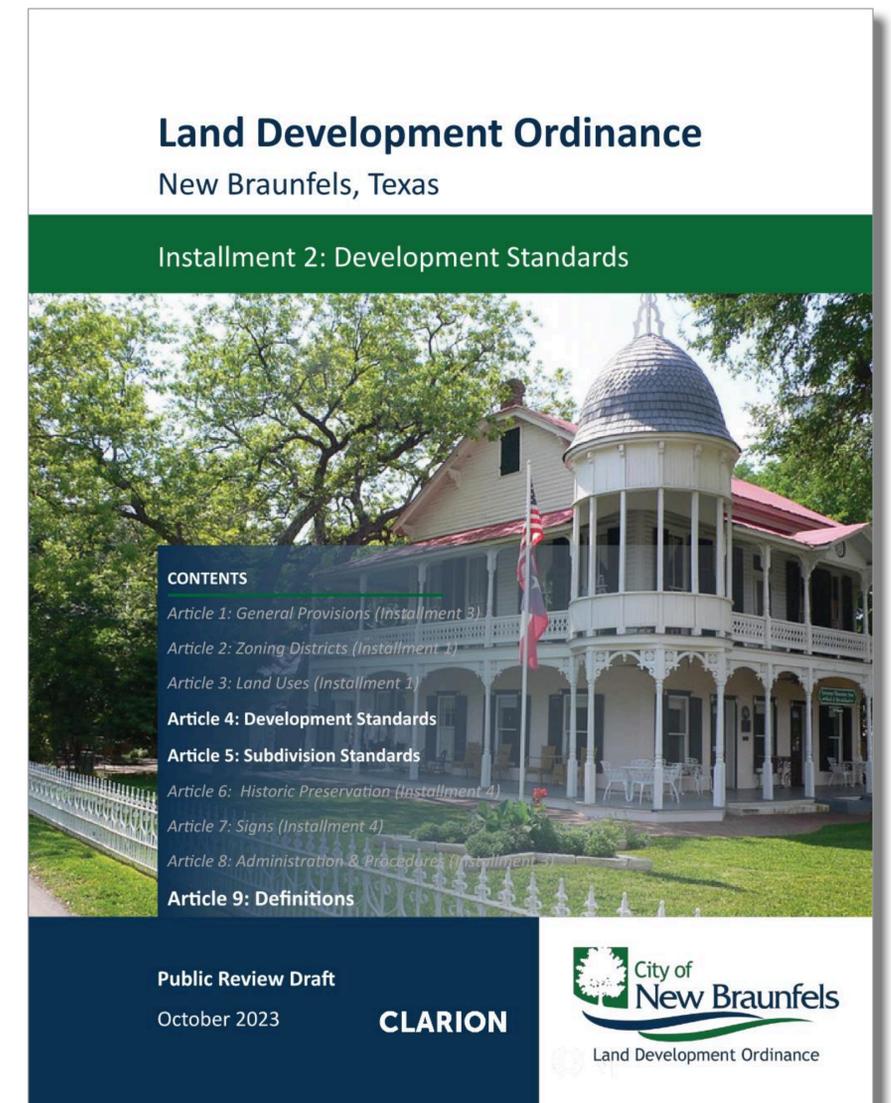
# Neighborhood Infill Opportunities

## Land Development Ordinance

The Design Team completed a review of the draft Land Development Ordinance and provided feedback specifically related to the needs of the West End.

Primary takeaways included:

- Highlighting how transitioned Zoning District standards may result in nonconforming lots (recommend avoiding nonconformities as much as possible)
- Ensuring development standards facilitate appropriate redevelopment and compatibility between adjacent uses (especially in areas that change use within a block)
- Providing urban design standards that encourage a safe and vibrant streetscape
- Streamlining processes on combined lots that are potential candidates for residential infill
- Relaxing parking standards where appropriate



# Neighborhood Infill Opportunities

Existing Zoning Category	New Zoning Category
<b>Major Categories</b>	
R-2 – Single-Family and Two-Family District	RMX – Mixed Residential District
C-2 – General Business District	CBD – Central Business District
C-3 – Commercial District	CR – Regional Commercial
M-1 – Light Industrial District	LI – Light Industrial
	MXC – Mixed-Use Corridor
<b>Minor / Stand Alone Categories</b>	
R-1A-6.6 – Single-Family District	R6.6 – Residential District
R-3 – Multifamily District	RMF1 – Small-Scale Multi-Family District
C-3 SUP – Commercial District	CR – Regional Commercial

# Neighborhood Infill Opportunities

## Zoning District Transitions - Residential

Limit creating nonconformities in building form and use as much as possible (front setback requirements, minimum lot widths, lot area minimums, parking minimums, vehicular access, uses, and building heights), including the following:

- Apply front setback to new garage structures, while allowing houses/porches to sit close to the street as most existing homes throughout the West End do, contributing to a friendly streetscape
- Reduce minimum lot widths and lot area minimums to accommodate the smaller lot sizes in the West End
- Ensure flexible range of min / max project size for infill development to encourage implementation



W San Antonio St & N Krueger Ave

# Neighborhood Infill Opportunities

## Zoning District Transitions - Commercial

- Utilize the MXC – Mixed-Use Corridor zoning category to better match both the existing condition of the corridor in this area and the future vision for the Corridor
- Consider eliminating lot area minimums in the commercial / CBD – Central Business area along W San Antonio Street to provide for more design flexibility
- Consider facilitating Itinerant Merchant (Temporary Vending Operation) uses in the West End to encourage small-scale economic development opportunities



Spur St & S Grape Ave



Spur St & Live Oak Ave

# Neighborhood Infill Opportunities

## Compatibility Between Adjacent Uses

- Consider a step-down in height and a rear setback greater than 0' to provide for transitions between commercial lots adjacent residential uses
- When landscape buffer distances are greater than rear setback requirements, consider clarifying if the buffer overrides the setback requirement or if an alternative compliance could be used
- In instances of loading zone screening between commercial and residential uses, consider landscaping on the residential side of the required screening fence



Spur St & S Grape Ave



Spur St & Magnolia Ave

# Neighborhood Infill Opportunities

## Urban Design / Streetscape Standards

- Allow street trees to meet minimum landscaping standards - this encourages a better public realm and is often the best place for trees when using missing middle housing
- Utilize the Additional Mixed Use Development Standards in CBD – Central Business District and CR – Regional Commercial districts along the key corridors to help create a good urban streetscape
- Limit drive-through facilities as an allowable accessory use in future redevelopment projects so that the area develops in a more walkable manner



W San Antonio St & Krueger Ave



W San Antonio St & S Hidalgo Ave

# Neighborhood Infill Opportunities

## Streamline Process for Residential Infill

- To promote redevelopment and revitalization, simplify language and procedures as much as possible to make the redevelopment process easier to understand for landowners and potential developers to navigate
- In addition to encouraging missing middle housing throughout the West End through new infill and densification of existing lots, allow for small scale multifamily to also occur in the existing R-1A-6.6 area through combining of lots (two or more)



Spur St & Concepcion Ave



N Hackberry Ave

# Neighborhood Infill Opportunities

## Relax Parking Standards

- Utilize “reduced tier” in the West End with 25% reduction overall and simple 50% shared parking.
- Consider eliminating parking requirements for Accessory Dwelling Units (ADUs) and allow them to have access from the side of a lot not just front or rear (with alley)
- Allow on-street parking to meet parking requirements



Spur St & S Peach Ave



Spur St & Live Oak Ave

# Catalyst Site Overview



In addition to identifying improvements needed throughout the Corridor, the following sites were selected to explore placemaking opportunities.



# Site 1 - Spur St. & W San Antonio St.

> existing site



> program opportunities



## Opportunities & Constraints:

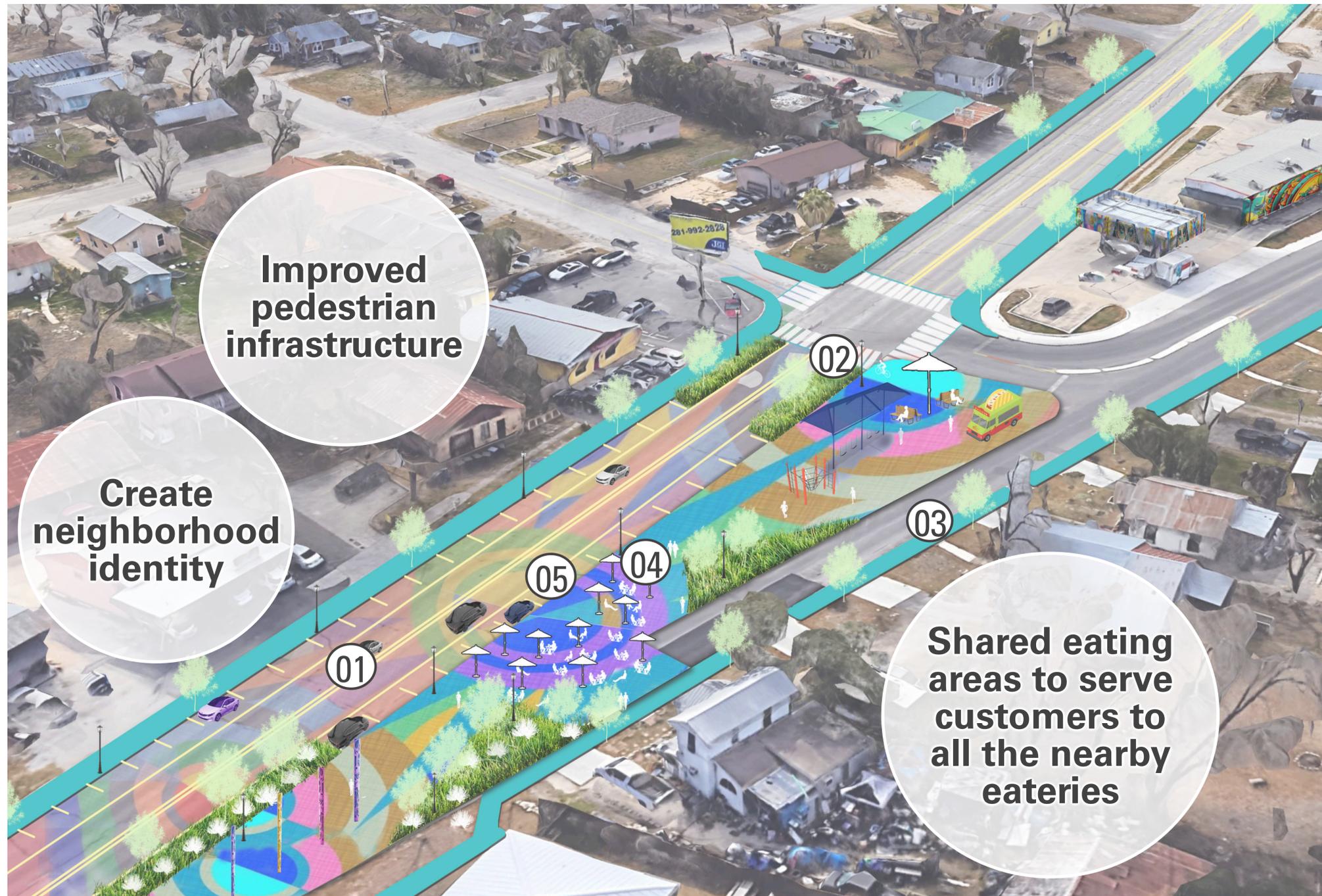
- > Site is partially in the ROW; partially private ownership
- > Gas station has plans to become a retail meat market
- > Gateway that can help brand the neighborhood
- > Could be a community hub that serves the surrounding restaurants

## Adjacent Sites:

- > Spur St: A cluster of food service, with residential
- > W. San Antonio St: Mixed commercial and residential

# Site 1 - Spur St. & W San Antonio St.

> future site



- 01\_ traffic lane reduction
- 02\_ landscape enhances sense of place
- 03\_ sidewalks improve safety and walkability
- 04\_ shaded community play/seating areas
- 05\_ on-street parking

# Site 2 - Buena Vista Addition, Block 1, Lots 10-17

## > existing site



## > adjacent uses



### Opportunities & Constraints:

- > Site is approx 1 acre
- > Owner interested in ideas for interim use
- > Development partner/operator may be needed
- > High visibility to attract drive-by traffic
- > Potential to create a destination that builds on the park's audience, such as families with children and evening foot traffic at the park

### Adjacent Sites:

- > Public park across the street, with playground and skate park
- > Mix of auto-oriented commercial
- > Residential uses

# Site 2 - Buena Vista Addition, Block 1, Lots 10-17

## > placemaking opportunities

### > outdoor BBQ setup:

New Zion Missionary Baptist Church BBQ pit (35K sf)



### > dog park beer joint:

Mutt's, Dallas (63K sf)



### > food truck park:

The Block, San Antonio (1 ac)



### > single operator restaurant:

Katy Trail Ice House, Dallas (32K sf)



### > music venue:

Far Out Lounge & Stage (54K sf)



### > multi-tenant commercial development mixed with public areas:

The Cove, San Antonio (35K sf)

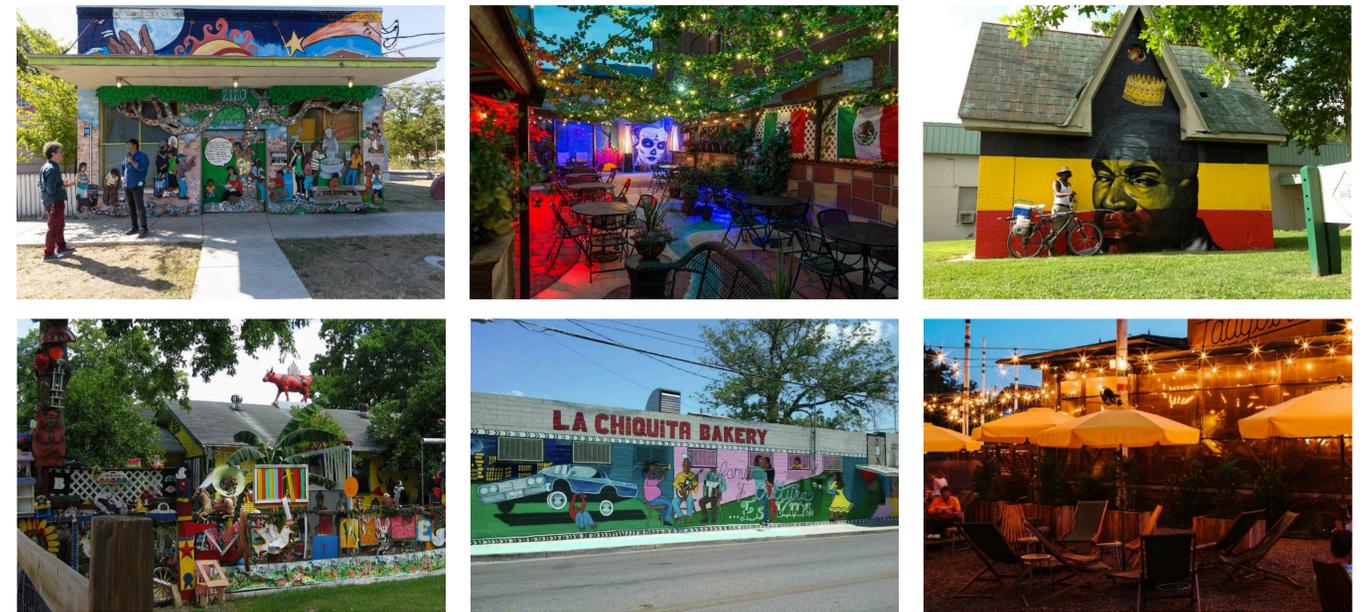


# Site 3 - Welsch 4.29 Acre Block, Lot 6 N PT

## > existing site



## > program opportunities



### Opportunities & Constraints:

- > Site is approx 10K sf (1/4 acre)
- > Great visibility to attract drive-by traffic
- > Landmark building and large corner lot holds potential for a standout community attraction

### Adjacent Sites:

- > Site is adjacent to Butcher Boy, a popular taqueria
- > Legacy Church is directly across the street
- > Mix of auto-oriented commercial and residential uses

# Site 3 - Welsch 4.29 Acre Block, Lot 6 N PT

> future site



- 01\_ sidewalks improve safety and walkability
- 02\_ landscape enhances sense of place
- 03\_ shaded community play/seating areas
- 04\_ traffic lane reduction
- 05\_ on-street parking

# NEXT STEPS

# Plan Framework | Next Steps

The West End Area Master Plan recommends the following key actions to leverage momentum and make our Vision a reality. These actions are organized within the three Framework Categories:

## Complete Streets

Proceed with Conceptual Design for the Spur Street Corridor to create a safer, more walkable environment.

*Address sidewalks, crossings, drainage, and lighting concerns.*

## Neighborhood Infill Opportunities

Continue to assess properties that have the potential for more diverse, attainable housing products.

*Create a pattern book of compatible development.*

*Continue to engage in code rewrite and zoning mapping.*

## Placemaking Catalyst Sites & Support

Build and strengthen the Department of Economic & Community Development's toolkit and menu of services.

*Further conversations with property owners to understand their needs, concerns, and areas where they need assistance.*

*Develop resources specific to supporting new and expanding businesses.*

# Plan Framework | Next Steps

## Complete Streets

Proceed with Conceptual Design for the Spur Street Corridor to create a safer, more walkable environment.

ID	Action	Lead	Support	Timeframe
1.1	Continue to facilitate targeted engagement with local businesses and stakeholders to understand their perspectives and parking needs.	Transportation & Capital Improvements	Economic & Community Development	Short-term (6 month - 1 year)
1.2	Pursue temporary design interventions throughout the corridor such as pavement rehabilitation and restriping	Transportation & Capital Improvements	Economic & Community Development	Short-term (6 month - 1 year)
1.3	Implement traffic calming interventions (roundabouts, bulb-outs, etc.).	Transportation & Capital Improvements	Economic & Community Development	Long-term (3 - 5 years)
1.4	Pursue placemaking ideas throughout the corridor.	Transportation & Capital Improvements	Economic & Community Development	Long-term (3 - 5 years)

# Plan Framework | Next Steps

## Neighborhood Infill Opportunities

Continue to assess properties that have the potential for more diverse, attainable housing products.

ID	Action	Lead	Support	Timeframe
2.1	Continue to stay engaged with the LDO rewrite process through implementation.	Planning & Development Services	Economic & Community Development	Short-term (6 month - 1 year)
2.2	Create a pattern book of compatible development that ranges from missing middle products like cottage courts, duplexes, and quads to accessory dwelling units / granny flats and live-work units.	Economic & Community Development	Planning & Development Services	Short-term (6 month - 1 year)
2.3	Conduct Test Fits for common lot dimensions / conditions that are good candidates for pattern book products, especially for parts of the corridor that have both residential and commercial uses in the same block.	Economic & Community Development	Planning & Development Services	Short-term (6 month - 1 year)

# Plan Framework | Next Steps

## Placemaking Catalyst Sites

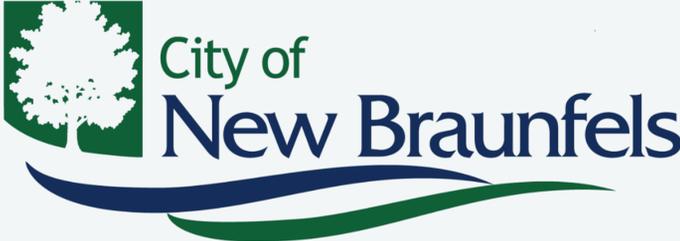
Build and strengthen the Department of Economic & Community Department's toolkit and menu of services.

ID	Action	Lead	Support	Timeframe
3.1	Conduct small developer workshops to identify, train, and equip landowners and other interested parties with the tools needed to identify and undertake needed redevelopment projects.	Economic & Community Development	Planning & Development Services	Short-term (6 month - 1 year)
3.2	Streamline development approvals.	Economic & Community Development	Planning & Development Services	Short-term (6 month - 1 year)
3.3	Identify and establish seed funding and partner with a Community Development Financial Institution (CDFI) to establish a revolving loan fund to support commercial and residential development and redevelopment opportunities within the plan area.	Economic & Community Development	CDFI Partner	Medium-term (1 year - 3 years)
3.4	Establish a Tax Increment Reinvestment Zone to provide a dedicated source of funding for future capital projects.	Economic & Community Development	Transportation & Capital Improvements	Short-term (6 month - 1 year)
3.5	Create a Neighborhood Empowerment Zone to promote the creation or rehabilitation of affordable housing, increase economic development and improve social services, education, or public safety within the zone.	Economic & Community Development	Planning & Development Services	Short-term (6 month - 1 year)



# WEST END

A VISION FOR THE WESTSIDE



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