LOS ALAMOS



White Rock Metropolitan Redevelopment Plan



September 2022



SITES SOUTHWEST

ATTACHMENT B

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EXECUTIVE SUMMARY

1. EXECUTIVE SUMMARY

PURPOSE

Los Alamos County recently designated an area within the White Rock Town Center as a Metropolitan Redevelopment Area (MRA). The associated White Rock Commercial MRA Report (Designation Report) identified negative conditions requiring public investment and attention. These conditions included inadequate housing, impractical planning and platting, and deteriorating structures and infrastructure.

In 2021, the County adopted the White Rock Town Center Master Plan (Master Plan) which examines existing demographic and market conditions, documents a land use plan, and provides vision and guidance for future development and public investment in this area. The Master Plan envisions a thriving hub of residential, retail, and office development and identifies potential for a dense collection of three and four-story mixed-use buildings and excellent pedestrian amenities. The Master Plan additionally identifies particular strategies and public investments which can be utilized by Los Alamos County to attract private development.

This Metropolitan Redevelopment (MR) Plan provides Los Alamos County with tools and strategies intended to spur revitalization and redevelopment activity in the White Rock area. The tools outlined in this plan are specifically intended to remedy identified conditions of blight as recognized by the Designation Report and to achieve the vision and recommendations as identified in the Master Plan. This MR Plan, in conjunction with the Designation Report and Master Plan, complies with the requirements of the New Mexico Metropolitan Redevelopment Code (§3-60A NMSA 1978).



METROPOLITAN REDEVELOPMENT - ACT & TOOLS

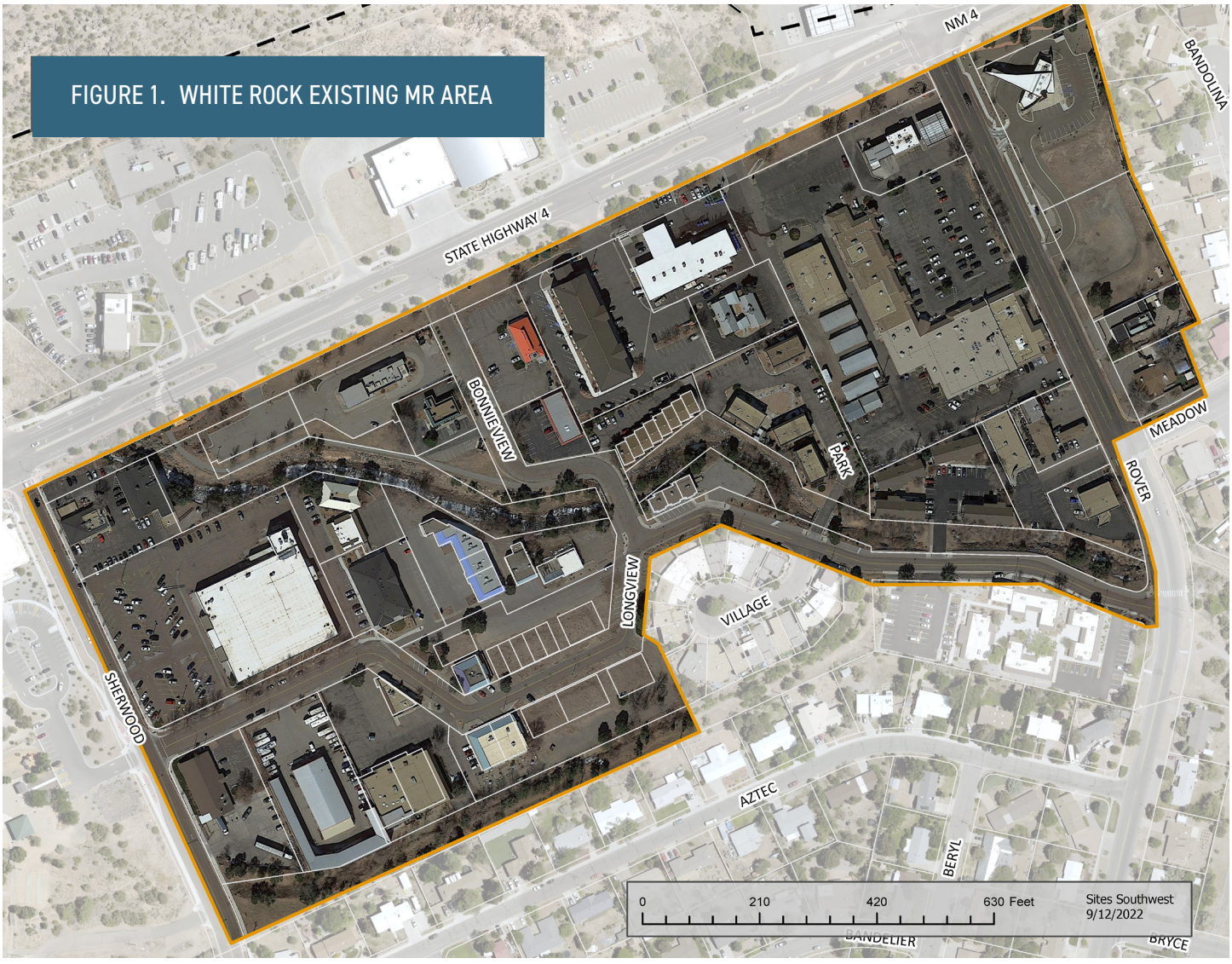
The New Mexico Metropolitan Redevelopment Code (§3-60A-1 to 3-60A-48 NMSA 1978) provides municipalities and counties in New Mexico with the powers to correct conditions in areas or neighborhoods which "substantially impair or arrest the sound and orderly development." These powers, or tools, often focus on encouraging and incentivizing private investment to redevelop vacant and underutilized properties within the designated Metropolitan Redevelopment Area (MRA).

Common redevelopment tools include tax abatement, land acquisition and conveyance, fee waivers, and direct financial contributions. The strategic use of these tools commonly involves collaborative public-private partnerships (PPP's or P3's) who form mutually beneficial legal and financial agreements. All MR tools used by Los Alamos County must be designed to:

1) Alleviate or remedy identified conditions of blight within the designated MR Area
2) Achieve the vision and goals outlined for the area

This MR Plan enables Los Alamos County to utilize all tools which are legally available through the Metropolitan Redevelopment Code.

FIGURE 1. WHITE ROCK EXISTING MR AREA



PROCESS/ENGAGEMENT

May 10, 2022 - Kick-Off Meeting

Sites Southwest met with Los Alamos County staff and elected officials to discuss context, priorities, a planning timeline, and to tour the designated metropolitan redevelopment area.

June 15, 2022 - Advisory Committee Meeting

Los Alamos County staff and Sites Southwest met with an advisory committee comprised of business owners, past planning participants, non-profit organizations, land owners, and White Rock residents. Sites Southwest introduced the White Rock Metropolitan Redevelopment Area (MRA) Designation Report, the White Rock Town Center Master Plan, and described how a metropolitan redevelopment plan could enable otherwise restricted tools for public investment.

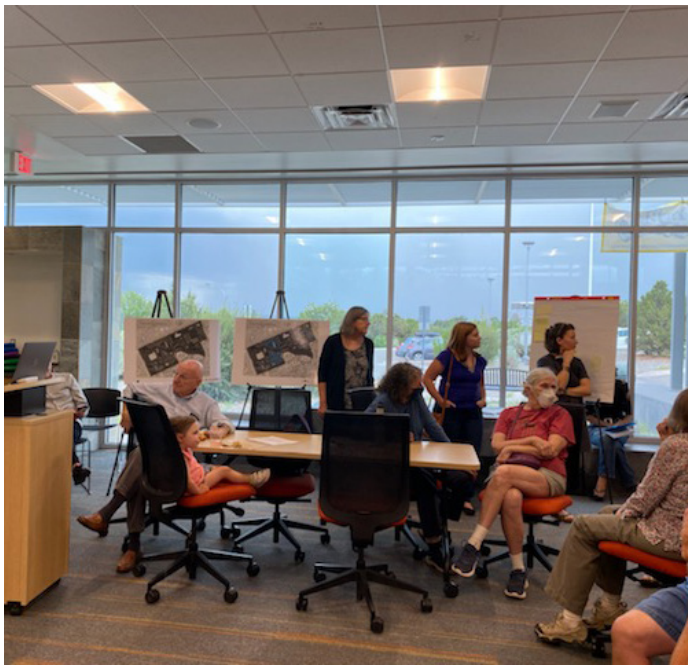
July 20, 2022 - Advisory Committee/ Public Meeting

Staff, Sites Southwest, and the advisory committee held a meeting which was open to the public and which briefly covered past plans, discussed areas with particular redevelopment potential and presented likely incentives and public investment tools. Relocation assistance and storefront improvements were discussed as a feasible benefit for existing businesses.

August 17, 2022 - Open House

Staff and Sites Southwest held an open house to again discuss the past designation and master planning activities and how this specific plan would enable additional financial and redevelopment tools intended to achieve the goals of the master plan. Tools that were discussed included tax abatement, land acquisition and conveyance, facade improvements, infrastructure improvements, and direct financial assistance towards private development.





02

METROPOLITAN REDEVELOPMENT DESIGNATION

2. METROPOLITAN REDEVELOPMENT DESIGNATION

DESIGNATION REPORT

Los Alamos County designated a portion of White Rock as a Metropolitan Redevelopment area in 2021 (Resolution 21-06). The associated resolution and designation report examined the condition of existing buildings, the location of vacant and underutilized properties, infrastructure and transportation conditions, planning and zoning, and economic conditions. Existing conditions met the criteria for a "blighted" area as defined by the Metropolitan Redevelopment Code (§3-60A-8 NMSA 1978) and the resolution designated a Metropolitan Redevelopment area of approximately 40 acres as shown in Figure 2.

FIGURE 2. WHITE ROCK MRA DESIGNATION



WHITE ROCK CENTER MRA DESIGNATION
Existing Conditions Assessment - Updated 8/3/2020

Proposed MRA Boundaries

0 150 300 600 Feet

IDENTIFIED CONDITIONS OF BLIGHT

Low Levels of Commercial Activity or Redevelopment

31 out of 71 lots were identified as being vacant or underutilized

Deterioration of Site or Other Improvements

A general deterioration of public infrastructure including sidewalks, drainage issues, and unmaintained landscaping

Predominance of Defective or Inadequate Street Layout

The layout of existing streets, particularly Bonnie View Drive and Longview Drive are not conducive to connectivity or accessibility to businesses and inhibit redevelopment.

Obsolete or Impractical Planning and Platting

Overall planning and platting inhibit redevelopment and private investment.

Unsanitary or Unsafe Conditions

Illegal dumping on vacant lots

Improper Subdivision of Lack of Adequate Housing Facilities in the Area

A lack of adequate housing exists throughout the County, especially related to a shortage of multi-family housing.





03

WHITE ROCK

VISION

3. WHITE ROCK VISION

WHITE ROCK TOWN CENTER MASTER PLAN

In 2021, the County adopted the White Rock Town Center Master Plan ("Master Plan") which provides vision and guidance regarding future development and public investment in this area. The Master Plan envisions a thriving hub of residential, retail, and office development and identifies the potential for a dense collection of three and four-story mixed-use buildings with excellent pedestrian amenities.

The Master Plan satisfies many essential elements of an MR Plan. It covers the entire MR Area and provides an analysis of existing conditions, preferred redevelopment projects, and recommended strategies intended to alleviate conditions of blight. The Metropolitan Redevelopment Tools enabled through this plan should be used in conjunction with the recommendations and vision of the Master Plan and has been attached as an appendix. Metropolitan Redevelopment incentives are outlined in Chapter 5 "Metropolitan Redevelopment Tools" and specific strategies are also identified in the Master Plan.

FIGURE 3. WHITE ROCK MASTER PLAN



Note that two properties included in the official MR Designation Area (Figure 2) were excluded from the Master Plan and some subsequent maps (60 Rover Boulevard - Parcel 1039108258524; 142 Meadow Lane - Parcel 1039108258512). These properties are legally within the MR Area, should be considered within the Master Plan for the purposes of Metropolitan Redevelopment planning, and are eligible for all the same MR incentives as referenced by this plan.

VISION & RECOMMENDATIONS

White Rock Town Center Vision Statement:

White Rock Town Center, the gateway to Bandelier, is envisioned as a thriving hub with a vibrant mix of residential, retail, and office development at a character and scale appropriate for the surrounding community. With attractive housing, shopping and public spaces, along with a network of trails and parks, it is a great place for residents to live and visitors to explore.

The Master Plan outlines seven major elements, each with an associated vision and set of recommendations:

URBAN FORM

A vibrant, walkable Town Center with a mix of uses and small-town character.

- Update Town Center zoning to mixed-use
- Pedestrian-oriented infrastructure
- Install signature gateway feature
- Implement a branded wayfinding system and place-making strategies
- Provide multi-generational programming

HOUSING

Quality housing options that are attainable to all residents while protecting existing neighborhoods.

- Allow increased multi-family densities/ heights
- Incentivize affordable housing
- Allow a greater mix of housing type within Town Center

TRANSPORTATION

A safe and efficient multi-modal system that provides connections to adjacent neighborhoods, LANL, and Los Alamos.

- Implement safe pedestrian and bicycle infrastructure
- Implement convenient transit and vehicular transportation system
- Improve the parking management strategy

ECONOMIC VITALITY

A vibrant Town Center with an environment in which local businesses can thrive.

- Update Town Center zoning
- Promote entertainment venues
- Streamline development process within Town Center
- Strengthen the Facade Improvement Program
- Develop strategies that incentivize redevelopment of vacant properties
- Develop strategies to keep commercial rents affordable
- Develop policies and incentives for active first floor frontages
- Promote tourism as an economic driver

PUBLIC SPACE/STREETS

A vibrant, pedestrian-oriented Town Center that offers a variety of public spaces and amenities.

- Define streets as public spaces
- Create diverse public spaces
- Promote free family-friendly programming

INFRASTRUCTURE

Reliable public infrastructure that includes broadband, transportation, recreational trails, and open space to enhance the overall quality of life.

- Town Center public infrastructure improvements
- Plan for access to broadband
- Update wildfire protection strategies

SUSTAINABILITY

A Town Center district that is a model for sustainable practices for the larger Los Alamos community.

- Incorporate green infrastructure strategies
- Incorporate green parking lot practices
- Update outdoor lighting regulations to mitigate light trespass

DEVELOPMENT FRAMEWORK

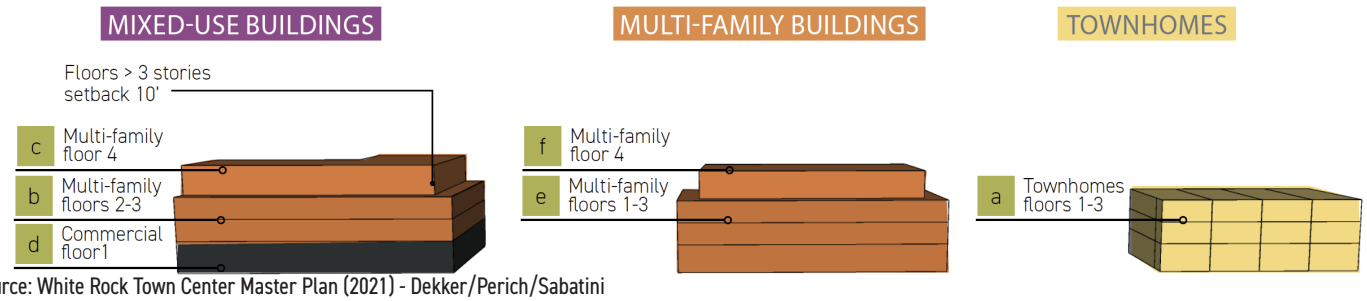
To achieve a vision and recommendations, the Master Plan outlines a development framework focused on mixed-use, transit-friendly, pedestrian oriented development in key infill areas. Though most developments will primarily rely on private investment, public investment focusing on the streetscape, trails, public gathering spaces, and infrastructure improvements will both strengthen the character and livability of White Rock and also help to spur redevelopment on private parcels.

Responding to the 2019 Los Alamos Housing Market Needs Analysis which identified an immediate need for 1,310 units of rental housing and 379 units for homeownership and also noting expectations that LANL will hire thousands of more workers in the next few years, the Master Plan especially prioritizes the construction of more housing units to accommodate existing and future residents. The White Rock Town Center Master Plan estimated opportunities for 363 new housing units of varying types and 18,000 square feet of new commercial space in mixed-use buildings. To make these development projects more financially feasible and to provide transit and pedestrian-oriented streetscapes, infill development is targeted to be around three or four stories high, make efficient use of land, and will generally require public incentives.

The Bonnie View area is targeted to accommodate housing or mixed-use developments. The Longview area is targeted to accommodate residential developments ranging from 3-story townhomes to more multi-family uses. The area around Rover Boulevard is targeted to accommodate mixed-use where current uses are commercial (along SR4 and west of Rover Boulevard) and residential multi-family where adjacent uses are single-family residential. See the Master Plan for urban design guidelines and Chapter 6 "Targeted Redevelopment Areas" for more information on recommended infill redevelopment.

FIGURE 4. POTENTIAL INFILL - WRTC MASTER PLAN





Source: White Rock Town Center Master Plan (2021) - Dekker/Perich/Sabatini

FIGURE 5. BONNIE VIEW MIXED-USE CORRIDOR VISION



Source: White Rock Town Center Master Plan (2021) - Dekker/Perich/Sabatini

FIGURE 6. LONGVIEW RESIDENTIAL CORRIDOR VISION



Source: White Rock Town Center Master Plan (2021) - Dekker/Perich/Sabatini

04

EXISTING CONDITIONS

4. EXISTING CONDITIONS

DEMOGRAPHIC SUMMARY

White Rock is one of two communities in Los Alamos County and is populated by about 6,000 people or almost 2,500 households. The community is adjacent to the Los Alamos National Laboratory ("LANL"), a federal research facility which is the major economic driver in the county and which employees more than 13,000 people - most who commute from other counties. White Rock has a relatively high median age and income compared with surrounding counties and the State of New Mexico. More information can be found in the Master Plan.

TABLE 1. DEMOGRAPHICS, WHITE ROCK, 2010-2019

Description	2010	2019	2010-2019 Total	2010-2019 Ann. #	2010-2019 Ann. %
White Rock					
Population	5,725	5,975	250	28	0.5%
Households	2,286	2,424	138	15	0.7%
Median Age	46.4	48.8	2.4	0.3	0.6%
Median Income	$115,462	$132,914	$17,452	$1,939	1.6%

Source: ESRI; Economic & Planning Systems

White Rock Town Center Master Plan (2021) - Dekker/Perich/Sabatini

MARKET SUMMARY

Recommended Housing

White Rock is primarily a bedroom community for LANL with a distributed collection of retail and office space to meet the needs of residents, LANL employees, and visitors. Housing is one of the biggest concerns identified by the community. A limited availability of land, relatively low-density housing, and a high median income result in a shortage of housing units and high housing costs. Limited housing both excludes some LANL employees, 56% of which commute in from other counties - often more than an hour away, and also make it difficult to attract employees for support industries (retail, government, food services, healthcare, etc...).

The 2019 Los Alamos Housing Market Needs Analysis identified an immediate need for 1,310 rental units and 379 units for homeownership. Higher-density infill housing can be used to satisfy the demand for housing and can help attract both commercial services and associated employees. Smaller units for seniors, young adults, and working households is targeted as the most needed housing types and satisfies the demand for "missing middle housing." More information can be found in the Master Plan and the 2019 Housing Market Needs Analysis.

Recommended Commercial

White Rock has approximately 105,000 square feet of retail and approximately 32,000 square feet of office. Smith's Marketplace and Metzger's Hardware are two critical retail anchors which provide many services for White Rock residents. The average rate for retail is around $15 per square foot and the average rate for office space is around $20 per square foot. The high rate for office space is attributed to demand by LANL-related contracting services. More information can be found in the Master Plan.

Case Studies/Redevelopment Project Examples

Infill projects in redevelopment areas typically require public subsidies. The purpose of the Metropolitan Redevelopment Code is to allow local governments to make donations that fill the financing gap and make otherwise infeasible projects achievable in distressed areas.

The projects below illustrate the complex financing and public incentive structures typical of an infill project - especially one that includes affordable housing. The extent of the public investment varies case by case, and more detail is available for public/private partnerships than is available for privately financed projects. In these two project examples, the types of subsidies offered are land donations, fee waivers, infrastructure improvements, direct donations, and tax abatement.

Project #1: Multifamily affordable housing, Suburban scale, Public/Private

Partners: Municipality, Non-profits, Non-profit affordable housing developer

Description	Funding/Financing
This project, located in Northern New Mexico, took approximately ten years to come to fruition, and involved initial planning and feasibility studies conducted by a local non-profit. The non-profit brought in an affordable housing developer to design and build the project. The local government donated land and other funding. This project is not located in a Metropolitan Redevelopment Area. The basis for the local government donations is the Affordable Housing Act. The project is a 65-unit income-restricted affordable housing project. Units are priced for individuals and families with incomes below 60% of the area median income.	Initial studies were funded through the City, County, and several funding partners. **Housing Preconstruction:** Two separate grants from arts organizations $18.77 million total financing package **Local Government Donations:** Permit and fee waivers: $600,000 Infrastructure funding: $400,000 Donation of land: $1.1 million value **Other Financing:** Tax credits through MFA: $10.4 million 40-year §221(d)(4) mortgage: $5.2 million Federal Home Loan Bank of Dallas: $650,000 Donation of developer fee: $430,000 Individual and business donations for solar: $350,000 Rents are from $427 to $1,185 per month

Project #2: Mixed-Use, Market rate multifamily housing and retail, Urban

Partners: Commercial developer/owner, non-profit affordable housing developer and manager, local government

Description	Funding/Financing
This project, located in the Albuquerque-Rio Rancho area, is a 102-unit market rate apartment complex located on 2.2 acre tract that was formerly home to two blighted and deteriorating properties. The project is within the boundary of a Metropolitan Redevelopment Area. The MRA plan sets out nine strategies to be met by a project receiving assistance. The application for tax abatement describes the project, the need for assistance, and conformance with plan goals. Applications are reviewed through public hearings with final approval by the governing body. Property is deeded to the local government for the tax abatement period. The owner makes payments in lieu of taxes equal to the base tax rate. Reduced operating costs for the first seven years eliminated the financing gap for this project.	Total development cost: $12,500,000 **Local Government Donations:** 7-Year Tax Abatement Baseline property tax per year: $9,604.00 Estimate of annual property tax following construction: $404,082.00 Total estimated abated taxes: $2,828,574.00 **Other Financing:** Conventional financing and private equity Rents are from $1,900 to $2,300.

Project Feasibility Analysis

A proforma was developed for a hypothetical multifamily project. The project is a 100-unit complex with a mix of studio, 1-bedroom and 2-bedroom apartments with common space and structured parking. A site size of 40,500 square feet is assumed. Assumptions about project characteristics, including unit size, market rents, and mix, are based on similar projects. Cost assumptions for land, construction, financing, and operations are based on recent comparable projects, current construction costs, financing costs, and industry benchmarks as of 2021. Cost estimates reflect recent trends and short-term projections for inflation and interest rates.

The analysis shows that, given current costs as compared to market rents, there is a financial gap of $1.9 million for the hypothetical 100-unit building, or $19,000 per unit. This analysis supports the need for financial incentives like tax abatement or gap financing loans and grants, all of which are feasible MR tools that could be used by Los Alamos County.

Development Costs		
Land Costs	$20/sf	$8,100/unit
Parking Ratio	1 space/unit	
Parking Cost	$22,500/space	$15,750/unit
Hard Costs		$225/GSF
Soft & Finance Costs	15% Hard Costs	$63/GSF
Developer Fee	5% Total Dev Cost	$13/GSF
Development costs based on market comparables, current construction and financing costs, and industry benchmarks.		

Operating Assumptions	
Efficiency	85% RSF/GSF
Operating Exp & Taxes	30% of revenue
Vacancy Loss	5% of revenue
Return Hurdle Rate	6.5%

Unit Types & Details		
Type	Size	Costs
Studio	500 RSF	$159,510
1-Bedroom	800 RSF	$200,922
2-Bedroom	1,150 RSF	$261,969
Based on Industry Benchmarks		

Financial Gap - Hypothetical Market Rate Development					
Unit Mix	**Total**	**Rents**	**Rent to Meet Desired Return**	**Annual Financial Gap/ Unit**	**Total Financial Gap**
Studio	44	$1,100	$1,216	$13,904	$611,779
1-BD	40	$1,650	$1,824	$20,856	$834,244
2-BD	16	$2,150	$2,376	$27,176	$434,818
Total	100	$1,696,320	$1,875,000		$1,880,842

ATTACHMENT B

05

METROPOLITAN REDEVELOPMENT TOOLS

5. METROPOLITAN REDEVELOPMENT TOOLS

AVAILABLE MR TOOLS AND STRATEGIES

"A local government shall have all the powers, other than the power of eminent domain, necessary or convenient to carry out and effectuate the purposes and provisions of the Metropolitan Redevelopment Code..." (Chapter 3, Article 60A NMSA 1978).

Los Alamos County can incentivize private investment in the designated White Rock MR Area through powers granted by the New Mexico Metropolitan Redevelopment Code. This MR Plan identifies that the County can use all legally available tools as permitted through the Metropolitan Redevelopment Code. This chapter provides examples of MR tools, their common usage, strategies which support MR tools, and specific ways Los Alamos County can implement MR tools and strategies (see Table 2 for Common Metropolitan Redevelopment Tools).

APPLICATION OF INCENTIVES

MR tools utilized by Los Alamos County must both:

1. Lessen or reduce the problems and conditions identified in the White Rock Designation Report
    - Identified Conditions: Low levels of commercial activity, deterioration, inadequate street layout, impractical planning or platting, unsanitary/unsafe conditions, lack of adequate housing

2. Achieve or be consistent with the vision, goals, and strategies of the White Rock Town Center Master Plan
    - Vibrant, walkable Town Center with a mix of uses and small-town character
    - Quality housing options attainable to all residents while protecting existing neighborhoods
    - Safe and efficient multi-modal system with connections to adjacent neighborhoods, LANL, and Los Alamos
    - Vibrant Town Center with an environment in which local businesses can thrive
    - Vibrant, pedestrian-oriented Town Center that offers a variety of public spaces and amenities
    - Reliable public infrastructure that includes broadband, transportation, recreational trails, and open space to enhance the overall quality of life
    - Town Center district that is a model for sustainable practices for the larger Los Alamos Community

To utilize MR tools, the County will need to assess how to prioritize funding, application of strategy, and the criteria for how it distributes incentives. The Master Plan and MR Plan provide advice and recommendations, but Los Alamos County will evaluate, establish, and sometimes negotiate with private parties, the specific implementation of tools, strategies, and programs.

For example: development fee waivers are relatively simple and could be awarded to any project that meets a set criterion (e.g., adding at least 1,000 square feet of new development). Conveyance of County property, however, could involve a request for proposals to identify how to best put the land to productive use. Tax abatement and metropolitan redevelopment bonds often require front-end negotiations between the public and private parties and plentiful paperwork. Regardless of the specific process, public and private parties should recognize the importance of collaborative partnerships and collaborative problem solving in using MR tools.

ATTACHMENT B

TABLE 2. COMMON METROPOLITAN REDEVELOPMENT TOOLS

Tools and Incentives	General Capabilities	Example Strategies for Los Alamos County
Tax abatement	Tax abatement is one of the most common incentives (limited to 7 years). The public agency usually takes title of the property, leases it back to the developer, and could require payment in lieu of taxes (PILT) equal to the original property tax assessment.	Offer a 7-year property tax abatement which would most benefit larger projects on vacant land. Los Alamos County will take title to the property during the tax abatement period and lease it back to the developer. During that period, the County could waive the PILT to benefit development projects.
Public Infrastructure	Invest in public infrastructure that directly incentivizes private investment. This can include covering infrastructure costs that would normally be the responsibility of the developer.	Reorient the public right-of-way (such as on Bonnie View Drive or Longview Drive) and construct new road, sidewalk, and utility improvements.
		Build public, shared parking structures which can satisfy the needs of nearby uses and make it easier to redevelop on small and challenging lots.
Fee Waivers	Can waive application, development, impact, permit, and utility connection fees.	Waive development fees which could marginally help improvement projects.
Land Acquisition & Assembly	Public entities can play the part of "patient investor" - acquiring property over time (when available).	Purchase smaller properties when they come up for sale, hold onto them, and assemble them into larger and more developable properties.
		Purchase vacant properties that enable the types of development envisioned in the Master Plan.
Land Conveyance	Can sell land at or below market prices, and can exchange or give-away land to accomplish a community benefit.	Give away - or sell at a discount price - excess portions of the public right of way (e.g. road way) if it helps make the property more developable.
		Issue RFPs for private mixed use/housing development meeting criteria outlined in MRA Plan on land owned by Los Alamos County. This can include offering County owned land or buildings for below-market purchase or lease agreements.
Direct Financial Investments	Can invest/incentivize private projects which accomplish community goals.	Provide "gap-financing" to support achievable projects or improve the exterior appearance of buildings and storefronts within the district.
		Enter into development agreements with vacant property owners to rehabilitate property for redevelopment recommended in MRA Plan, particularly the infill of higher density housing.
		Provide relocation assistance to businesses which may need to move due to demolition and redevelopment activities or businesses which may benefit from and want to relocate in newer buildings.
Tax-Increment Financing (TIF)	A tax increment financing district is established pursuant to the Metropolitan Redevelopment Act. The district generates funds for public improvements in the TIF district by capturing the difference between base year property taxes and the incremental increase from the base year to the end of the program period, typically 10 years. The local government may issue tax increment bonds payable from and secured by property taxes, which allows for up-front funding of needed projects and public improvements.	New Mexico property taxes are low. A TIF district may not generate enough funds to be worthwhile. Will typically need multiple projects that are of significantly higher value than the base year condition to generate adequate revenue.
Metropolitan Redevelopment Bonds	Bonds issued by the local government can provide favorable financing mechanism for repairs or renovation of an existing building or for new projects. Use of the bond proceeds is pursuant to a financing agreement with a user to pay or reimburse the uses for the costs of a project. The bonds are secured by the value of the project. The user purchases the project at the bond maturity date.	Bonds are authorized after approval of the local government and after determining that the expenditure is in accordance with the MRA Plan. Bonds are not general obligations of the local government. They are pledged to identified projects that are for an essential public and governmental purpose, and are tax exempt.

SUPPORTING STRATEGIES & FINANCING OPTIONS

MR Tools are best utilized when layered with other incentives, funding availability, and regulatory requirements. In addition to the financing tools enabled by the Metropolitan Redevelopment Code, there are supporting strategies and financing tools which include, but are not limited to, the following:

Development Code (Zoning)

Los Alamos is currently updating the Development Code (Chapter 16) to ensure that the development vision for the White Rock Town Center is feasible. Given the importance of blight amelioration and the ambitions of White Rock's vision, this MR plan additionally suggests that the Development Code consider establishing a minimum acceptable intensity or minimum dimensional and design standards to sufficiently meet the expectations of the Master Plan and Metropolitan Redevelopment recommendations (e.g.: minimum 0.25 floor area ratio, minimum 2-story massing along 50% of the street frontage, etc...). If minimum standards are not established, the development code can provide references to the Master Plan or include recommended intensities to assist staff and decision makers in evaluating entitlements.

Local Economic Development Act (LEDA Funds)

The state has the authority to administer grants to local governments to assist expanding or relocating businesses that are qualifying entities, and which will stimulate economic development and produce benefits subject to LEDA.

Affordable Housing Act

Local governments can contribute directly to projects that provide affordable housing (similar to MR tools) as defined in the County's Affordable Housing Plan. Affordable Housing is a critical need in the County and can provide important gap financing.

Partnerships

Los Alamos County can partner with local organizations like the Los Alamos CDC, Los Alamos MainStreet, and New Mexico MainStreet to implement programs like "Great Blocks" or to fund and distribute facade renovations.

Industrial Revenue Bonds

Industrial revenue bonds have three principal benefits for projects: property tax exemptions, gross receipts or compensating tax exemptions, and (in very limited cases) an exemption from federal income taxation on the interest paid to bondholders, resulting in lower interest rates for a borrower than other types of commercial borrowings. Property and gross receipts or compensating tax exemptions are almost always available to New Mexico projects with significant capital development. The third benefit depends on whether the specific IRBs being considered are deemed "tax exempt" under the federal income tax code.

Credit Tenant Lease Financing

Private leasing strategies include credit tenant lease financing which involves a long term lease agreement between a property owner and a tenant with very good credit, typically a national corporation. This strategy could give more favorable loan terms based on the strength of the tenant rather than the borrower.

Tax Benefits from the Sale of Private Property

Also called "Friendly Condemnation" or "Sale-in-lieu of Condemnation," a landowner can sell real estate to the County and may be exempt from taxes related to the sale if proceeds are reinvested within a certain amount of time (often a couple of years depending on the property and the process). Sellers may be eligible for the most advantageous tax benefits if the County plans to acquire the property for public purposes (such as the construction or realignment of a public right-of-way) and is considering condemnation. This type of acquisition by the County may confer beneficial tax incentives to the seller and may be useful to remedy property or title issues which could otherwise complicate private property sales.

ATTACHMENT B

06

TARGETED REDEVELOPMENT AREAS

6. TARGETED REDEVELOPMENT AREAS

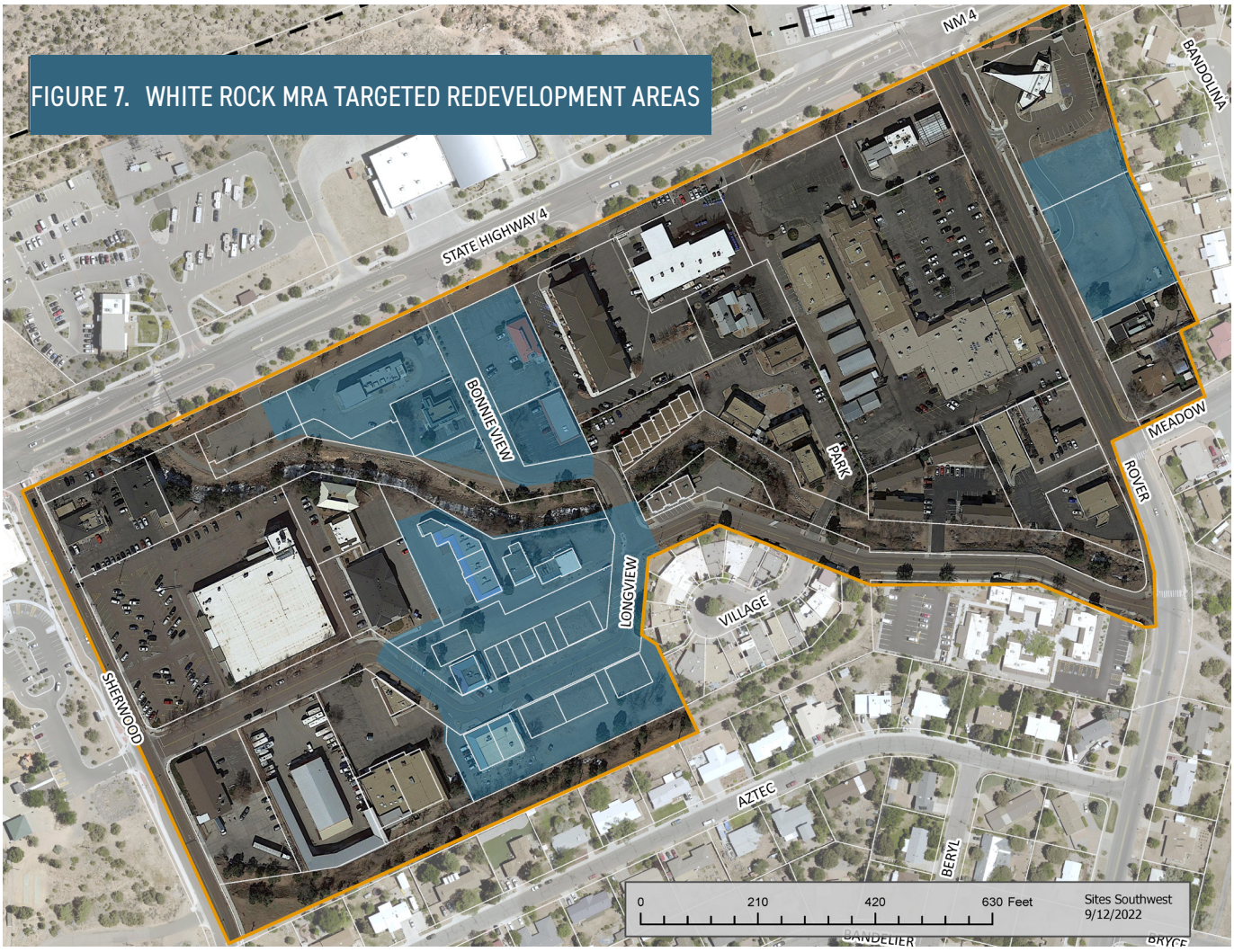
TARGETED AREAS & MINIMUM DEVELOPMENT

This plan identifies three targeted redevelopment areas (TRA's) capable of catalytic change. Developed to the recommended intensities, these sites are expected to substantially remedy conditions of blight and significantly achieve the vision of the Master Plan. Recognizing the critical importance of these areas to the Town Center vision, the need for additional housing and vibrancy in the area, and the limited availability of land, it is recommended that Los Alamos County consider a minimum level of development or apply minimum dimensional, or design standards. Proposals within TRA's which insufficiently meet the expectations of the Master Plan or Metropolitan Redevelopment Plan are recommended to be either discouraged, undergo conditional review, or denied for a lack of compliance with overarching plans.

TRA Recommended Minimum Development Intensity: 2 or 3 stories in height, 0.5 floor area ratio, 20 residential units per acre, 0.75 acre development area

TRA Recommended Target Development Intensity: 4 stories in height, >1.0 floor area ratio, >40 residential units/acre, >1 acre development area

FIGURE 7. WHITE ROCK MRA TARGETED REDEVELOPMENT AREAS



ATTACHMENT B

MR strategies typically involve complex legal and financial agreements and are often best suited to medium or large infill projects with tens of thousands of square feet of commercial or with dozens of residential units. These three areas were originally recognized in the Master Plan as areas with significant potential to achieve the White Rock Town Center vision. This plan similarly targeted these areas due to their redevelopment potential and relative lack of utilization. Additionally, these sites are capable of having large enough development to benefit from MR tools and remedy conditions of blight. To achieve the Master Plan vision and meet financial and market constraints, it is recommended that these areas develop with multiple stories (2 or 3 stories, minimum) and a floor area ratio (FAR) of no less than 0.5. Minimum development intensities can either be mandated in the zoning code update or considered during development review as an evaluation of how well the project complies with the vision and intentions of the Master Plan and Metropolitan Redevelopment Plan.

While MR tools may support facade and building improvements in other areas of the MR Area, it is not recommended to provide MR support for continued maintenance, facade improvements, or for developments which do not meet minimum area development standards. The priority for targeted redevelopment areas should be the transformative redevelopment of the site rather than reuse of existing buildings at their existing or potential intensities. In general, MR tools are recommended to strategically support the types of development intensities which have been identified in the Master Plan.

BONNIE VIEW TRA

The Bonnie View TRA is targeted to accommodate a vibrant and dense collection of mid-rise housing or mixed-use developments with excellent pedestrian amenities and an active streetscape that includes commercial uses on the ground floor. Ideal residential would likely be oriented towards smaller households occupied by young people, workers, and seniors. Commercial uses could include LANL-related contractors, could benefit from commuters and tourists traveling along the state highway, or could provide accessible services for residents from the surrounding neighborhoods.

FIGURE 8. BONNIE VIEW DRIVE TARGETED REDEVELOPMENT AREA



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LONGVIEW TRA

The Longview TRA is targeted to accommodate a variety of predominately residential uses ranging from 3-story townhomes to more multi-family uses. Rather than a focus on having vibrant commercial activities on the street, it is expected that Longview would provide a quieter, more residential feel than Bonnie View but would still have good pedestrian and bicycle amenities and excellent access to surrounding trails and public amenities. Housing in this area could be particularly oriented towards seniors, young professionals, smaller families, and could be an ideal place to provide "missing middle" and mid-rise housing.

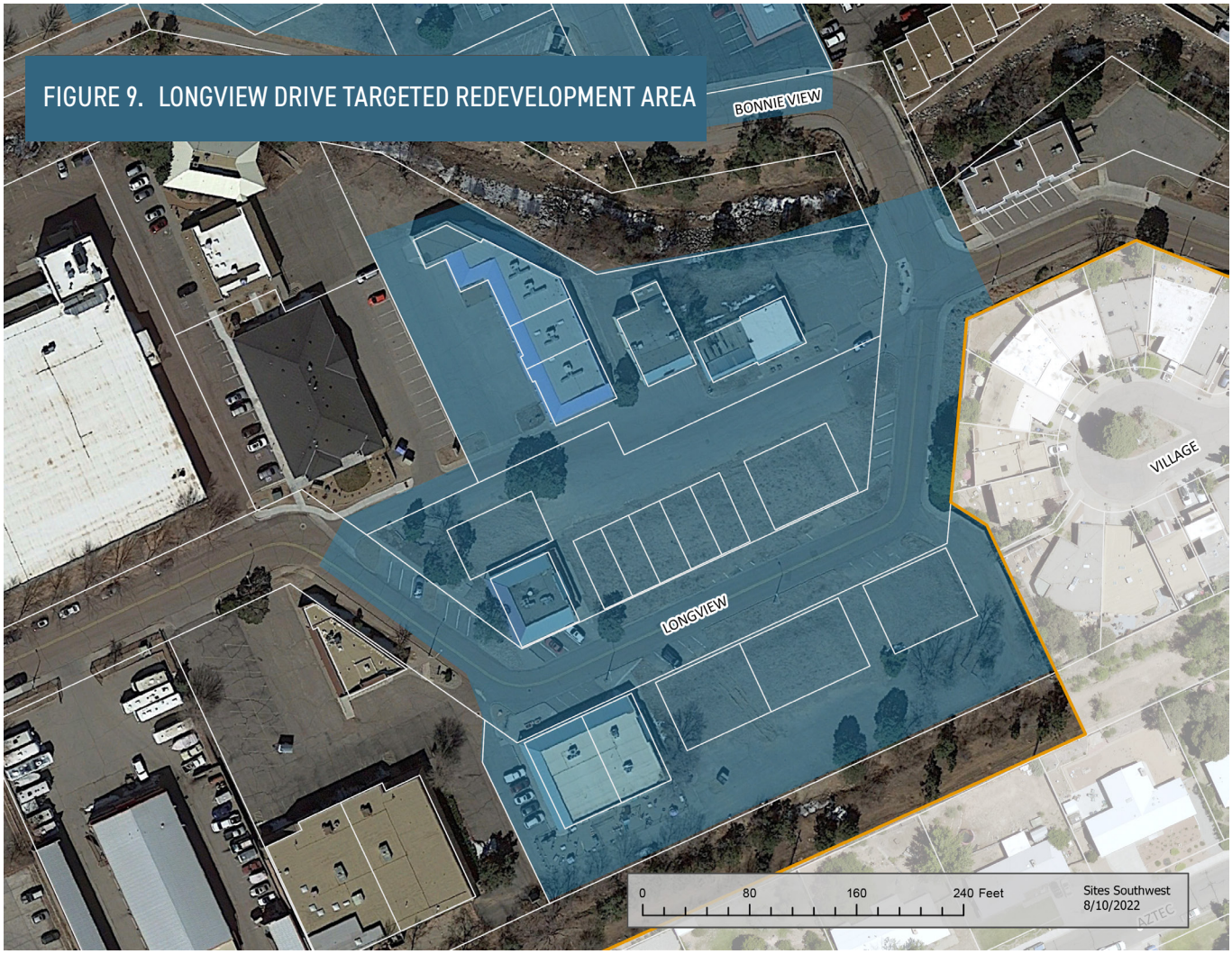


FIGURE 9. LONGVIEW DRIVE TARGETED REDEVELOPMENT AREA

ROVER TRA

The Rover Boulevard TRA is targeted to accommodate mixed-use or residential multi-family uses and could be capable of providing "missing middle" housing targeted to young professionals, working families, and seniors. Development buffers and height limitations are planned along the property line adjacent to single-family housing. While it is strongly recommended to seek a higher density of commercial and/or housing, the site constraints may also be ideal for a quieter, or more automotive-oriented development with a less active streetscape than the Bonnie View and Longview areas.

FIGURE 10. ROVER BOULEVARD TARGETED REDEVELOPMENT AREA



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07

APPENDIX

LOS ALAMOS

Los Alamos Downtown & White Rock
Downtown Master Plans





White Rock

TOWN CENTER MASTER PLAN

October 2021





ATTACHMENT B

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

In 2020, the Incorporated County of Los Alamos ("County" or "Los Alamos County") undertook completion of a new Downtown Master Plan for both White Rock and Los Alamos ("Townsite"). The White Rock Town Center Master Plan establishes a vision and provides guidance for the future of the Town Center. The White Rock Town Center Master Plan ("Plan" or "Master Plan") aligns with and, upon adoption will be a component of the County's 2016 Comprehensive Plan ("Comp Plan"). Elements within the Plan coincide with the structure of the core themes and sub-themes of the Comp Plan.

These include the following seven elements: Urban Form/ Identity, Housing, Transportation, Economic Vitality, Public Space/ Streets, Infrastructure, and Sustainability. Each element contains recommendations, intent, vision, goals, and strategies that support the implementation of this element within the Town Center. Recommendations within the White Rock Town Center Master Plan are reflective of an extensive community engagement process and support the goals and policies within the Comp Plan.

PROCESS

The vision, goals, and strategies outlined in this Plan represent the culmination of extensive public engagement with the project team to understand opportunities and challenges facing the White Rock community. The public engagement process consisted of a series of outreach events that, due to the global COVID-19 pandemic and subsequent public health orders, had to be conducted virtually. A project website was an integral part of this effort and created a link between the project team, ongoing work tasks, and the community. The project website was a shared resource for meeting announcements, meeting summaries, draft document releases, and general project updates.

The project team held numerous meetings and workshops; to gather general input over a period of 18 months, the project team conducted 18 events including Vision Workshops, Design Workshops, County Council Work Sessions, Los Alamos National Laboratory ("LANL") Stakeholder Sessions, Business Stakeholder Sessions, a Historic Preservation Board Meeting, a Transportation Board Meeting, a Youth Meeting, a Tourism Improvement Task Force Meeting, a County Fair booth, and multiple public open houses.

The project team conducted a Visioning Workshop that asked residents to identify what kind of places they would like to see in their downtown. Through a series of visual exercises, participants helped to articulate the elements that they would like to see in the downtown built environment. From there, a Design Workshop was conducted to build upon the goals and vision identified during the Visioning Workshop through involved 'hands on' activities aimed to identify future development scenarios for the Downtown. Development scenarios created during the Design Workshop were evaluated by their ability to address various goals and objectives.Key concepts were incorporated by the project team into draft alternative frameworks that aimed to achieve the desired vision identified in the Vision Workshop. The alternative framework plans were presented to the public during a public open house meeting to hear comments and identify a preferred alternative. Based on the feedback received, the project team created a final development framework and drafted the Master Plan document with additional oversight from County staff and stakeholders. The drafts were then refined through a process of public open houses, Planning and Zoning Commission meetings, and County Council meetings before final adoption by County Council.

VISION & RECOMMENDATIONS

The White Rock community faces some unique opportunities and challenges that can be helped by specific interventions in Downtown. These challenges include the following:

- *General lack of an identifiable "town center"*
- *Blight due to vacant or otherwise dilapidated buildings*
- *Poor street connectivity and street layouts*
- *Lack of appropriate zoning*
- *Lack of housing, especially affordable housing*
- *High commercial space rents and lack of support for small, local businesses*
- *Inadequate pedestrian/ bicycle infrastructure*

White Rock Town Center, the gateway to Bandelier, is envisioned as a thriving hub with a vibrant mix of residential, retail, and office development at a character and scale appropriate for the surrounding community. With attractive housing, shopping and public spaces, along with a network of trails and parks, it is a great place for residents to live and visitors to explore.

To help achieve this vision for the creation of a more livable Town Center, the Master Plan and its development framework focus on the benefits of mixed-use, transit-friendly, pedestrian-oriented development. As called for in the County's 2016 Comprehensive Plan and community feedback from this planning effort, the Town Center includes the following:

1. *Sherwood Boulevard and Rover Boulevard signature gateways to include enhanced pavement treatment, lighting, landscaping, and signage*
2. *Enhanced Visitor Center pedestrian crossing such as a z-crossing or pedestrian bridge*
3. *Placemaking improvements along State Road 4 to create a "Main Street" character*
4. *Pedestrian and bicycle improvements including buffered sidewalks, bike lanes, landscaping and pedestrian furnishings along State Road 4, Sherwood Boulevard, Rover Boulevard, and Longview Drive*
5. *Premier public gathering space at the southern terminus of the Visitor Center crossing that features a higher level and concentration of pedestrian amenities*
6. *Bonnie View Mixed-Use Corridor with pedestrian-oriented development and enhanced pedestrian amenities*
7. *Canada del Buey Trail and arroyo enhancements including green infrastructure improvements and the addition of trail amenities*
8. *Longview residential redevelopment with associated residential open spaces*
9. *Targeted mixed-use infill along State Road 4 and Rover Boulevard*

The Development Framework illustrates the improvements outlined in this Plan for the White Rock Town Center, such as infill development, open space, trail and streetscape improvements, and street realignments.



The Master Plan outlines seven elements that align with the 2016 Comprehensive Plan and inform a set of recommendations intended to implement the community vision for the White Rock Town Center. These recommendations include the following:

URBAN FORM/IDENTITY

- *Update Town Center zoning to mixed-use*
- *Pedestrian-oriented infrastructure*
- *Install signature gateway feature*
- *Implement a branded wayfinding system and place-making strategies*
- *Provide multi-generational programming*

HOUSING

- *Allow increased multi-family densities/ heights*
- *Incentivize affordable housing*
- *Allow a greater mix of housing type within Town Center*

TRANSPORTATION

- *Implement safe pedestrian and bicycle infrastructure*
- *Implement convenient transit and vehicular transportation system*
- *Improve the parking management strategy*

ECONOMIC VITALITY

- *Update Town Center zoning*
- *Promote entertainment venues*
- *Streamline development process within Town Center*
- *Strengthen the Facade Improvement Program*
- *Develop strategies that incentivize redevelopment of vacant properties*
- *Develop strategies to keep commercial rents affordable*
- *Develop policies and incentives for active first floor frontages*
- *Promote tourism as an economic driver*

PUBLIC SPACE/ STREETS

- *Define streets as public spaces*
- *Create diverse public spaces*
- *Promote free family-friendly programming*

INFRASTRUCTURE

- *Town Center public infrastructure improvements*
- *Plan for access to broadband*
- *Update wildfire protection strategies*

SUSTAINABILITY

- *Incorporate green infrastructure strategies*
- *Incorporate green parking lot practices*
- *Update outdoor lighting regulations to mitigate light trespass*

Implementation of the Development Framework will take a long-term, incremental approach that requires the collaboration between the County, property owners, and the development community through a combination of strategic catalytic projects as well as the facilitation of smaller scale infill opportunities. Funding and financing of Town Center improvements comes from several sources including Capital Improvements Program, Local Economic Development Act, and private sector funds from development incentives.



Bonnie View Mixed-Use Corridor illustrative rendering. The proposed recommendations could create more housing and activate the White Rock Town Center.

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PART 1: EXISTING CONDITIONS

PART 1. EXISTING CONDITIONS

THIS STUDY PROVIDES AN OVERVIEW OF EXISTING CONDITIONS IN THE WHITE ROCK TOWN CENTER. THIS IS THE FIRST COMPONENT OF THE TOWN CENTER MASTER PLAN. IT PROVIDES BASIC INFORMATION ON THE MASTER PLAN AND THE OVERALL EXISTING CONDITIONS.

1 - 1 STUDY AREA OVERVIEW

White Rock is the smaller of the two major population centers in Los Alamos County ("County"). Located just six miles southeast of Los Alamos Townsite, White Rock holds about one-third of the population of the County at approximately 6,000 residents, according to current Census population estimates. With housing in short supply in the County, much of the Los Alamos National Laboratory ("LANL") workforce is located outside of the County. According to the 2019 Housing Market Needs Analysis, approximately 7,500 people commute daily from the surrounding communities outside of the County, increasing the total daytime population of the County to approximately 25,900.

1 - 1.I TOWN CENTER BOUNDARY

White Rock Town Center, considered the commercial core, is divided by State Road 4 between La Vista Road and Rover Boulevard. The Town Center extends from Pinon Park to Rover Boulevard and south to Aztec Road encompassing land south of State Road 4. The Town Center also includes lands on the north side of State Road 4, including the Mirador mixed-use development, the White Rock Visitor Center, and White Rock Fire Station #3.

1 - 1.II DEVELOPMENT HISTORY



Scupture located at the White Rock Branch Library

The history of Los Alamos County sets it apart from every other county in New Mexico. As part of the Manhattan Project, the federal government carved out the boundaries of Los Alamos County from adjoining counties in 1943. Under a cloak of secrecy, the County was exclusively administered by the federal government in the creation and development of the first atomic bomb. White Rock started out as a labor camp built in 1947 to house construction workers. These temporary buildings

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EXHIBIT 1. *White Rock Town Center Boundary*



were abandoned, demolished and removed by 1958. The present iteration of White Rock was established in 1962. Since that time, White Rock has acted as a 'bedroom community,' primarily for employees of LANL and their families. The Town Center has gone through cycles of prosperity and decline. After its initial success with the opening of the Village Center area along Longview Drive in the 1970s, the commercial core saw a general stagnation and decline in the two decades that followed. Planning efforts within the last twenty years have included many plans and studies with the intent of revitalizing White Rock Town Center.

From this planning work, White Rock has seen considerable investments in public amenities in the Town Center within the last 10 years, helping to establish its own identity and become a more attractive place to live and visit. These new investments include the White Rock Branch Library, White Rock Visitor Center, and White Rock Senior Center. Now with the additional development on the north side of State Road 4 that includes new residential units and new spaces for businesses, there is an opportunity for White Rock Town Center to become a mixed-use district with more residents and quality retail businesses in close proximity.

1-1.III LOS ALAMOS NATIONAL LABORATORY

The prosperity of the Los Alamos County is intrinsically linked to the success of LANL. LANL is the largest employer in the County and draws workers from throughout the world. LANL is expected to add approximately 1,300 and 2,400 new jobs by 2025. In order to attract top talent, LANL needs the County to help create housing and overall quality of life amenities that compete with other places. Hence, LANL is a major stakeholder in the success of the downtown areas in the County. One major objective of the White Rock Town Center Master Plan is to create a framework to accommodate new housing within White Rock that appeals to the LANL workforce, allowing them to live in closer proximity to their workplace.

1 - 2 EXISTING DOCUMENTS

DETAILED BELOW IS A NUMBER OF EXISTING REGULATORY DOCUMENTS THAT HAVE SHAPED THE DEVELOPMENT OF THE WHITE ROCK TOWN CENTER.

1-2.I WHITE ROCK CENTER MASTER PLAN/ECONOMIC DEVELOPMENT STRATEGY (2008)

The White Rock Center Master Plan/Economic Development Strategy ("2008 Plan") was created in 2008 with the primary aim of creating a vision for the commercial core and identifying strategies to revitalize the area. For this purpose, the 2008 Plan created a preferred development scenario and program with associated investment strategies.

The vision identified six main elements:

- *Create a thriving, active focal point that serves the community with a range of services and amenities*
- *Improve State Road 4 for pedestrian crossings*
- *Enhance arroyo to link old and new development together*
- *Provide a range of housing options and places to eat, shop and do business*
- *Create a vibrant street environment with a diverse mix of uses in a town center setting to attract residents, commuters and visitors*
- *Create strong connections between White Rock, the Townsite, LANL, and the greater County through business, civic, and social connections as well as strong transit links*

The preferred development scenario identified a mixed-use center located at the intersection of State Road 4 and Sherwood Boulevard, highway-oriented commercial east of the Town Center along State Road 4, an office concentration along Rover Boulevard, a mix of housing and neighborhood retail along Longview Drive, a flexible use area immediately west of the Town Center, and additional housing on the western portion of the A-19 site. The strategic framework identified primary land uses as office, tourism and neighborhood-oriented retail, residential, civic, and open space/recreation. The 2008 Plan identified primary catalytic projects, including the municipal complex, library, senior center, youth center, and community meeting place as well as a visitor center with RV parking and accommodations. The 2008 Plan also identified a mixed-use retail prototype. With the exception of the mixed-use retail prototype, all have been designed, funded, and built, resulting in a major transformation and infusion of investment in White Rock Town Center.

To achieve the desired vision, the 2008 Plan identified public investment strategies, public/private partnerships and zoning and design guidelines to implement the development scenario.



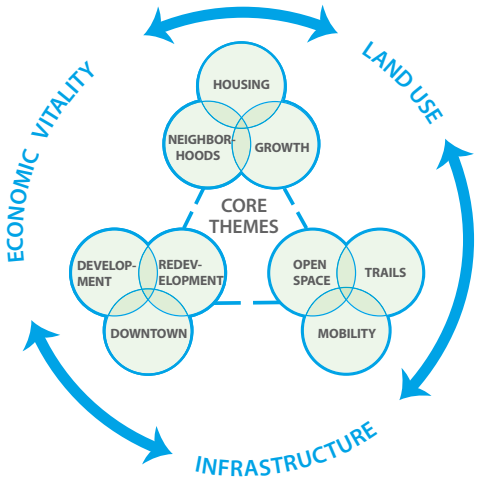
One of five development scenarios proposed by the 2008 Plan

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1-2.II 2016 COMPREHENSIVE PLAN

In 2016, Los Alamos County adopted a new Comp Plan. The purpose of the Comp Plan is to guide the physical development of the County through goals and policies established to implement the shared community vision. The Comp Plan emphasizes three key areas or core themes:

- *Housing, Neighborhoods, and Growth;*
- *Development, Redevelopment, and Downtown; and*
- *Open Space, Trails, and Mobility.*



Excerpt from the Comp Plan illustrating the core themes.

The Development, Redevelopment and Downtown goals include strategies for redeveloping vacant and blighted areas, focusing development priorities downtown, and guiding development to property in and around the current downtown boundaries. There is strong community support for addressing blighted properties to improve overall appearances and to promote economic development within the two downtowns (the Townsite and White Rock). The Plan identifies several properties such as the Mari Mac Village Shopping Center in the Townsite and the Longview area in White Rock that are in need of significant improvements to contribute to revitalization of the downtown areas. The Comp Plan envisions a vibrant, pedestrian-friendly downtown that includes a central gathering place, nighttime entertainment, and more retail stores and restaurants while enhancing the historic, small-town character by focusing commercial activity in the downtown area.

The Housing, Neighborhoods, and Growth goals include planning for modest growth, providing more housing choices and protecting the character of existing residential neighborhoods. The Comp Plan emphasizes the need for new and varied housing types.

The Open Space, Trails, and Mobility element goals include protecting virtually all existing open space, maximizing connectivity to open space, trails and pedestrian ways and supporting street and infrastructure design for safety and comfort of all users.

In addition to the goals, policies, and strategies outlined for each of these three core themes, the Comp Plan also includes a Future Land Use Map that illustrates the direction of future growth and desirable land uses.

The goals and policies identified in the Comp Plan serve as a starting point to identify the vision and associated goals for this Master Plan. *"Table 1. Key Goals/ Policies" on page 6* summarizes some of the most prominent goals that apply to the downtown areas. The goals served as a starting point during the visioning workshop to prioritize the existing goals and identify new goals. They are categorized into seven focus areas or elements including: Urban Form/Identity, Housing, Transportation, Economic Vitality, Public Space/ Streets, Infrastructure, and Sustainability.

2016 Comprehensive Plan Key Goals and Policies

TABLE 1. *Key Goals/Policies*

Focus Area	Goals	Goal Summaries
Urban Form / Identity	- *Promote / encourage infill development* - *Eliminate blight in the downtown areas of Los Alamos and White Rock* - *Enrich the vibrancy of business districts through the integration of design, public art, public space, historic preservation, and cultural spaces and programming* - *Maximize opportunities with the development of the Manhattan Project National Historical Park* - *Upgrade infrastructure, including streetscapes, green spaces, and entrances to the County, to reflect civic pride in the community*	- *Create a mixed-use and pedestrian-friendly downtown environment while retaining a small town character* - *Promote infill and eliminate blight*
Economic Vitality	- *Revitalize the downtown areas of Los Alamos and White Rock* - *Support and retain LANL as the best wealth-producing employer* - *Diversify the community's economic base* - *Attract new tourism-related business* - *Significantly improve the quantity and quality of retail business* - *Support construction of new tech facilities to attract new tech businesses* - *Promote economic diversification by building on the existing strengths of the community: technology, innovation, and information, as well as natural resource amenities* - *Promote Los Alamos County as an "Outdoor Community"* - *Capitalize on Los Alamos County's role as gateway to three National Parks* - *Promote Los Alamos County as a venue for athletic events and competitions*	- *Revitalize downtown with a focus on quality tourism-related businesses and a diversification of the economic base and businesses that support and retain the LANL workforce*
Public Space / Streets	- *Create a vibrant, pedestrian-friendly downtown that includes a central gathering place, nighttime entertainment and more retail stores and restaurants* - *Improve access to public open space and recreational facilities* - *Continue to implement streetscape improvements*	- *Create a vibrant, pedestrian-friendly environment with access to open space areas and recreational facilities*
Sustainability	- *Foster and promote sustainability practices* - *Support green infrastructure*	- *Foster and promote sustainability practices*

TABLE 1. *Key Goals/Policies Continued*

Focus Area	Goals	Goal Summaries
Transportation	- *Maintain and improve transportation and mobility, particularly for pedestrians and cyclists* - *Design for accessibility* - *Make Los Alamos County a bicycle-friendly community* - *Revisit parking requirements in relation to transit access* - *Integrate parking with transit* - *Study current and anticipated parking demand and develop alternative approaches to meet that demand* - *Develop and expand trails connecting downtown to surrounding open space* - *Consider alternate means of circulation, especially for the purpose of accessibility* - *Complete development of the paved and accessible Canyon Rim Trail from DP Road through the historic core, Ashley Pond to the Aquatic Center and the Nature Center and possible loops* - *Consider expanded opportunities for off-site parking* - *Support a downtown circulator seven days per week and for extended hours, especially on weekends* - *Consider bike-share program associated with the Canyon Rim Trail* - *Support a "complete streets" policy for all newly constructed and rebuilt roadways* - *Develop and support transportation corridors that connect housing and employment centers through the historic core, Ashley Pond to the Aquatic Center and the Nature Center and possible loops* - *Add a transit route from the Townsite to Bandelier and Valles Caldera* - *Create a user-friendly, efficient, multi-modal system that connects LANL, the Townsite, and White Rock* - *Examine the best approaches for safe pedestrian crossings on arterials such as Trinity Drive, Diamond Drive, and State Road 4, including HAWK and pedestrian/ bike-activated flashing lights* - *Revitalize downtown areas to become pedestrian-friendly mixed-use areas*	- *Create a user-friendly, efficient, multi-modal system that connects housing and employment centers* - *Maintain and improve pedestrian and cyclist infrastructure* - *Develop an alternative parking approach*

1-2.III 2019 HOUSING MARKET NEEDS ANALYSIS

The 2019 Los Alamos Housing Market Needs Analysis ("Housing Analysis") was commissioned by Los Alamos County to address current and future housing needs. The Housing Analysis estimates the unmet need for rental and for-sale homes in Los Alamos County and proposes future actions the County can take to increase the supply of housing.

The Housing Analysis identified an immediate need for 1,310 units of rental housing and 379 units for homeownership. The need is distributed among all income ranges but is particularly acute for middle- and low-income households (p. 6 Los Alamos Housing Market Needs Analysis, 2019).

The Housing Analysis recommends a wide range of policy and implementation measures to increase the supply of housing including encouraging downtown infill through zoning incentives and encouraging residential development and redevelopment of vacant and underutilized properties. The Housing Analysis notes that the downtown area is the logical location for higher density housing, including mixed-use and multi-story apartment buildings. In addition to housing, those surveyed also identified the desire to see more shopping and entertainment options in the downtown area which would support the additional density.

1-2.IV 2019 ECONOMIC VITALITY STRATEGIC PLAN

The Economic Vitality Strategic Plan ("EVSP") 2019 focuses on the County's efforts to improve and enhance the community's living and working environment within a 10-year timeframe. The EVSP, created by members of the County Manager's Economic Vitality Action Team, recognizes that activity at LANL drives much of the region's economic vitality and that housing has a direct impact on LANL's ability to attract new employees. Creating a range of housing types at different price points is therefore vital to maintaining the County's economy. Population growth creates the opportunity for new and expanded businesses that in turn enhance the quality of life for those living in Los Alamos County.

Goals identified in the EVSP are high level and generally don't refer to specific actions within the downtown areas. They include increasing the availability of quality housing in the County, both affordable and market rate, defining and addressing quality of life priorities, nurturing a separate, complementary economy to LANL, and supporting and retaining LANL as the area's best wealth producing employer.

1-2.V TOURISM STRATEGIC PLAN

The Los Alamos Tourism Strategic Plan ("Tourism Plan") outlines strategies and actions that contribute to tourism as an economic driver for the County, with the goal of diversifying the economy within a ten-year timeframe. The Tourism Plan helps unify ongoing tourism efforts by coordinating with the goals outlined in the Comp Plan. The Tourism Plan outlines the strategic direction for tourism in four focus areas:

1. *Create and market an inviting community;*
2. *Increase the capture of visitor dollars;*
3. *Enrich attractions and downtowns and celebrate the natural beauty; and*
4. *Operate with intentional leadership, public and private investment and partnerships.*

Within these focus areas are goals and tactics related to marketing, programming, physical improvements, infrastructure investments, and policy changes.

Priority action items that have a more immediate timeframe include increasing lodging supply, modifying institutional structures, making marketing efforts more effective, enhancing guest experiences, and improving community quality for residents, businesses, and LANL.

The downtown areas are logical strategic locations for implementing priority action items and maximizing their impact. The Tourism Plan suggests making Downtown Los Alamos and White Rock Town Center aesthetically pleasing and welcoming to visitors by encouraging infill and beautification in core areas to create a vibrant and walkable experience. Additional strategies include maximizing Main Street and Creative District program opportunities and services and expanding eating and shopping options to meet visitor and resident expectations.

More specific references to projects in Downtown Los Alamos include the following:

- *A downtown circulator trolley between LANL and Downtown Los Alamos that runs during weekdays could expand service to weekends when most visitors are in the area;*
- *Sidewalk and wayfinding/signage improvements that would enhance the experience of the self-guided Los Alamos Historic Walking Tour;*
- *Extension of the Canyon Rim Trail to 20th Street that would provide a paved out-and-back option for hiking, nature trips, birding, and mountain biking, as it connects several mountain bike and multi-use trails in the area.*

Specific projects mentioned for White Rock Town Center include continuing to promote the expansion of the Main Street District to include White Rock Town Center and encouraging redevelopment of the Longview Drive development.

1-2.VI LOS ALAMOS BICYCLE TRANSPORTATION PLAN

The Los Alamos Bicycle Transportation Plan ("Bike Plan") was adopted in 2017. It proposes a comprehensive transportation network focused on bicycle facilities and promoting the use of bicycles as a key form of transportation. A key goal of the Bike Plan is to create connections between destinations and key points of interest. Specifically in Downtown Los Alamos, connections are prioritized utilizing the existing Canyon Rim Trail system and street network that link destinations such as Ashley Pond, Fuller Lodge, Mesa Public Library, the Bradbury Museum and the Downtown Business District. Economic development projects currently underway are planned with bicycle infrastructure and trail connections in mind.

The Bike Plan lists potential projects that could be considered for development based on public input and ongoing planning review, including Trinity Drive bicycle facilities and a direct route from northern residential areas to the business district within Downtown Los Alamos. Within White Rock Town Center, potential projects include extending Canada del Buey Multi-Use Trail to connect to Overlook Park, improving trail crossing of the Canada del Buey Multi-Use Trail at Longview Drive and Rover Boulevard and incorporating trails and bike lanes into development plans for Tract A-19.

To realize a well-connected and safe bicycle transportation system, the Bike Plan also outlines design policies and guidelines, inventories existing bicycle infrastructure and identifies funding priorities.

1-2.VII WAYFINDING AND SIGNAGE PLAN

The Los Alamos County Wayfinding & Signage System ("Wayfinding Plan") defines a cohesive and easily navigable wayfinding and signage plan that includes graphic standards of color, size,

font, and materials, a menu of sign types that include vehicular, pedestrian, park identification, and information kiosks, and specific locations for placement of these sign types.

1-2.VIII WHITE ROCK MRA

Inclusion of White Rock in the County-wide Los Alamos Main Street program within late 2018 began discussions with businesses and property owners about the benefits of designation of a White Rock Metropolitan Redevelopment Area ("MRA"). The designation of a MRA was the first step to the development of a corresponding MRA Plan. The adoption of the MRA Plan allows the County to undertake activities designed to revitalize the area through multiple initiatives including providing financial incentives for private development, removing barriers to private investment, providing public investment in infrastructure projects, and creating public-private partnerships for anchor projects. An MRA Plan outlines potential redevelopment projects and activities with the goal of eliminating blight and stimulating economic revitalization.

1-2.IX CHAPTER 16 - LAND DEVELOPMENT STANDARDS

The County's Development Code includes specific standards for the downtown districts. Downtown standards are defined through a Downtown District Overlay. The purpose of the overlay zone is "to promote land use, site planning, and design criteria to implement the urban form and character envisioned by the Los Alamos Downtown Element or the White Rock Center Element, adopted as a part of the Incorporated County of Los Alamos Comprehensive Plan."

The overlay includes four subzones—Neighborhood General Overlay Zone (DT-NGO), Neighborhood Center Overlay Zone (DT-NCO), Town Center Overlay Zone (DT-TCO), Civic/Public Open Space Overlay Zone (DT-CPO)— which are used to further tailor the intended character of the downtown districts. Both uses and dimensional standards are customized for each subzone. More general parking and architectural standards apply to all downtown development. In White Rock, a portion of Mirador is zoned DT-NCO. A portion of that land has been developed as single-family residential. The Town Center area south of State Road 4 is a mix of commercial and residential zoning.

While the 2008 Plan envisioned a "form-based" approach that focuses on the massing, location and articulation of building facades, the integration of that downtown vision into the zoning code is somewhat flawed. The zoning code adopted the downtown overlays but the visual components of that plan were essentially stapled to the back of Chapter 16, with less than optimal consideration for the form and content of the graphics.

1-3 DEMOGRAPHIC INFORMATION

1-3.I DEMOGRAPHIC TRENDS

With 5,975 residents, White Rock has approximately one-third of the County's population. Its population and household base similarly remained stable between 2010 and 2019, as shown in *"Table 2. Demographics, White Rock, 2010-2019" on page 11*. Compared to Los Alamos, White Rock has older residents, with a median age of 48.8, and wealthier, with a median income of $132,914.

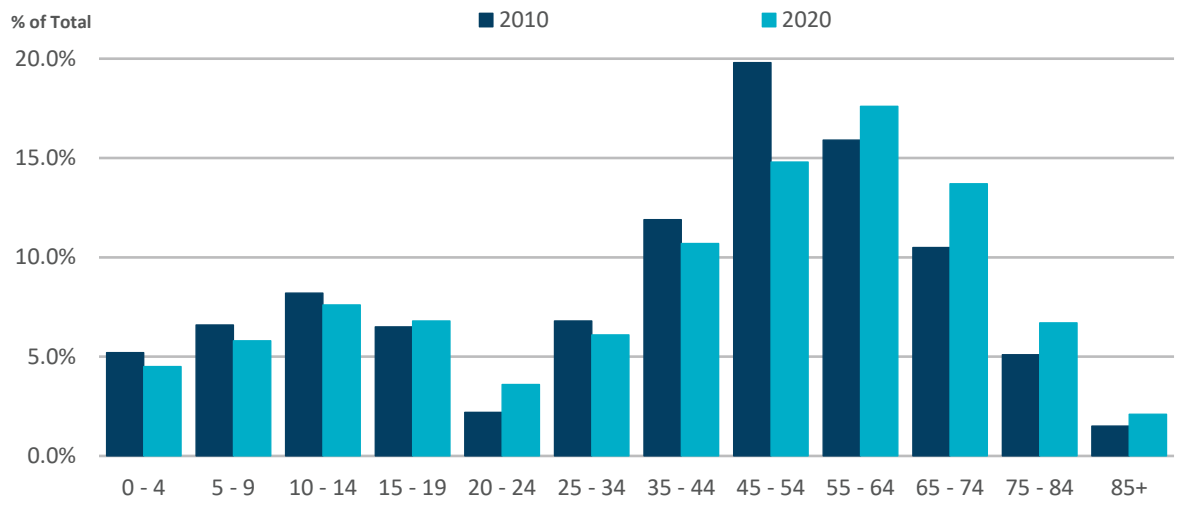
ATTACHMENT B

TABLE 2. *Demographics, White Rock, 2010-2019*

Description	2010	2019	2010-2019 Total	2010-2019 Ann. #	2010-2019 Ann. %
White Rock					
Population	5,725	5,975	250	28	0.5%
Households	2,286	2,424	138	15	0.7%
Median Age	46.4	48.8	2.4	0.3	0.6%
Median Income	$115,462	$132,914	$17,452	$1,939	1.6%

Source: ESRI; Economic & Planning Systems

EXHIBIT 2. *Population by Age, White Rock, 2010-2019*



Source: ESRI; Economic & Planning Systems

TABLE 3. *Housing Tenancy, White Rock, 2010-2019*

Description	2010	2019	2010-2019 Total	2010-2019 Ann. #	2010-2019 Ann. %
White Rock					
Owner Units	2,092	2,165	73	8	0.4%
Percent	*87.5%*	*87.6%*	0.0%	0	0.0%
Renter Units	194	259	65	7	3.3%
Percent	*8.1%*	*10.5%*	2.4%	0	2.9%
Vacant Units	104	48	-56	-6	-8.2%
Percent	*4.4%*	*1.9%*	-2.4%	0	-8.6%
Total	**2,390**	**2,472**	**82**	**9**	**0.4%**

Source: ESRI; Economic & Planning Systems

1-3.II INCOME

Median household incomes in the County have grown by an annual average of 1.4 percent to reach $117,391 in 2019. The median income of White Rock at $132,914 is 13 percent higher than the County as a whole and 18 percent higher than the Townsite at $112,273.

1-3.III HOUSING TENANCY

White Rock has approximately 2,472 housing units, or 28 percent of the County's total, as shown in *"Table 3. Housing Tenancy, White Rock, 2010-2019" on page 11*. It has a considerably higher share of owner housing than the Los Alamos Townsite, as 87.6 percent of all housing units are owner-occupied, while only 10.5 percent are renter-occupied. Its share of vacant units is also much lower at 1.9 percent. Between 2010 and 2019, White Rock saw an increase of 65 rental units and 73 owner units and a reduction in the number of vacant units.

1-3.IV NEW HOUSING

Approximately 197 new housing units were built in Los Alamos County between 2010 and 2019. The new units comprised mostly of single-unit buildings and buildings with 5 or more units. The limited amount of new housing development in Los Alamos County, combined with declining vacancy rates is resulting in a tight housing market and increases in in-commuting by LANL employees.

1-4 MARKET ANALYSIS

1-4.I COMMERCIAL INVENTORY

White Rock has 105,661 square feet of retail, approximately 13 percent of the County's total, as shown in *"Table 6. Commercial Development, White Rock, 2010-2020" on page 13*. The primary retail spaces include Smith's Marketplace, Metzger Hardware, and a few restaurants. In terms of office space, White Rock has 32,188 square feet, or 5.5 percent of the County's total. Commercial inventory in White Rock has not changed since 2010, reflecting limited opportunities for new office and retail.

As shown in *"Exhibit 3. Commercial Vacancy Rates, Los Alamos County, 2010-2020" on page 13*, office uses command higher rents than retail uses in Los Alamos, due in large part to the greater demand for space from LANL contractors who are largely national companies accustomed to paying higher rates in urban areas. The average rate for office space is slightly above $20 per square foot compared to $15 per square foot for retail space.

1-4.II EMPLOYMENT

Employment in Los Alamos County is driven by LANL, which provides the County with a stable, highly educated workforce. In 2019, LANL employed 11,881 people, which comprised over two-thirds of the County's total employment, as shown in *"Table 4. Employment, Los Alamos County, 2010-2019" on page 13*. Employment at LANL consists primarily of payroll employees, which comprise 80 percent of all employees, while contractors and construction-related employees comprise approximately 20 percent of all employees. Total employment at LANL has remained relatively stable between 2010 and 2019. Other sectors in Los Alamos County with significant employment include Health Care, Retail Trade, Lodging & Food Service and Public Administration.

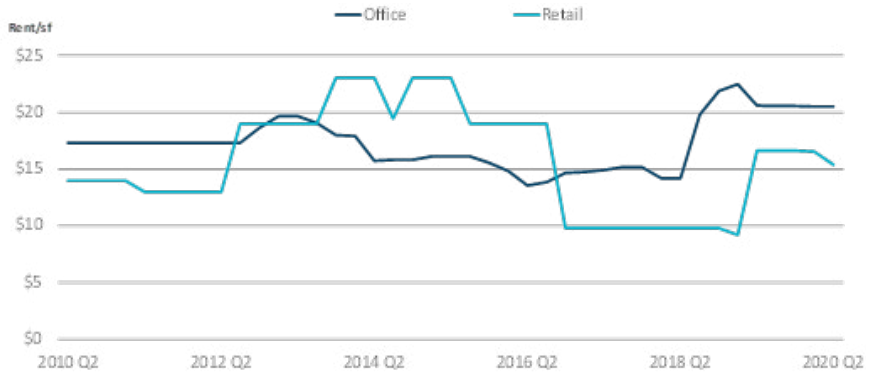
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TABLE 4. *Employment, Los Alamos County, 2010-2019*

Description	2010	2019	2010-2019 Total	2010-2019 Ann. #	2010-2019 Ann. %
LANL Employment					
Payroll	8,727	9,410	683	76	0.8%
Contractor	1,601	1,747	146	16	1.0%
Other/Construction	1,357	724	-633	-70	-6.7%
Total	**11,685**	**11,881**	**196**	**22**	**0.2%**
NAICS Sector					
Construction	249	233	-16	-2	-0.7%
Retail Trade	371	467	96	11	2.6%
Finance/Insurance	312	142	-169	-19	-8.3%
Education	109	82	-27	-3	-3.1%
Health Care	867	898	31	3	0.4%
Arts/Rec	127	112	-14	-2	-1.3%
Lodging & Food	472	466	-6	-1	-0.1%
Public Admin	512	454	-58	-6	-1.3%
Other NAICS	2,175	2,620	445	49	2.1%
NAICS Total	**5,194**	**5,476**	**282**	**31**	**0.6%**
Total Employment	**16,879**	**17,357**	**478**	**53**	**0.3%**

Source: UNM; Economic & Planning Systems

EXHIBIT 3. *Commercial Vacancy Rates, Los Alamos County, 2010-2020*



Source: Costar; Economic & Planning Systems

TABLE 5. *Building Permits, Los Alamos County, 2010-2019*

Building Type	Units Built
1 Unit	94
2 Units	11
3-4 Units	0
5+ Units	92
Total	**197**

Source: U.S. Census; Economic & Planning Systems

TABLE 6. *Commercial Development, White Rock, 2010-2020*

Description	2010	2020	2010-2020 Total	2010-2020 Ann. #	2010-2020 Ann. %
White Rock					
Office (sq. feet)	32,118	32,118	0	0	0.0%
Retail (sq. feet)	105,661	105,661	0	0	0.0%

Source: Costar; Economic & Planning Systems

1-4.III GRT ANALYSIS

Using data from the New Mexico Finance Authority, an analysis was conducted with GRT-based revenues by North American Industry Classification System sector codes in Los Alamos County. While overall receipts fluctuated between 2010 and 2020, lab-related sectors, which includes Administrative & Support Services, Professional, Technical, and Scientific Services, and Construction comprised approximately 85 percent of GRT-based revenues in 2020, as shown in *"Exhibit 6. GRT-based Revenue by NAICS Sector, 2020" on page 15*. All other sectors comprised approximately 15 percent of GRT-based revenues, with Retail Trade accounting for only 4 percent.

The new, larger Smith's Marketplace is a major source of retail sales for the County. Retail sales subject to GRT increased from $38.5 million in the year before the Marketplace opened to $50.8 million in the year after which is an increase of $12.3 million.

An estimate was calculated of the impact of the new Smith's Marketplace. Assuming Smith's Marketplace was achieving above average sales of $500 per foot previously in its 44,000 square foot store, it would have accounted for approximately $22.0 million or 57 percent of total retail sales. Assuming the new Smith's Marketplace was the source of 95 percent of the increase in total retail sales, the new store would have an estimated $33.7 million in sales or 66 percent of the County's total.

1-4.IV EMPLOYMENT

As LANL maintains the largest employee base in the County with a workforce of approximately 14,754 employees (Housing Market Needs Analysis, 2019), fluctuations in populations have historically resulted from expansion or contraction of this workforce. A recent expansion of the mission of LANL has led to increased job growth. With the increase in LANL jobs comes an increase of employment in supporting industries.

The 2018 estimated median household income in Los Alamos was $106,288 among 5,312 total households, according to the American Community Survey.

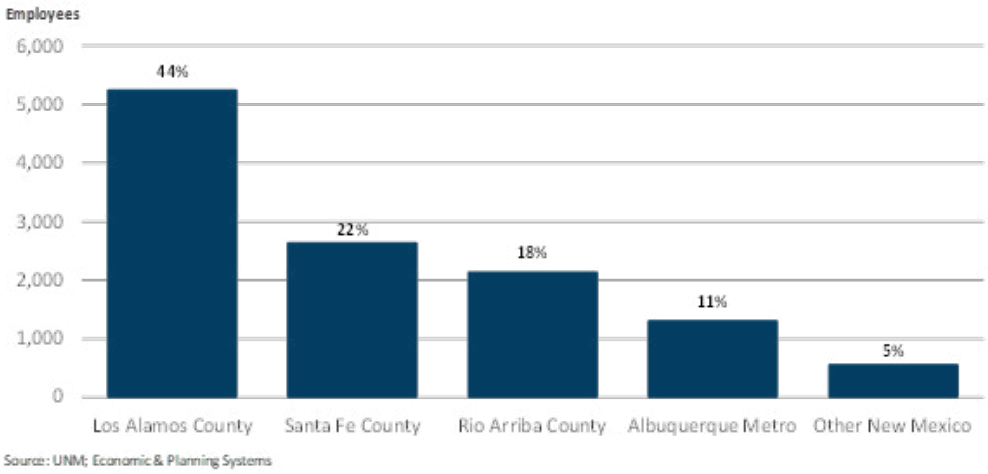
Within Los Alamos Townsite, 68.7 percent of the workforce is employed in management, business, science, and arts occupations, 14.1 percent is employed in service occupations, 10.9 percent is employed in sales and office occupations, 3.6 percent in production, transportation, and material moving occupations and 2.7 percent in natural resources construction and maintenance occupations (American Community Survey).

1-4.V COMMUTING

Of LANL's 11,881 employees, approximately 5,242 or 44 percent live in Los Alamos County. This means that 56 percent of all employees commute to Los Alamos, with the largest counties of residence being those that surround Los Alamos County in Northern New Mexico. As shown in *"Exhibit 5. Map of LANL Employees by County of Residence" on page 15*, the highest number of in-commuters live in Santa Fe County with 2,639 employees (22%), followed by Rio Arriba County with 2,142 employees (18%), and the Albuquerque metro area (which includes Bernalillo, Sandoval, and Valencia counties) with 1,304 employees (11%).

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EXHIBIT 4. *LANL Employees by County of Residence*



Source: UNM; Economic & Planning Systems

EXHIBIT 5. *Map of LANL Employees by County of Residence*

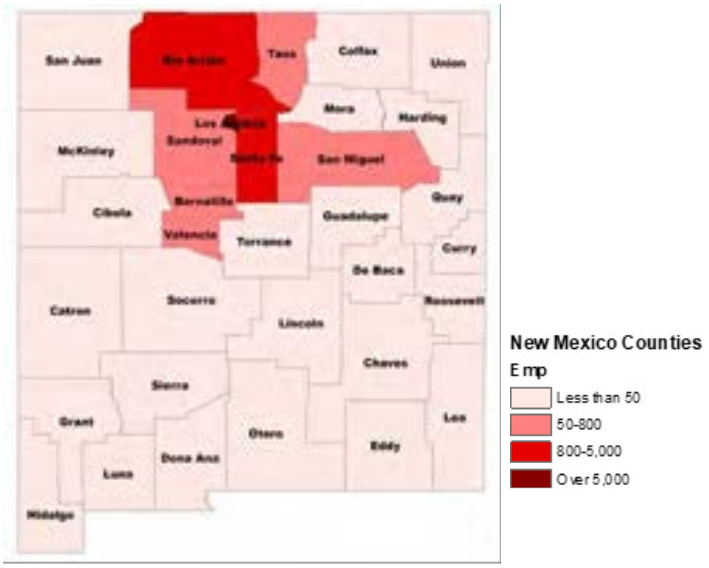
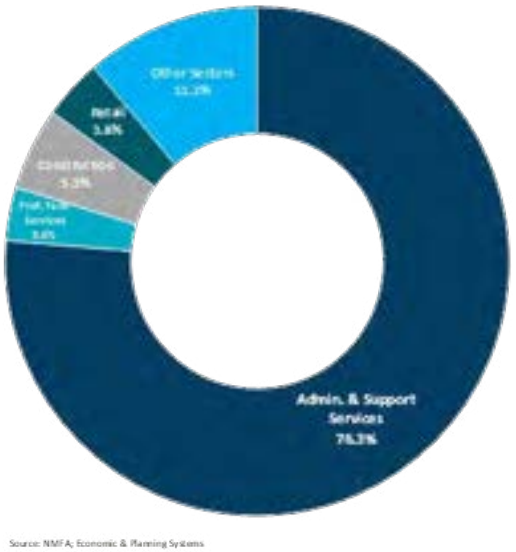


EXHIBIT 6. *GRT-based Revenue by NAICS Sector, 2020*



Source: NMFA; Economic & Planning Systems

1 - 5 EXISTING LAND USE & ZONING

1 - 5.I EXISTING LAND USE

Commercial land uses dominate White Rock Town Center, along with some multi-family housing and civic uses such as the library and senior center, as illustrated *"Exhibit 8. Existing Land Use" on page 17*.

1 - 5.II FUTURE LAND USE

The 2016 Comprehensive Plan identified a future land use map that revises the existing land use classifications to accommodate a greater mix of uses. Some of the commercial uses are translated into a mixed-use category, however a majority of the core remains commercial, as illustrated in *"Exhibit 9. Future Land Use" on page 17*.

1 - 5.III ZONING

Most of the parcels within White Rock Town Center do not have a downtown overlay district, but are zoned as commercial, as illustrated in *"Exhibit 7. White Rock Downtown Zoning" on page 16*. The large tract to the north of State Road 4 is the only parcel that is zoned with one of the designated Downtown Overlay subdistricts, the Neighborhood Center. The existing fire station and Visitor Center are zoned Public Lands (P-L). The remaining parcels south of State Road 4, between Sherwood Boulevard and Rover Boulevard are zoned as a combination of Light Commercial and Professional Business (C-1), Civic Center Business and Professional (C-2), Heavy Commercial (C-3) and Multiple-Family Residential High Density (R-3-H). While this combination of base zones allows for a variety of high density residential, commercial/ retail, office, public, and governmental uses, these districts do not allow for the vertical integration of uses, nor do they provide development incentives to encourage a more compact walkable mix of uses as envisioned in the Comprehensive Plan.

EXHIBIT 7. *White Rock Downtown Zoning*



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EXHIBIT 8. *Existing Land Use*



EXHIBIT 9. *Future Land Use*



1-5.IV REDEVELOPMENT POTENTIAL

Most of development opportunities within White Rock Town Center are in the form of redevelopment of vacant or underutilized properties. Public engagement has identified two targeted areas to focus redevelopment efforts within White Rock Town Center: parcels along State Road 4 and along Longview Drive. Parcels along the State Road 4 corridor have been identified as prime for commercial or mixed-use redevelopment due to their ability to provide the visibility and convenient access required by commercial users, as identified in *"Exhibit 10. Development Potential" on page 19*. Parcels along Longview Drive are problematic for retail due to the awkward road alignment and poor visibility and have therefore been identified as an appropriate place for higher density housing.

1 - 6 MOBILITY & TRANSPORTATION

1-6.I VEHICULAR INFRASTRUCTURE

Los Alamos County contains the two census-designated places of Los Alamos and White Rock, as well as LANL and federal- and state-owned public land. The major road connectors between these destinations are State Road 4, West Jemez Road, and State Road 502. State Road 502 provides access from the Rio Grande Valley located to the east of Los Alamos County and carries the majority of LANL commuter traffic from the Valley, through Downtown Los Alamos, to the road's terminus at the intersection of Diamond Drive. West Jemez Road continues to the south, leading through LANL until it reaches the intersection with State Road 4 in the southwestern portion of the County. State Road 4 continues west towards the Valles Caldera National Preserve and east along the northern boundary of Bandelier National Monument. State Road 4 then turns northwest, passing through White Rock Town Center before continuing north to intersect with State Road 502, which then ascends the mesa to Downtown Los Alamos. Another major roadway within the area that sees a large volume of commuter traffic is East Jemez Road. This road offers an additional vehicular connection between LANL, the Townsite, and White Rock and is located on LANL property.

White Rock Town Center is situated in the northern portion of the town with State Road 4 bisecting the area spanning from La Vista Drive to Rover Boulevard. State Road 4 serves as the main arterial, with collector roads including Sherwood Boulevard, Longview Drive and Rover Boulevard. Sherwood Boulevard, Bonnie View Drive, and Rover Boulevard are the north-south connections within downtown while Longview Drive serves as the main interior east/west connection.

State Road 4, as the main thoroughfare and busiest road in White Rock, facilitates a large volume of traffic to and from LANL. This presents challenges to the north-south movement, specifically for pedestrians and bicyclists. The road includes only one signalized intersection which restricts crossing for pedestrians along the corridor, as identified in *"Exhibit 12. Pedestrian Facilities" on page 21*. Parking is distributed throughout the commercial core with a number of large parking fields that are underutilized as indicated by a visual survey of aerial imagery over multiple years.

EXHIBIT 10. *Development Potential*



EXHIBIT 11. *Vehicular Infrastructure*





State Road 4, looking north. Source: Los Alamos County

1-6.II PEDESTRIAN FACILITIES

Los Alamos County's natural beauty and good climate encourages many residents to lead active lifestyles, making trails and sidewalks an important element of the mobility network. While vehicular infrastructure is limited to areas with less slope, trails weave every direction through both the canyons and the mesas shared by bicyclists, hikers, runners, walkers, and equestrians.

While not the predominant means of commuting, some residents utilize trails as a way to commute to work.

White Rock has a system of trails that are highly utilized for recreation and short trips to and from the Town Center. White Rock Canyon Rim Trail is the most extensive trail that runs along the canyon rim and bisects the community before terminating at State Road 4. The Canada del Buey Trail runs along State Road 4, passes through the Town Center and extends to Overlook Park. The portion of this trail that passes through the Town Center directly connects to the Visitor Center by a crosswalk on State Road 4 and is highly utilized by the community. Most of the Town Center has sidewalks, although there are segments that are narrow, along with some gaps in the overall pedestrian network.

1-6.III BICYCLE FACILITIES

Bicycle facilities across Los Alamos County serve to provide another transportation option throughout the region while supplementing the already established infrastructure and services. The Bike Plan included a survey conducted with residents that asked about bicycle safety and habits. The survey respondents indicated that bicycles were used overwhelmingly for both recreation and transportation with the majority riding their bike over one mile every week and over 25 percent riding daily. The majority of respondents said they don't feel safe while biking, mainly because of distracted drivers/riders and the lack of bike lanes or bike paths. Existing bicycle facilities within the County are organized into four types including bicycle lanes, multi-use, shared use, and side paths.

Existing bike facilities within White Rock Town Center include the existing bike lane along State Road 4 and a shared use facility along Sherwood Boulevard, as Illustrated in *"Exhibit 12. Pedestrian Facilities" on page 21*. A future shared use facility is planned on Rover Boulevard and Meadow Lane. The Canada del Buey Trail is anticipated to be expanded through the arroyo to connect Meadow Lane and Overlook Park.

ATTACHMENT B

EXHIBIT 12. *Pedestrian Facilities*



1 - 7 CULTURAL RESOURCES

White Rock Town Center includes several notable cultural resources including the White Rock Visitor Center that is a gateway to three National Parks, the White Rock Branch Library, the new splash pad, and the fire station. The White Rock Canyon, the canyon trails and Overlook Park on the eastern edge of the community provide a wilderness recreation area that is heavily used by residents of White Rock. Overlook Park also hosts sports tournaments that draw residents from the greater Los Alamos County community.



White Rock Branch Library, White Rock Town Center. Source: D/P/S

1 - 8 IMAGE AND IDENTITY

At the first round of stakeholder meetings, some participants said that they did not perceive White Rock Town Center as a "real" downtown area. While recent investments have added valuable assets to the area, there is a general lack of cohesive development patterns, streetscape improvements, placemaking and signage needed to establish a distinct "urban" district identity. This lack of a downtown character is reinforced by the lack of a primary roadway that serves as a main street corridor as Central Avenue does in Downtown Los Alamos. White Rock also does not have substantial commercial, entertainment, or housing uses that help create a vibrant downtown core. Roadway alignments, with roads snaking through White Rock Town Center, are not conducive to generating a compact downtown area. Large parking areas dominate the Town Center, further inhibiting a seamless pedestrian experience. These are all factors that negatively affect the Town Center image and experience.



Native pottery art installation in White Rock. Source: Los Alamos County

ATTACHMENT B

EXHIBIT 13. *Cultural Resources*



1 - 9 OPPORTUNITIES & CONSTRAINTS

The County has made several significant investments within the White Rock area including the Visitor Center, Library, and splash pad. While these investments have created community assets within the district, it lacks the cohesive development framework and identity necessary for a vibrant downtown area. From initial discussions with local residents, many people have indicated that they do not currently perceive this area of White Rock as a true "downtown" area. This absence of a downtown identity can be attributed to several factors.

- *White Rock Town Center does not have a traditional main street corridor like Central Avenue in Downtown Los Alamos, to serve as a main spine and central organizing feature of the area.*
- *The lack of a legible and connected street network is further hampered by Longview Drive, which has many vacant or underutilized parcels.*
- *While State Road 4 is a major conduit of traffic through the area, it also creates a barrier for connectivity between development on both sides.*

Furthermore, there is a general lack of diversity within the land uses, which is needed to create a vibrant center. With a few notable exceptions like Metzger's, Smith's, and Pig + Fig Cafe, there are not many retail or restaurant businesses. This leads to office uses dominating the Town Center. Most of the active uses in the area are office or currently commercial and the majority of these are underutilized or blighted. While some new residential development has occurred at Mirador on the north side of State Road 4, the area south of State Road 4 has an absence of medium to high density housing. While the underlying zoning does allow for some residential uses, the district was never rezoned to the downtown-specific mixed-use zones, which hinders a true integration of uses.

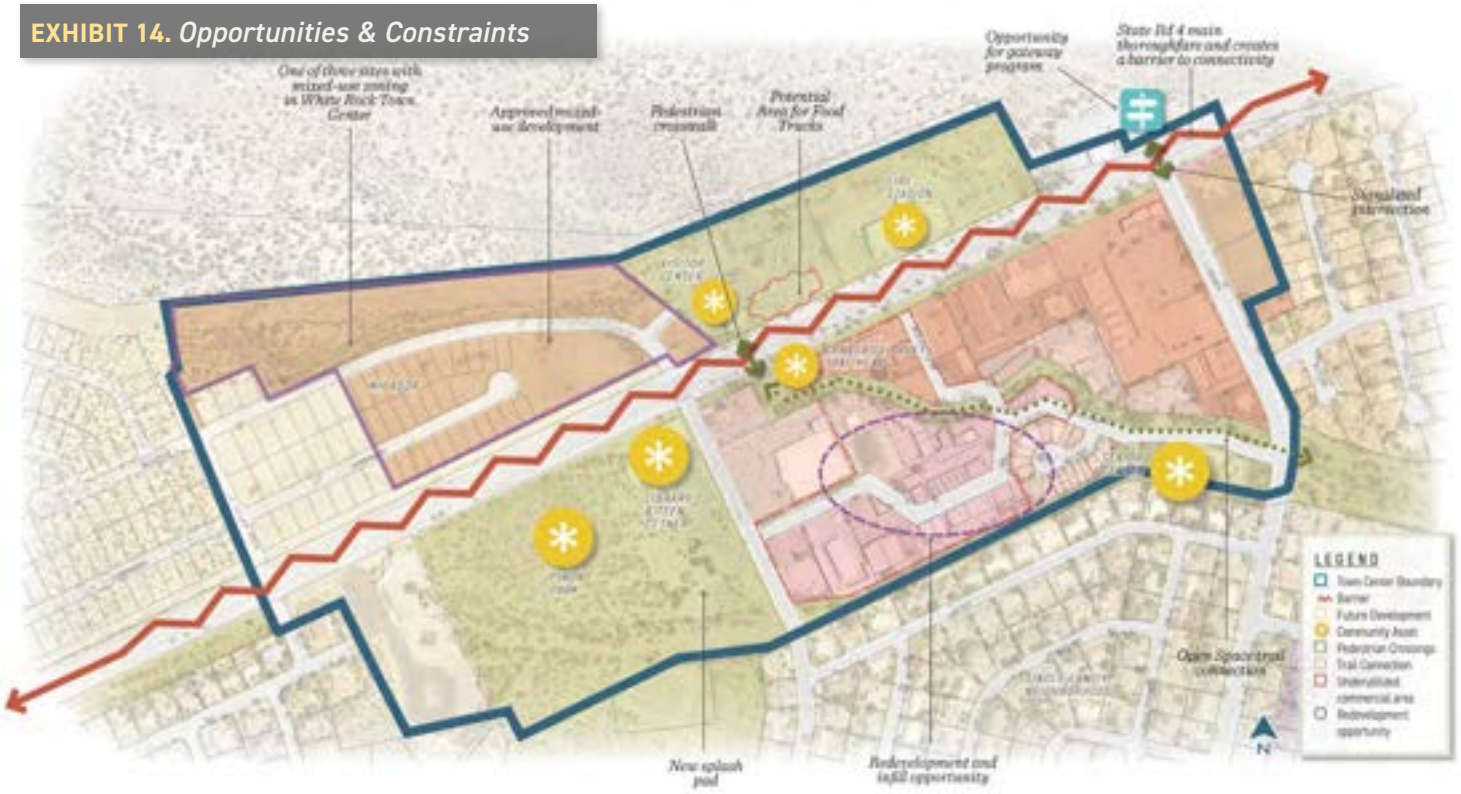
1 - 10 PRECEDENT DOWNTOWN PLANS

The ideal downtown Main Street, with small, locally owned businesses, generous sidewalks, and throngs of shoppers is the image that many people hold dear when imagining a small town center. This pattern of retail had a long run of success in many towns for much of the twentieth century, including in White Rock Town Center. But like most small towns, White Rock has been challenged by a shift in shopping patterns, particularly with the emergence of "power centers" anchored by national retail chains as well as much of the commercial spending moving to online retail.

Over the years, different strategies have been employed to attempt downtown revitalization, although often with limited success. Initial responses attempted to retrofit downtown areas to include elements of suburban malls; many downtown areas converted roadways to pedestrian malls to emulate what they saw in the suburbs. Like the example of the Albuquerque Fourth Street pedestrian mall, they eventually failed and were reconverted back into roadways. Civic leaders realized that downtowns could not compete with the suburban mall model, but needed to build on their unique assets and provide a different experience. Financial strategies including Tax Increment Development Districts and Business Improvement Districts were deployed to provide economic incentives for local businesses, bars and restaurants to locate in the urban core areas. The following examples are master plans created

ATTACHMENT B

EXHIBIT 14. *Opportunities & Constraints*



for communities in and around New Mexico. Each community struggles with a different set of challenges, however all aim to revitalize and activate their community's core. While not all these strategies are applicable, lessons can be drawn from their revitalization models and applied to the White Rock Town Center.

1-10.I LAS CRUCES DOWNTOWN MASTER PLAN 2004-2016

The Las Cruces downtown area fell victim to urban renewal in the 1950s and was transformed from a historic district into a sea of parking, corporate central district architecture, and one-way roads. Following the decline of its downtown, the Main Street was turned into a pedestrian mall which, despite the initial enthusiasm, failed to attract or retain businesses; over time the number of businesses declined from 160 to just 10. Through a series of downtown master plans, Las Cruces began to address this decline.



The Las Cruces Plaza, constructed in 2015, helped activate downtown.

In 2004, the pedestrian mall was opened up to traffic. The city created a Tax Increment

Development District and renovated some of the existing assets, using city-owned properties to develop catalytic projects. The 2011 Master Plan focused on reconfiguring some of the one-way streets into two-way facilities. It also incentivized downtown housing along with updates to the zoning code and subdivision regulations. A parking study in 2012 studied actual parking demand and proposed to allow the market to inform demand rather than enforcing parking minimums. The 2013 Master Plan update included the creation of a plaza with gathering spaces, a splash pad, seating, and shade elements. In the same year, new zoning and subdivision standards were drafted and adopted. The 2016 Master Plan update integrated a market analysis to understand both the commercial and residential demand within downtown.

Looking at the Las Cruces core clearly illustrates that the actions taken since 2011 have reversed a long trend of disinvestment in the downtown area. Today, downtown is active and has become a destination for the local community and visitors.

Tools & Takeaways

- *Long term downtown planning (2004-2016)*
- *Historic Preservation*
- *City involvement in restoration of key properties and creation of catalytic projects*
- *Reconfiguration of roads*
- *Construction of a plaza*
- *Revisions to zoning & subdivision ordinances*
- *Market study*

1-10.II COLORADO SPRINGS

Beginning in the 1950s, urban renewal activities in downtown Colorado Springs resulted in the demolition of a number of historic buildings. In 1990, the City Council appointed a Downtown Action Plan Advisory Committee to tackle the revitalization of their downtown. The result of their efforts was the first downtown-focused plan, the Downtown Action Plan, adopted in 1992. The objectives identified in this first plan materialized over the years before a second plan was created in 2007, the Imagine Downtown Plan. The plan organized downtown into distinct districts and identified specific land use goals for each area. The look and feel of downtown was updated and enhanced, streetscapes were improved and public art and downtown-specific signage was installed. In 2006, a primary goal of the Imagine Downtown Plan was accomplished: the creation and funding of the Downtown Development Authority. That same year, a land use master plan was developed to establish land use objectives and a framework for physical development. Tejon Street, a one-way street, was converted to a two-way corridor. In 2009, the resulting Imagine Downtown Master Plan and Form-based Code were adopted by City Council. Downtown Colorado Springs today is bustling with energy and activity. Recent projects added new residential, restaurants, institutional uses and businesses. The efforts of the past have created a downtown framework that is supported by its residents and has become a regional draw.



Downtown Colorado Springs achieved an active downtown core through a variety of strategies.

Tools & Takeaways

- *Long Term downtown planning (1992-2016)*
- *Historic Preservation*
- *Streetscape, signage & overall look & feel enhancements*
- *Reconfiguration of roads*
- *Special Downtown District*
- *BID*
- *The Colorado Springs Urban Renewal Authority*

- *identifying sites and incentivizing redevelopment*
- *Land Use Plan & Form-based Code*
- *Establishment of a dedicated downtown authority*
- *Financial support through Tax Increment Financing (TIF) and $5 million tax levy*
- *City involvement in creation of catalytic projects*
- *Revisions to zoning & subdivision ordinances*
- *Market study*

1-10.III SILVER CITY

The community of Silver City, New Mexico developed as a mining town in the late nineteenth century, extracting copper, gold, and silver from ore deposits in the area surrounding the town. The city was laid out in a grid pattern with little consideration for managing stormwater runoff. A flood in 1895 destroyed the town's original Main Street, lowering it into the "Big Ditch" 55 feet deep that still remains today. At the turn of the twentieth century, the dry, mild climate and high desert conditions of Silver City attracted people who suffered from tuberculosis leading to the establishment of sanatoriums in the town. Residential neighborhoods developed around the downtown area and spread further with the introduction of the automobile. Suburban strip malls along the highways offered the conveniences which traditionally had brought people to the urban center. Downtown experienced some stagnation and decline in the 1980s and 1990s, with increased commercial vacancies. In the last twenty years, it has focused on cultivating a downtown arts district and tourism economy.



A close collaboration with Main Street helped achieve downtown goals in Silver City



One of the projects was improvements to the Big Ditch Park and trails system. which is located adjacent to downtown.

The Silver City Downtown Action Plan, developed in 2010, helped to define a singular vision for the downtown, prioritizing projects and programs to revitalize the downtown area. One catalytic project identified was creating a Theatre District centered on three historic theaters as performing arts/ film venues and cultural center hubs. One historic theatre, the Silco Theatre, was effectively restored and the venue reopened in 2016, creating a draw for the community and an economic driver for downtown. The Main Street Plaza opened March 2020; this economic development project provides a central outdoor downtown event space, wayfinding signage, a public restroom and additional parking. Commercial vacancy rates are now at 10 percent.

Tools and Takeaways

- *Historic Preservation*
- *Expand gathering opportunities*
- *Create wayfinding and signage system*
- *Street reconfiguration*
- *Expand pedestrian facilities and connections to trails*
- *Close collaboration with Main Street program*
- *Construction of a plaza*

1 - 11 NATIONAL BEST PRACTICES

1-11.I DOWNTOWN PLACEMAKING

Downtowns are realizing that their competitive edge lies in offering a unique experience. More and more, downtowns are turning to placemaking strategies to create unique and vibrant destinations. Placemaking entails the transformation of the physical environment to enhance its visual appeal and improve the quality of the downtown experience. These strategies focus on the visual appeal as well as the quality and function of the downtown. Typical placemaking projects include the following:

- *Improving streetscapes aimed to create public places,*
- *Creation and enhancement of gateway features,*
- *Provision of public art,*
- *Provision of public gathering places and destination points,*
- *Programming of events such as markets,*
- *Provisions for pedestrian amenities, and*
- *Provision of cohesive landscaping improvements to enhance district aesthetics.*

Many downtowns add design and landscape standards to regulate the physical environment to promote a unique community character and integrate the built and natural environments cohesively. Through such strategies, placemaking is recognized as a tool for economic development by helping attract and keep talent in a community.



Programmed community events such as temporary street closures along main streets to accommodate events are a popular placemaking strategy.

Many communities have implemented downtown-specific placemaking plans. Lowell, Michigan, for example, adopted the Downtown Lowell Placemaking Plan that establishes a vision for downtown and implements public improvements through the establishment of a Tax Increment Financing (TIF) district that funds public space improvements.

1-11.II DOWNTOWN HOUSING & CHANGING HOUSING PREFERENCES

Since the turn of the twenty-first century, downtowns across the country have seen a resurgence of people wanting to live downtown. This has largely been attributed to changing housing preference among key demographic groups. Baby boomers, those born between 1945 and 1965, are now often empty nesters looking to downsize into smaller homes and living arrangements that are closer to city amenities such as hospitals, entertainment, and fine dining establishments that allow them to 'age in place.' Millennials, the cohort born from 1981 to 1996, tend to favor living in central urban neighborhoods significantly more than previous generations did at the same stages in life. A 2015 survey by the National Association of Realtors found that

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millennials and baby boomers desire similar amenities in their neighborhoods. These include a diverse and rich selection of restaurants and bars, shops within walking distance, entertainment venues, an efficient public transit system, pedestrian-oriented downtowns, an arts and cultural scene and nightlife. Even as millennials begin to look for more affordable, family-friendly options, they desire housing near urban staples like dining, shopping, entertainment and jobs, all within a walkable distance.

Local governments can affect the supply side of the housing equation. This is done by reducing development costs through incentives and a supportive regulatory environment. Incentivizing affordable housing can be accomplished through the following: offering gap funding programs, modifying zoning ordinances and providing incentives to decrease housing development costs. Zoning ordinances can include strategies for mixed-use zones, adaptive reuse to a wider range of uses, development incentives such as reduced or eliminated minimum parking requirements for housing, density bonuses for downtown housing and expedited development review. Through these actions, local governments can reduce the cost of downtown housing and offer viable development opportunities for developers.



Downtown housing designed to fit into the traditional downtown character.

1-11.III LIVABLE DOWNTOWN CENTERS

In order to further encourage and support downtown living, many communities are promoting Livable Centers. Livable Centers are defined as promoting a diverse and balanced mixed-use pedestrian-oriented environment that allows residents to 'work, live, shop, and play.' These initiatives encourage a complementary, yet diverse mix of land uses ranging from housing, employment, commercial, shopping and recreation. They are designed to be easily accessible to all age groups, abilities and income levels through a range of travel modes. Livable Centers allow residents to live in urban areas with less reliance on cars or function as one-stop destinations for drivers. They have been shown to create unique, identifiable destinations that enhance civic pride and act as a catalyst for investment and development.



Livable Centers Initiative precedent that resulted in a public square with catalytic development surrounding the space.



Livable Centers Initiative precedent that resulted in street improvements aimed to reduce conflicts between the vehicle and pedestrians along main street

Communities in numerous states including Texas, Nevada, and Georgia have launched Livable Centers Programs to incentivize local jurisdictions to re-envision their communities as vibrant, walkable

places that offer increased mobility options, encourage healthy lifestyles and provide improved access to jobs and services. These initiatives have proven most successful in communities or neighborhoods with a defined core that offer multiple attractions and reasons for pedestrians to frequent the area. Implementation strategies may include:

- *policy changes intended to activate ground-level uses or*
- *encourage targeted residential development to specific project recommendations for elements like pedestrian and bicycle facilities or the completion of catalytic projects built by public or private entities.*

1-11.IV ACCOMMODATING SHIFTS IN TRANSPORTATION / MOBILITY

The transportation sector has experienced a convergence of disruptive technology advances and a diversification of mobility that will have implications on the downtown environment. Even though these trends are more apparent in larger metropolitan areas, shifts in consumer preferences and new transportation options will have an impact even in small communities like Los Alamos and White Rock. Millennials and Generation Z (born from 1997 to 2010) are less likely than older generations to own a vehicle. Particularly within these cohorts, people are increasingly choosing to hire transport as needed, rather than investing in the cost and upkeep of private vehicles. These preferences have led to an increase in ride-sharing and shared micromobility services throughout the country.

- *Ridesharing refers to a service that arranges one-time shared rides on very short notice, usually arranged through a mobile app. A survey of almost 11,000 people in the U.S. indicated that 36 percent of people used ride sharing services in 2018, an increase from 15 percent in 2015.*
- *Shared micromobility refers to any small, human or electric-powered transportation solution such as shared-use fleets of bikes, e-bikes, scooters, e-scooters. According to the National Association of City Transportation Officials (NACTO), people took 84 million trips on "shared micromobility" in the United States in 2018, which is more than double the number of trips taken in 2017.*
- *Bike-sharing has also grown, with 35 million bike-share trips taken in 2017, up 25 percent from the previous year.*



Bike share programs are popping up in many downtowns across the country.

Like the changes brought by shared mobility and digital ride-sharing services, autonomous vehicles (AVs) will likely change the downtown environment. The potential impacts of AVs may include reducing the demand and altering the design and location of parking, altering the design of streetscapes, influencing changes to pedestrian and bicycle networks and creating redevelopment opportunities in urban areas as needs for surface parking lots are reduced. Exactly how and when AVs will impact the built environment is tied to the uncertainty surrounding factors including the availability of technology, the cost and anticipated changes to the vehicle ownership model (from private to shared). Nonetheless, experts anticipate a transition to an AV fleet in the coming decades.

Local jurisdictions are proactively beginning to identify appropriate policy and infrastructure improvements that respond to the implications

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these transportation shifts have on the downtown environment. As ride-shares, micromobility and AVs grow in popularity, the demand for parking will decrease while the need for drop-off areas increases. Policy and design guidance within downtown districts is trending towards decreasing or eliminating off-street parking requirements and addressing appropriate locations and design for pick-up and drop-off zones. Such facilities should be located in areas with high curbside activity and designed to minimize conflicts among modes.

1-11.V IMPROVEMENT DISTRICTS

As local municipal budgets grow tighter and federal funding is shrinking, many downtown areas are turning to improvement districts to help fund downtown improvements.

The two main improvement districts authorized by states are Business Improvement Districts (BIDs) and Tax Increment Development Districts (TIDDs). BIDs are defined districts within which businesses are required to pay an additional tax in order to fund projects within the district's boundaries for services beyond what the local government offers in their area. BIDs are typically governed by a board of directors selected from the ratepayers in the district. BID funds are generally allocated to cleaning, maintenance, safety, marketing, business recruitment and retention, parking and transportation management and public space regulation efforts within the district. TIDDs are distinguished by authorization to utilize a financing mechanism called tax increment financing (TIF). A TIF district does not impose a new tax in the district. Rather, it allows the future increases in property and/or sales taxes to be utilized to fund improvements and redevelopment projects within the district boundary. Most types of TIDDs must demonstrate the presence of adverse conditions in the district to be established and their formation requires municipal approval as well as a vote of property owners within the district. Additionally, the authorization of TIF funds typically requires the adoption of a plan that provides the municipality policy guidance for the purposes and uses of the financing.

Improvement districts are increasingly paired with other specialty districts including Main Streets, MRAs and Cultural or Tourism districts in order to become more adept at stimulating economic development. Improvement districts are proven devices for providing facilities and services to downtown districts, which can be tailored for the particular circumstances unique to the community.

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ATTACHMENT B

PART 2: VISION & GOALS

PART 2. VISION & GOALS

THIS SECTION OUTLINES THE VISION AND GOALS FOR THE DOWNTOWN AREA ALONG WITH STRATEGIES TO ACHIEVE THEM. THE VISION AND GOALS WERE CREATED THROUGH AN ITERATIVE PLANNING PROCESS SUPPORTED BY EXISTING COUNTY GOALS AND POLICIES. THE VISION AND GOALS ARE CATEGORIZED INTO SEVEN AREAS. IN THE FOLLOWING, EACH CATEGORY IS DESCRIBED WITH ASSOCIATED STRATEGIES TO ACHIEVE.

2 - 1 OVERALL VISION STATEMENT

White Rock Town Center Vision Statement

White Rock Town Center, the gateway to Bandelier National Monument, is envisioned as a thriving hub with a vibrant mix of residential, retail, and office development at a character and scale appropriate for the surrounding community. With attractive housing, shopping, and public spaces, along with a network of trails and parks, it is a great place for residents to live and visitors to explore.

2 - 1.I INTRODUCTION

The vision, goals, and strategies outlined in this section represent the culmination of analysis of existing conditions, research of national trends, and extensive public input. They are informed by the County's 2016 Comprehensive Plan, as well as the specific opportunities and challenges facing the Los Alamos community.

"Part 1. Existing Conditions" on page 2 outlines the opportunities and constraints of the White Rock Town Center. Major challenges include:

- *General lack of an identifiable "town center"*
- *Blight due to vacant or otherwise dilapidated buildings*
- *Poor street connectivity and street layouts*
- *Lack of appropriate zoning*
- *Lack of housing, especially affordable housing*
- *High commercial space rents and lack of support for small, local businesses*
- *Inadequate pedestrian / bicycle infrastructure*

Starting in the summer of 2020 and continuing into 2021, public meetings ranging from visioning sessions to design workshops were held with the community to identify a vision, goals, and development framework for the White Rock Town Center.

- *A Visioning Workshop in the summer of 2020 focused on articulating a vision for the Town Center and identifying goals.*
- *A Design Workshop in the fall of 2020 built upon the goals and vision identified during the Visioning Workshop and involved 'hands on' activities that aimed to identify future development scenarios for the Town Center.*
- *Based on the feedback received from the Design Workshop, the project team created three alternatives that were presented to the*



EXHIBIT 15. *State Road 4 Gateway Element Vision*

community in early 2021 at a Public Open House. Based on the feedback received in the Public Open House, the project team created a preferred scenario that blended elements of the three scenarios and resulted in the vision outlined within this document.

2-1.II A VISION FOR THE TOWN CENTER

White Rock Town Center, the gateway to Bandelier National Monument, is envisioned as a thriving hub with a vibrant mix of residential, retail, and office development at a character and scale appropriate for the surrounding community. With attractive housing, shopping, and public spaces, along with a network of trails and parks, it is a great place for residents to live and visitors to explore.

2-1.III DEVELOPMENT FRAMEWORK

To help achieve this vision for the creation of a more livable Town Center, the Master Plan and Development Framework focus on the benefits of mixed-use, transit-friendly, pedestrian-oriented development. As called for in the 2016 Comprehensive Plan and community feedback from this planning effort, the Town Center should provide:

- *revitalization of vacant and blighted areas*
- *a pedestrian-friendly, mixed-use environment*
- *multi-modal transportation choices*
- *a variety of civic and entertainment spaces*
- *expanded opportunities for local business*
- *a variety of housing options at increased densities*

The Development Framework proposes a combination of public and private investment in public spaces and underutilized/vacant properties to incentivize growth aligned with the County's long range vision. As it stands, the Development Framework is conceptual and illustrates a vision of how the Town Center could develop. The Town Center may develop differently than what is illustrated in *"Exhibit 17. White Rock Town Center Development Framework" on page 39*.

Public investment, facilitated through the district's MRA designation, would focus on streetscape and trail improvements, the creation of gathering spaces, and placemaking strategies within the public realm. Such improvements include

the creation of a town park/gathering space, realignment of Longview Drive, and district-wide improvements to trails and sidewalks. Streetscape improvements including contiguous sidewalks, crosswalks, and reconfigured streets would create a more pedestrian-oriented district. New pedestrian crossings on State Road 4 will help connect the Mirador development and the Visitor Center with the more established portion of the Town Center. Through these improvements, the corridor could create a "Main Street" character that helps provide a more defined identity to the White Rock Town Center. These targeted public investments will help spur redevelopment on private parcels while strengthening the character and livability of the White Rock Town Center.

Private investment is required on a number of strategic redevelopment sites, particularly along Bonnie View Drive and a realigned Longview Drive. Parcels on either side of Bonnie View Drive could accommodate new housing or mixed-use developments with more urban development forms and siting. Parcels along Longview Drive are envisioned to accommodate a range of residential and/or mixed-use development types and associated public spaces. Such a concentration of residential development will enhance the vitality of the Town Center and create an appropriate transition to the established neighborhoods to the south.

This targeted infill development has the capability of generating a more vibrant, pedestrian-oriented development pattern within the Town Center as well as capturing anticipated regional growth. The County's leading land use policy document, the 2016 Comprehensive Plan, establishes policy to focus development priorities in Downtown Los Alamos and White Rock Town Center, particularly for providing a variety of higher density housing options. The 2019 Los Alamos County Housing Market Needs Analysis identified an immediate need for 1,310 units of rental housing and 379 units for homeownership, with a particularly acute housing need for middle- and low-income households. The analysis affirmed the best location to add housing units is the downtown areas within the County. The Development Framework, as depicted, is capable of infilling approximately 18,000 square feet of commercial space and 363 housing units within the Town Center, as shown in *"Exhibit 16. Town Center Infill Potential" on page 37*.

EXHIBIT 16. *Town Center Infill Potential*



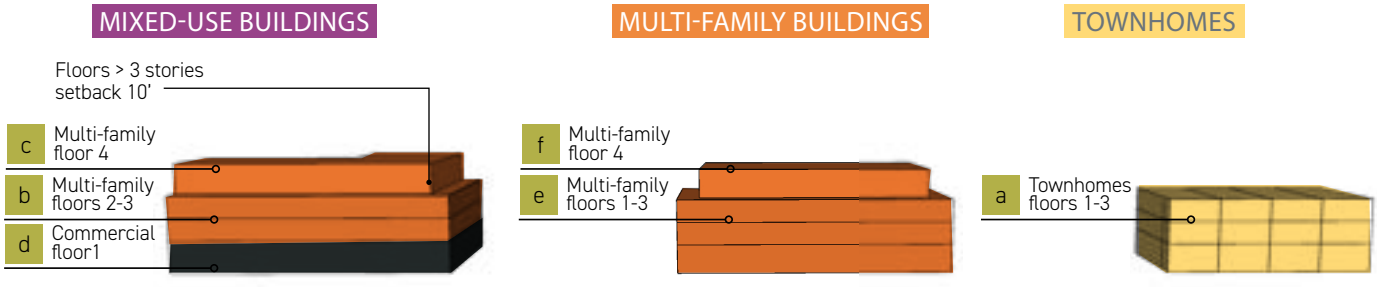


TABLE 7. *Town Center Infill Potential*

	Category	*Category Area (sq. ft.)*	*# of Stories*	*Total Floor Area (sq. ft)*	*No. of Residential units (1000 sq.ft/ unit)*
a	Townhomes	*36,351*	*3*	*109,053*	*109*
b	Mixed use floors 2-3	*39,099*	*2*	*78,198*	*78*
c	Mixed use floors 4 and up	*31,467*	*1*	*31,467*	*31*
d	Commercial	*18,131*	*1*	*57,230*	
e	Multifamily floors 1-3	*37,272*	*3*	*111,816*	*112*
f	Multifamily floors 4 and up	*32,118*	*1*	*32,118*	*32*
				Total Housing Units	***363***

Note: These calculations were generated by calculating conceptual building footprints on vacant/underutilized land in Downtown, determining the most likely land use (housing vs. retail vs. office), assigning an expected number of floors and then making calculations on the overall potential square footage. Housing units are calculated at 1,000 sq. ft. per unit, a reasonable median size for an apartment/ townhouse.

2-1.IV VISION ELEMENTS

Key elements of the Development Framework include:

1. **Sherwood Boulevard and Rover Boulevard signature gateways** to include enhanced pavement treatment, lighting, landscaping, and signage
2. **Enhanced Visitor Center pedestrian crossing** such as a z-crossing or pedestrian bridge
3. **Placemaking improvements** along State Road 4 to create a "Main Street" character
4. **Pedestrian and bicycle improvements** including buffered sidewalks, bike lanes, landscaping, and pedestrian furnishings along State Road 4, Sherwood Boulevard, Rover Boulevard, and Longview Drive
5. **Premier public gathering space** at the southern terminus of the Visitor Center crossing that features a higher level concentration of pedestrian amenities
6. **Bonnie View Mixed-Use Corridor** that exhibits pedestrian-oriented development and enhanced pedestrian amenities
7. **Canada del Buey Trail and arroyo enhancements** including green infrastructure improvements and the addition of trail amenities
8. **Longview residential redevelopment** with associated residential open spaces
9. **Targeted mixed-use infill** along State Road 4 and Rover Boulevard

The following sections outline seven elements that align with the Comp Plan, informing a set of recommendations and strategies. The seven elements of the Master Plan will help guide future site-specific projects and set priorities for public investments.

EXHIBIT 17. *White Rock Town Center Development Framework*



EXHIBIT 18. *Bonnie View Mixed-Use Corridor Vision*




WHITE ROCK
TOWN CENTER

EXHIBIT 19. *Longview Residential Corridor Vision*







URBAN FORM/ IDENTITY

2 - 2 URBAN FORM / IDENTITY

2-2.I VISION STATEMENT

A vibrant, walkable Town Center with a mix of uses and small town character.

2-2.II INTRODUCTION

The Urban Form & Identity element establishes a vision for the overall look and feel of the White Rock Town Center, facilitating a transformation from the existing suburban character to a more defined village or town center character. This requires a combination of public investment and new private development to create housing, which is the critical missing factor in the area now. The community has already invested considerable resources into the Town Center, notably the White Rock Branch Library, Youth Center, Senior Center, and Visitor Center facilities. The County has also installed a pedestrian crossing on State Road 4 and improved the multi-use path that runs along the south side with shade, benches, and public art. Similarly, Sherwood Boulevard has had targeted improvements including the widening of sidewalks and on-street parking adjacent to the library. Other roadways have not seen the same level of investment to ensure safe and attractive pedestrian facilities. These corridors could be improved to enhance their safety and aesthetic, which will help establish a more distinct identity. To ensure that new housing contributes to the Town Center's overall character, the siting and associated site standards of new development should reflect the overall goals of creating a pedestrian-oriented "town center."

2-2.III RECOMMENDATIONS

A. *Updating Town Center Zoning to Mixed-Use*

Apart from the Downtown Town Center zoning on the north side of State Road 4 in the Mirador development, the White Rock Town Center area is mostly zoned as commercial (C-1 and C-2) and multifamily (R-3-H). While this combination of zones allows for a variety of high density residential, commercial/retail, office, public, and governmental uses, it does not permit the vertical or horizontal integration of such uses on a single site. In order to generate the pedestrian-oriented development patterns that are desired within the Town Center, the true integration of mixed-uses should be allowed by zoning. The White Rock Town Center should be rezoned to a true mixed-use zoning designation that permits the development of higher density mixed-use projects on a single parcel.

A new mixed-use zoning district would allow a range of commercial/retail and entertainment uses as well as a variety of more urban housing choices such as live/work, townhouses, and multi-family dwellings. It is critical that the proposed zoning achieve the right balance of density while preserving the small town "village" character of White Rock. This plan recommends that the proposed zoning allow development up to four stories with appropriate building setbacks that promote a town center character.

In order to reduce the visual impact of the increased building heights, this Plan recommends that updates to the zoning regulations include the provision of a minimum 10' building stepback after the third story within the Town Center boundaries. Building step backs are commonly utilized in Town Center environments to reduce the scale of the

EXHIBIT 20. *Precedent Examples - Town Center Development*









building, while exposing and emphasizing the ground level/pedestrian elements of a structure and increase views of the surrounding areas. For instance, Downtown Steamboat Springs, Colorado has specific building height standards for new development in their mixed-use Downtown Code. Within the Commercial Old Town zone district, a 0-foot front setback is required for the first and second floor, while a 15-foot step-back is required for the third floor. This encourages residential housing density in the city's downtown while complementing the scale and massing of existing historic buildings.

These dimensional standards can also be paired with neighborhood protection standards that kick-in automatically at the periphery of the Town Center to create appropriate setbacks from existing residential areas as well as requirements for building height step-downs and/or vegetative screening requirements. Accompanying development standards for site and building design, parking, and landscaping will be created to reinforce the desired character for the Town Center. These include pedestrian-oriented site design standards that require wider sidewalk widths on public streets, on-site pedestrian pathways, and maximum front building setbacks. Building design standards should include requirements for high quality design materials and architectural detail along primary frontages. Parking design standards (addressed in more detail in *"2 - 4 Transportation" on page 67*) can help mitigate the visual impact and heat island effect of large parking lots by requiring pedestrian pathways and landscaping. Landscaping requirements should provide guidance for planting within public rights-of-way and minimum plant coverage standards for private parcels. The *"Table 8. White Rock Town Center Development Standards Recommendations" on page 47* outlines proposed standards that can help advance the vision for White Rock Town Center.

TABLE 8. *White Rock Town Center Development Standards Recommendations*

Element	Development Standards
Site design	• Require a wider minimum sidewalk width along all public rights-of-way. • Require on-site pedestrian pathways that connect to the primary building entrance to public sidewalks.
Building design	• Allow residential and mixed-use developments up to four (4) stories within the Town Center core. • Require a 10' step-back above the third floor on the sides of a building that abut a public street. • Require buildings that are within 50' or adjacent to a lower-density residential zone to step down to a maximum building height of 35 feet. • Enact basic urban design standards to activate ground level building elevations. These include: - *Minimum 30 percent glazing on ground floor* - *Require at least one public entrance on commercial properties facing street frontage vs. parking lot* - *Maximum of 100' building facade without a change in the elevation plane of at least 2'* - *Maximum front setback of 25' along designated streets* • Introduce flexible material standards while requiring durable exterior cladding (i.e. no "T-111" plywood siding on public facing elevations).
Parking	• Reduce off-street parking requirements within the Town Center by 50 percent. • Provide additional reductions for proximity to a transit stop and provisions for solar shade canopies. • Create on-street parking where feasible.
Landscaping	• Require street trees at a minimum of 25' on center along public sidewalks. • Require a minimum on-site landscape coverage requirement. • Create parking lot landscaping requirements of 1 tree per 10 parking spaces. • Require a minimum landscape buffer when periphery developments are adjacent to low-density residential uses.

EXHIBIT 21. *Pedestrian-Oriented Infrastructure*



B. *Pedestrian-Oriented Infrastructure*

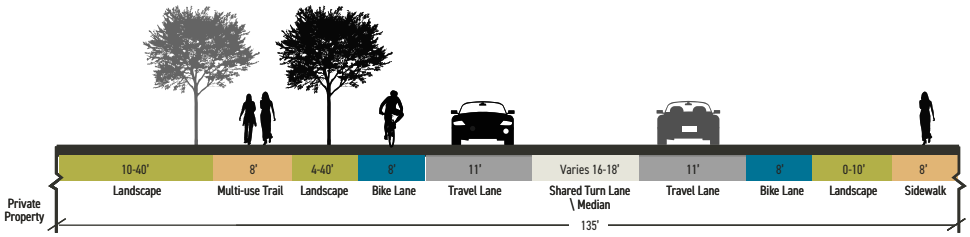
The existing pedestrian infrastructure, i.e. sidewalks and crosswalks, could use some basic improvements. While the southern frontage of State Road 4 features a mixed-use trail with some landscaping and site furnishings, most of the area's sidewalks are narrow and feature no pedestrian amenities such as landscaping, lighting, or site furnishings. Pedestrian improvements that widen sidewalks and connect missing segments will create a safer and more functional walking environment. *"Exhibit 21. Pedestrian-Oriented Infrastructure" on page 48* illustrates the types and locations of recommended pedestrian improvements.

STATE ROAD 4

As the primary gateway and thoroughfare into the Town Center, improvements along State Road 4 should focus on enhancing the public right-of-way to create a sense arrival and increase pedestrian and bicycle safety, while still enabling the roadway to accommodate the volume of commuter-related traffic. Curb extensions and associated pedestrian crossings should be installed where State Road 4 intersects Sherwood Boulevard and Rover Boulevard to create visual cues to reduce travel speed and provide safe pedestrian crossings at these gateways into the Town Center. Another at-grade crossing is proposed between La Vista Drive and Sherwood Boulevard, along with improvements to the Canada del Buey Trail on the south side of State Road 4 in this section. A new paved trail is proposed for construction on the north side of State Road 4 between La Vista Drive and Sherwood Boulevard to accommodate the increase in development in the Mirador Subdivision. The roadway already contains 8' wide bicycle lanes. To increase the safety of cyclists using the facility, this Plan recommends restriping bike lanes to include a minimum 3' wide buffered markers or the introduction of colored pavement within a bicycle lane to increase the visibility of the facility and send cues to drivers to watch for cyclists. The Canada

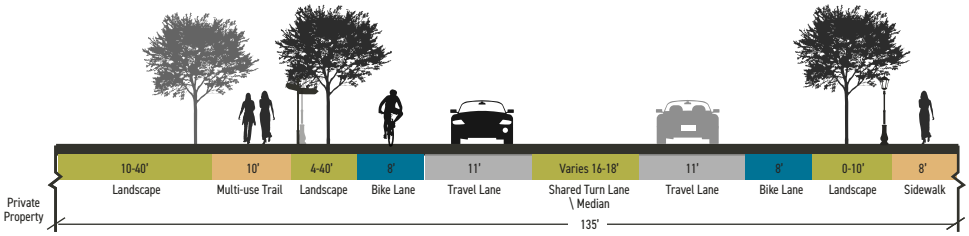
EXHIBIT 22. *Pedestrian Infrastructure Improvements*

Existing State Road 4 Street Section



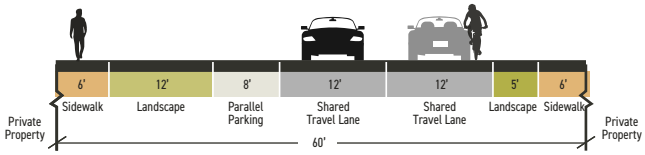
The County has made improvements to the northern section of Sherwood Boulevard, near the library, reconfiguring the roadway to include narrower travel lanes, parallel, on-street parking and landscape areas.

Recommended State Road 4 Improvements



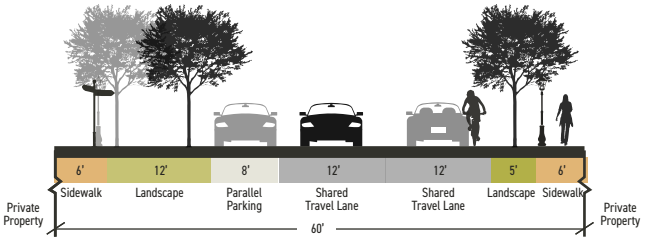
The roadway configuration of State Road 4 will remain, but a cohesive streetscape treatment that features unified street trees and under story landscaping scheme and a unified site furnishings scheme is recommended to contribute to the Town Center identity.

Existing Sherwood Boulevard Street Section



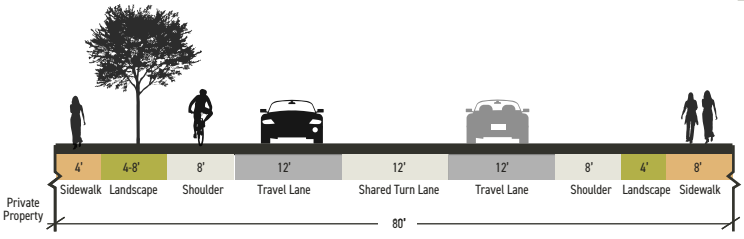
The County has made improvements to the northern section of Sherwood Boulevard, near the library, reconfiguring the roadway to include narrower travel lanes, parallel, on-street parking and landscape areas.

Recommended Improvements Sherwood Boulevard



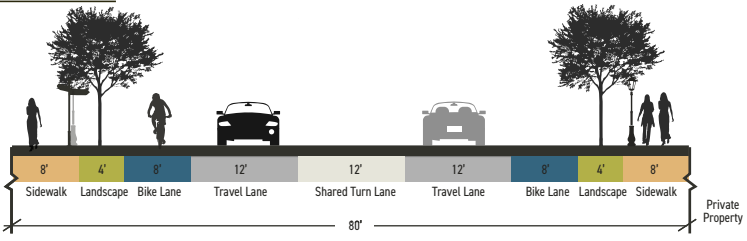
Further public investment to enhance the existing roadway configuration with pedestrian lighting, street furnishings, signage, and street trees and under story landscaping would create a more pleasant pedestrian experience.

Existing Rover Boulevard Street Section A



Southern sections of Rover Boulevard currently exhibits extremely wide travel lanes could be narrowed and a turn lane that could be eliminated to accommodate pedestrian improvements within the right-of-way.

Recommended Improvements Rover Boulevard Section A



Narrowing the width of travel lanes along Rover Boulevard would allow for the addition of dedicated bike lanes. Existing sidewalks should enhanced with decorative paving treatments, pedestrian lighting, street furnishings, signage, and street trees.

NOTE: Sections are illustrative only and not to scale. Field verification for feasibility is required.

EXHIBIT 23. *Precedent Examples - Streetscaping*







Coordinated streetscaping treatments in regards to pavement, street trees, landscaping, lighting, signage, and site furnishings helps set district identity.

del Buey Trail runs along the southern portion of the roadway and includes landscaping, street furnishings, and public art. The northern portion of the roadway featurez sections that carry over the same landscaping scheme. A more cohesive streetscape treatment that features protected sidewalks, street trees, understory landscaping on both sides of the street, and continues the site furnishings scheme along the trail would contribute to an enhanced Town Center identity. Additionally, a raised pedestrian bridge or an at-grade enhanced pedestrian crossing as identified on *"Exhibit 21. Pedestrian-Oriented Infrastructure" on page 48* would improve the existing pedestrian link from the Visitor Center to the south side of State Road 4.

ROVER BOULEVARD & SHERWOOD BOULEVARD

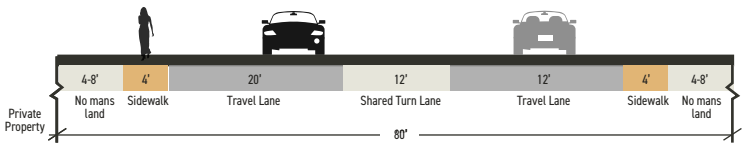
The County has made improvements to the northern section of Sherwood Boulevard near the library, reconfiguring the roadway to include narrower travel lanes, parallel on-street parking, and landscaped areas as well as designating it as a shared roadway for bicycles. The remainder of the existing sidewalks along Rover Boulevard and Sherwood Boulevard are narrow and lack landscaping, pedestrian lighting, and furnishings. Streetscape improvements along these corridors should focus on creating safe and pleasant pedestrian facilities such as wider, buffered sidewalks with cohesive landscaping, site furnishing, and signage treatments.

BONNIE VIEW DRIVE

Bonnie View Drive is envisioned to be redeveloped as a mixed-use main street corridor. Alternative pavement treatments that introduce color and texture to the roadway would provide visual cues to drivers that this is a distinct pedestrian zone. Development standards associated with a new zoning designation should have minimal front setback standards to facilitate creation of a 'street wall,' i.e. a consistent building frontage in relation to the street, a condition shown to contribute to

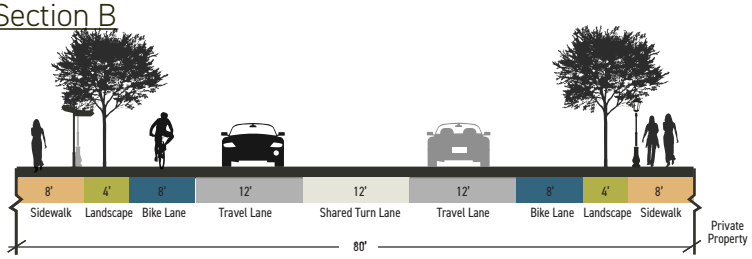
EXHIBIT 24. *Pedestrian Infrastructure Improvements*

Existing Rover Boulevard Street Section B



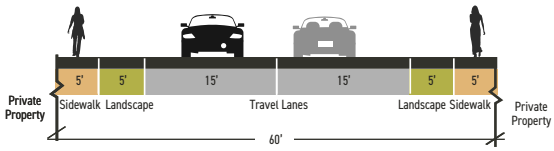
Southern sections of Rover Blvd currently have extremely wide travel lanes that could be narrowed and a turn lane that could be eliminated to accommodate pedestrian improvements within the right-of-way .

Recommended Improvements to Rover Boulevard Section B



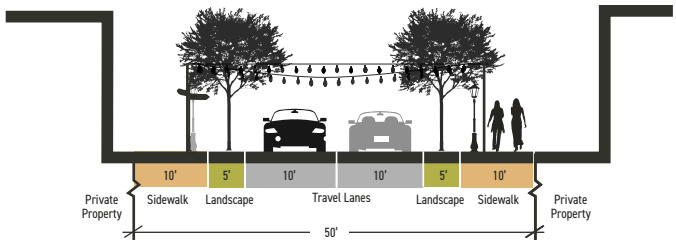
Narrowing the width of travel lanes along Rover Blvd would allow for the addition of dedicated bike lanes and sidewalks to be widened and enhanced with decorative paving treatments, pedestrian lighting, street furnishings, signage, and street trees.

Existing Standards for Bonnie View Drive



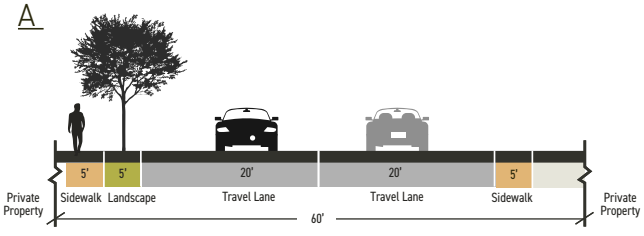
Bonnie View Drive currently has wide travel lanes that could be narrowed to accommodate pedestrian improvements within the right-of-way.

Recommended Improvements for Bonnie View Drive



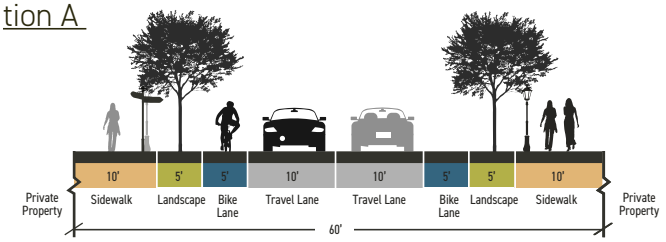
Narrowing the width of travel lanes along Bonnie View Drive would allow for sidewalks to be widened and enhanced with decorative paving treatments, pedestrian lighting, string lights, street furnishings, signage, and street trees. Development standards will ensure pedestrian-oriented development patterns in which building engage the sidewalk edge.

Existing Standards for Longview Drive Section A



Longview Drive currently has wide travel lanes that could be narrowed to accommodate pedestrian improvements within the right-of-way.

Recommended Improvements for Longview Drive Section A



Narrowing the width of travel lanes along Longview Drive would allow for the addition of dedicated bike lanes and sidewalks to be widened and enhanced with decorative paving treatments, pedestrian lighting, street furnishings, signage, and street trees.

NOTE: Sections are illustrative only and not to scale. Field verification for feasibility is required.

EXHIBIT 25. *Precedent Examples - Pedestrian Amenities*









Pedestrian amenities such as signage, lighting, and seating options create a hospitable pedestrian environment.

a positive pedestrian experience. The addition of pedestrian scale lights, street trees, and site furnishings will help reinforce this appropriate town center character.

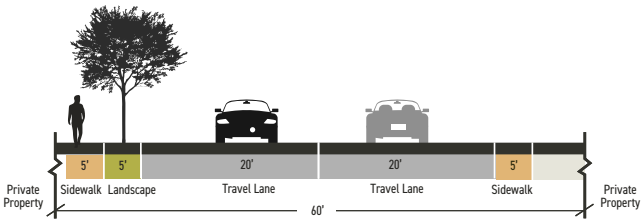
LONGVIEW DRIVE

The existing alignment of Longview Drive is awkward and has been identified as a safety concern and hindrance to development of this area. The straightening of the Longview Drive alignment between Bonnie View Drive and Sherwood Boulevard is seen as crucial to ensure the Town Center's redevelopment into a pedestrian-oriented environment. When the realignment occurs, the new streetscape should provide wide, buffered sidewalks along with a unified landscaping, site furnishing, and signage scheme, similar to the measures discussed above for Bonnie View Drive.

CANADA DEL BUEY TRAIL

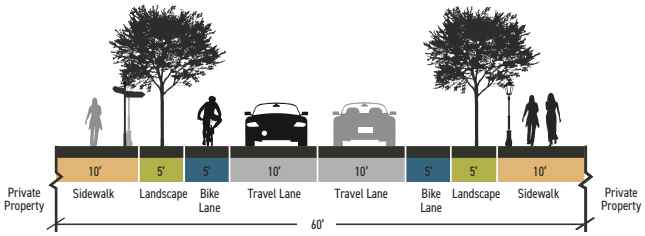
The Canada del Buey Trail should be expanded to the east through the arroyo to connect to Rover Boulevard. This extension would provide an additional pedestrian and bicycle through connection, and connect to the larger trail network in White Rock. Arroyo improvements should consist of a wide multi-use trail accompanied by pedestrian lighting, furnishings, and signage.

Existing Standards for Longview Drive Section B



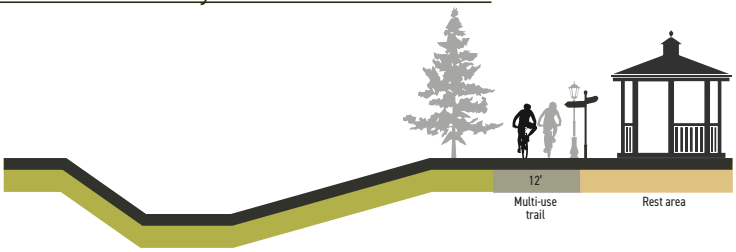
Longview Drive currently has wide travel lanes that could be narrowed to accommodate pedestrian improvements within the right-of-way.

Recommended Improvements for Longview Drive Section B



Narrowing the width of travel lanes along Longview Drive would allow for the addition of dedicated bike lanes and sidewalks to be widened and enhanced with decorative paving treatments, pedestrian lighting, street furnishings, signage, and street trees.

Canada del Buey Trail Enhancements



Canada del Buey Trail should be enhanced with pedestrian lighting, furnishings and signage.

NOTE: Sections are illustrative only and not to scale. Field verification for feasibility is required.

EXHIBIT 26. *Precedent Examples - Trail Amenities*





Pedestrian amenities such as signage, lighting, seating and shaded rest options create a hospitable trail environment.

EXHIBIT 27. *Signature Gateway Feature*



EXHIBIT 28. *Precedent Examples - Gateway Features*





Gateway features include monument signage and pavement treatments

C. *Install Signature Gateway Feature*

The installation of signature gateway features at the major vehicular entry points creates a sense of arrival into the Town Center. The signature "White Rock" at the intersection of State Road 4 and Rover Boulevard acts as a gateway now and will continue to be an expression of the area's identity. This can be augmented with additional signature gateway features at the two primary entries, where State Road 4 intersects with both Sherwood Boulevard and Rover Boulevard, as identified in *"Exhibit 27. Signature Gateway Feature" on page 54*. These intersections should be enhanced with decorative paving, landscaping, lighting, and signage similar to those shown in *"Exhibit 28. Precedent Examples - Gateway Features" on page 54*, intended to create both a unique gateway experience and opportunities for safer pedestrian crossings.

EXHIBIT 29. *Recommended Signage Locations*



D. *Implement a Branded Wayfinding System*

The Wayfinding Plan was approved by County Council in 2017. The Wayfinding Plan outlines design, placement, and content of signage, allowing a cohesive look and feel throughout the County to guide visitors to destinations. Signage types range from vehicular directional to pedestrian directional to park identification and information kiosks. While this Plan identifies some specific locations for these signage types as indicated in *"Exhibit 29. Recommended Signage Locations" on page 55*, this Master Plan recommends the addition of pedestrian signage along sidewalks of internal streets of the White Rock Town Center as well as the Canada del Buey Trail.

EXHIBIT 30. *Branded Wayfinding Signage*



EXHIBIT 31. *Placemaking Strategies*



EXHIBIT 32. *Precedent Examples - Placemaking Strategies*



Colorful, decorative intersections and crosswalks act as gateway features and help pedestrians feel more safe as the designs catch the eye of drivers more easily.



Decorative street and sidewalk paving along with string lights should be utilized along the Bonnie View mixed use corridor to delineate it as a destination within the Town Center.

E. *Placemaking Strategies*

Placemaking is an approach that applies consistent branding and attractive amenities to public spaces to improve the quality and vitality of a place. Placemaking strategies, if done well, can result in the creation of a distinct destination that attracts residents, visitors, and businesses. Integrating placemaking strategies such as the creation of signature gateways and targeted pedestrian, public space, and trail improvements as indicated in *"Exhibit 31. Placemaking Strategies" on page 56,* is crucial to the establishment of the White Rock Town Center as a distinct destination with a unique sense of identity. Pedestrian amenities including decorative paving to delineate crosswalks, landscaping, pedestrian lighting, furnishings, and public art along public streets will help define pedestrian pathways and aid in the establishment of a safe, consistent pedestrian experience. Colorful pavement treatments should be utilized within major intersections or crosswalks to create visual cues for drivers to slow down. Fun and memorable amenities such as creative lighting, public art, or seating should be utilized within public spaces and along Longview Drive and Bonnie View Drive. The precedent images in *"Exhibit 32. Precedent Examples - Placemaking Strategies" on page 56* show examples of placemaking strategies that could be employed within the White Rock Town Center.

F. *Provide Multi-Generational Programming*

The community has expressed a desire to include the implementation of multi-generational programming that ensures the Town Cener is a family-oriented environment that particularly captures youth under the age of 18. Family-oriented activities are currently lacking within the Town Center and should be considered when development occurs within the built environment and in programming spaces. Entertainment venues and hang out locations for youth and families are an important part of keeping the youth engaged.



Fun and memorable amenities such as creative or movable seating choices, public art and lighting should be utilized within new a central gathering space and along Bonnie View Drive.





The addition of a pavilion and/or event spaces could accommodate community festivals similar to Ashley Pond for Los Alamos.

2-2.IV URBAN FORM / IDENTITY GOALS

The following goals and strategies have been established to create a strong Town Center identity and sense of place.

TABLE 9. *Urban Form / Identity Goals*
INTENT: Make the Town Center district a new hub for White Rock.
VISION: A vibrant, walkable Town Center with a mix of uses and small town character.
GOAL 1: Create a Town Center specific mixed-use zone district that allows a mix of uses, including urban housing, commercial/retail, office and entertainment uses as well as public spaces.
Strategy 1.1: *Update the Development Code to create a Town Center mixed-use zone district that permits higher density residential and commercial uses.*
Strategy 1.2: *Encourage a vertical mix of uses through development standards and incentives within the Development Code update.*
GOAL 2: ***Create a unique Town Center identity, image, and sense of place.***
Strategy 2.1*: Enhance gateways at the intersection of Rover Boulevard and State Road 4 and Sherwood Boulevard and State Road 4 through decorative paving, signage, lighting, and landscape treatments.*
Strategy 2.2: *Integrate placemaking strategies to create a distinct Town Center experience through unified gateways, public art, lighting, landscape/streetscape treatments.*
Strategy 2.3: *Create cohesive streetscape standards for public right-of-way improvements with the proposed Town Center district.*
Strategy 2.4: *Create enforceable landscape standards for public rights-of-way and private development parcels.*
Strategy 2.5: *Add a primary public space to serve as a central node and connect this space with existing and future trails, amenities, and destinations.*
GOAL 3: ***Create a Town Center district that achieves the right balance of density while preserving the small town "village" character of White Rock.***
Strategy 3.1: *Create development standards that promote reduced building setbacks and higher density development of four stories to create a more compact "village" character and pedestrian-oriented development patterns.*
Strategy 3.2: *Create development standards for site and building design, parking lots, open spaces, and landscaping that achieve the desired town center character.*

EXHIBIT 33. *Vignettes - Bonnie View Drive Sidewalks*





HOUSING

2 - 3 HOUSING

2 - 3.I VISION STATEMENT

Quality housing options that are attainable to all residents while protecting existing neighborhoods.

2 - 3.II INTRODUCTION

The Housing element establishes a vision for the residential component of the White Rock Town Center. Given that the County has very limited land resources and is experiencing a severe shortage of housing, the Town Center district is a prime location to encourage the development of multi-unit, multi-story apartments and mixed-use residential buildings. Absorbing housing within the White Rock Town Center will not only alleviate the housing shortage, but aid in achieving the mix of uses and activity levels needed to revitalize the Center. Such a strategy supports numerous recommendations and policies of the Los Alamos County Strategic Leadership Plan, the 2016 Comprehensive Plan, the Economic Vitality Strategic Plan, and the White Rock Metropolitan Redevelopment Area Plan.

The County has identified a need for additional housing stock distributed among all income ranges but is particularly acute for middle- and lower-income households. The Town Center in particular is well-equipped to accommodate affordable housing options demanded by demographic subsets such as seniors and retirees that wish to downsize, young adults, student interns, and the general workforce. Short- to mid-term rental housing within a variety of affordable housing types including micro-units, townhouses, apartments, condos, and live-work units could be developed with the White Rock Town Center to meet the desired housing demands. An additional benefit of this type of housing stock is that they lend themselves to mixed-use development patterns that accommodate commercial uses on the ground floor and residential uses above. Mixed-use buildings such as these are a critical element to creating the mix of land uses and active urban realm necessary for successful Town Center environments.

2 - 3.III RECOMMENDATIONS

A. *Allow Increased Multi-family Densities / Heights*

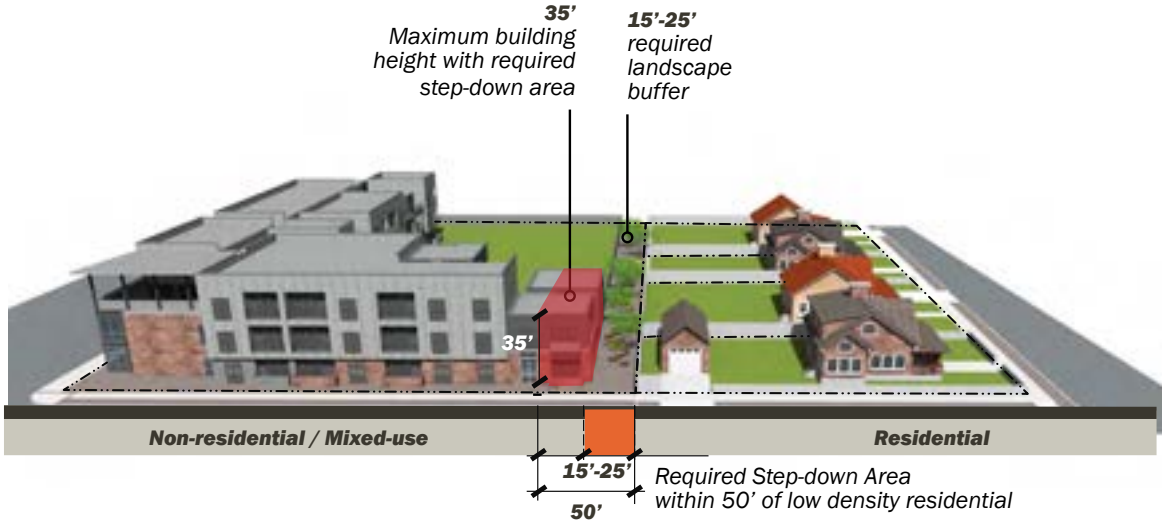
Increasing the allowed maximum residential densities and building heights is one of the main tools to increase the provision of housing and make housing more affordable. Zoning provisions should be changed so that multi-unit, multi-story apartments and mixed-use residential buildings can be accommodated. Increasing the maximum allowed building height to four stories would allow the development of mixed-use buildings with ground floor commercial uses and three stories of residential above.

The key is to pair increased building heights with neighborhood protection standards that automatically kick in when higher density development occurs adjacent to single-family uses. In those instances, the development code update will create neighborhood protection standards that require building height step-downs or landscape buffers to be implemented to mitigate the impacts on adjacent neighborhoods.

EXHIBIT 34. *Infill Housing Opportunities & Protection Standards*



EXHIBIT 35. *Neighborhood Protection Standards*



NOTE: This illustration shows the general concept of neighborhood protection standards to ensure development creates appropriate transitions to established neighborhoods outside of the Town Center. Specific transition requirements will be determined through the Development Code update.

B. *Incentivizing Affordable Housing*

One strategy to encourage and spur the market to provide affordable housing is through inclusionary zoning requirements and/or incentives. Inclusionary zoning requires developers to set aside a given share of new housing developments for affordable units. Inclusionary zoning has helped produce affordable units in cities with strong housing markets. But many communities simply do not command high enough rents per square foot to absorb the subsidy required by affordable units and such inclusionary requirements often can inhibit housing developments.

A more commonly used alternative that is recommended by this Plan is to create voluntary incentive programs that encourage developers to include affordable units through rewards such as expedited permitting processes and fee waivers or reductions. Affordable housing incentives are most often tied to the dedication of a percentage of residential floor area as rental housing affordable to households with incomes up to 80 percent of the area median income. Expedited review/permitting processes including the reduction or elimination of permitting fees or granting administrative rather than discretionary approval processes (i.e. those that require a public hearing with the Planning and Zoning Commission) could be offered.

Within the Downtown Improvement Plan for Downtown Bozeman, Montana, increasing housing units downtown to meet the needs of different members of the community was a significant goal for the community. They created a Downtown Residential Incentive Program that provides partial reimbursement for residential-related impact fees for the creation of eligible new downtown residential units including one program for studio and one-bedroom units and a second for affordable housing. As of 2019, this program has helped support the construction of nearly 100 new residential units, with 46 more units approved but not yet constructed. As Los Alamos is in need of affordable housing, a similar incentive program could be implemented that encourages the construction of affordable housing in the Town Center.

C. *Allow a Greater Mix of Housing Type within Town Center*

As mentioned above, the White Rock Town Center is well suited to accommodate higher density housing options for targeted demographics identified during this master planning phase; these include seniors, retirees that wish to downsize, young adults, student interns, and the general workforce. This plan recommends that a variety of more "urban" housing types such as townhouses, multi-family, and mixed-use developments be encouraged to be infilled within the White Rock Town Center. These types provide diverse housing options for the desired demographics along a spectrum of affordability that is appropriate for a Town Center environment. *"Exhibit 34. Infill Housing Opportunities & Protection Standards" on page 62* identifies some opportunities for infill housing development within the Town Center; mixed-use housing options are particularly desired along State Road 4 and Bonnie View Drive, while townhouse and more traditional multi-family development are appropriate along Longview Drive to transition to the established neighborhoods to the south. A desire for more senior housing facilities in particular has been expressed along Longview Drive. The above-mentioned neighborhood protection standards should be utilized along the parcels south of Longview Drive to create a transition to adjacent neighborhoods to the south.

MIXED-USE

Mixed-use housing consists of a mix of commercial and residential uses, generally vertically integrated. In many instances, the mixed-use building consists of ground floor commercial with residential uses on upper floors. Mixed-use buildings are popular in downtown areas as they provide the opportunity to activate the street level while adding residents that frequent the commercial businesses. They are

also popular with young adults and empty nesters as they vertically integrate valuable amenities. Because of the density and number of units gained, mixed-use developments can provide affordable housing options.

MULTI-FAMILY

Multi-family housing consists of a number of apartments or condominiums located in a building of multiple stories. Building types vary significantly; some structures appear to be similar to single-family houses in the design, while others are distinctly apartment buildings. Shared amenities have become popular with apartment buildings. Many developments provide shared gardens, dog parks, gathering spaces, gyms and outdoor patios. Because of the density and number of units gained, apartments can provide affordable housing options for White Rock Town Center.

TOWNHOUSE

Townhouses or rowhouses are buildings that contain three or more dwelling units that are connected side by side in a row. These units typically have their own individual entrances, and can appear to be one single building or several distinct structures. Townhouses can be micro-units and live-work constructed on their own lot or on a shared lot as condominiums. Their heights generally range between one to three stories.



Mixed-use development in Bothell, WA



Vertical mixed-use buildings with space for small commercial uses on the ground floor





Mixed-use development in Bothell, WA

2-3.IV HOUSING GOALS

The following goals and strategies have been established to create quality housing options that are attainable to residents and the workforce within all age groups and abilities in the White Rock Town Center.

TABLE 10. *Housing Goals*
INTENT: Address the lack of affordable housing options in the County; it is one of the main concerns of the community.
VISION: Quality housing options that are attainable to all residents while protecting existing neighborhoods.
GOAL 1: Create quality housing options that are attainable to residents, the workforce, all age groups and abilities.
Strategy 1.1: *Allow townhouse, apartments, mixed-use, and live/work dwelling types within the Town Center.*
Strategy 1.2: *Create flexible architectural standards that ensure high-quality housing developments.*
GOAL 2: Protect existing residential neighborhoods surrounding the Town Center district by creating neighborhood protection standards within the Development Code.
Strategy 2.1: *Create neighborhood protection standards that require development to scale down and/or provide a vegetative screen at the periphery of the Town Center.*



TRANSPORTATION

2 - 4 TRANSPORTATION

2-4.I VISION STATEMENT

A safe and efficient multi-modal system that provides connections to adjacent neighborhoods, LANL, and Los Alamos.

2-4.II INTRODUCTION

The transportation element establishes a vision for multi-modal access to and connectivity throughout the White Rock Town Center. This is achieved by creating an efficient and convenient multi-modal network that safely accommodates pedestrians, cyclists, public transit, and motor vehicles to, from, and within the Town Center. Recommended improvements focus on the creation of a premier pedestrian environment that will promote active lifestyles while decreasing carbon emissions associated with driving. The Town Center can be a place where people walk more and drive less, enabled by a safe, well-connected pedestrian network and street crossings.

2-4.III RECOMMENDATIONS

A. *Implement Safe Pedestrian & Bicycle Infrastructure*

Creating a safe, efficient, and convenient pedestrian network is key to the creation of a successful Town Center. As mentioned in the Urban Form/ Identity section, the existing pedestrian infrastructure is minimal. While Canada del Buey Trail runs along the southern frontage of State Road 4 and features some landscaping and site furnishings, most of the Town Center's sidewalks are narrow and feature no pedestrian amenities. Generally, all sidewalks could use improvements to create a better pedestrian experience. Repairs of existing sidewalks and the completion of gaps in the system should be the first priority. Sidewalks should be widened and buffered through the addition of a planting strip between the curb and sidewalk where feasible. Additional enhancements to the pedestrian experience include the incorporation of street trees and understory landscaping, lighting, signage, and site furnishings.

In addition to sidewalks, the Town Center should feature a network of on-site pedestrian pathways within private development parcels that ensure pedestrians can safely reach primary building entrances and site amenities. The Development Code update could include requirements for on-site pedestrian networks that provide pathways across parking lots, connections between building entrances and/or site amenities and public sidewalks, as well as adjacent development parcels.

The large volume of traffic to and from LANL along State Road 4 presents challenges to the north-south movement of pedestrians and bicyclists. The major intersections along State Road 4 that act as gateways into the Town Center, i.e. at Rover Boulevard and Sherwood Boulevard, lack safe pedestrian crossings. With the development of the Mirador mixed-use project, a new pedestrian crossing at Sherwood Boulevard is expected to be completed, likely by the end of 2022. A similar crossing could be constructed at Rover Boulevard, along with enhancements to the existing pedestrian crossing near the Visitor Center. All three of these pedestrian crossings would allow safe, convenient passage for visitors wishing to cross into the Town Center. If an at-grade crossing is not part of a signalized intersection, then high-intensity activated crosswalk beacons or pedestrian/bike-activated flashing lights should be utilized to ensure user safety.

EXHIBIT 36. *Precedent Examples - HAWK*





HAWK or High-intensity Activated crosswalk provides a protected pedestrian crossing in Scottsdale.

EXHIBIT 37. *Precedent Examples - Bicycle Infrastructure*





Dedicated, protected bicycle lanes.

Bicycle infrastructure is currently limited to bicycle lanes along State Road 4 and a shared use facility along Sherwood Boulevard. State Road 4 is a popular cycling corridor and the Town Center could capitalize off this mode of travel to bring in more County residents and visitors alike. To increase the safety of cyclists using State Road 4, this Plan recommends restriping the existing 8' bike lanes to include a minimum 3' wide buffered markers or the introduction of colored pavement within a bicycle lane to increases the visibility of the facility and send cues to drivers to watch for cyclists. To increase bicycle safety throughout the remaining Town Center corridors, a more defined network of designated bicycle lanes/routes along Rover Boulevard, Sherwood Boulevard and the realigned Longview Drive should we implemented, as indicated in *"Exhibit 38. Pedestrian & Bicycle Infrastructure Improvements placemaking Strategies" on page 69.* In addition, both the Canada del Buey Trail and the White Rock Canyon Rim Trail are critical components of the Town Center pedestrian and bicycle network. The multi-use pathways should be widened and improved with amenities including landscaping, lighting, signage, site furnishings, and/or rest stops. Such improvements would support goals of the Bike Plan, which aim to "advance a bicycle friendly environment where residents and visitors alike can enjoy a transportation system that encourages and empowers use of a bicycle as a key form of transportation."

Bicycle parking is an important part of the Town Center's cycling infrastructure, but is currently very limited, likely due in part to the Development Code's lack of requirements of bicycle parking within new developments. Bicycle parking within the Town Center should be increased to provide cyclists secure and convenient storage options while shopping or dining in the Town Center. Provisions for adequate bicycle parking facilities will support the desired multi-modal vision for the Town Center. One strategy for increasing bicycle parking within the district is to update the Development Code to require new developments to provide bicycle

EXHIBIT 38. *Pedestrian & Bicycle Infrastructure Improvements*



EXHIBIT 39. *Public Transit*

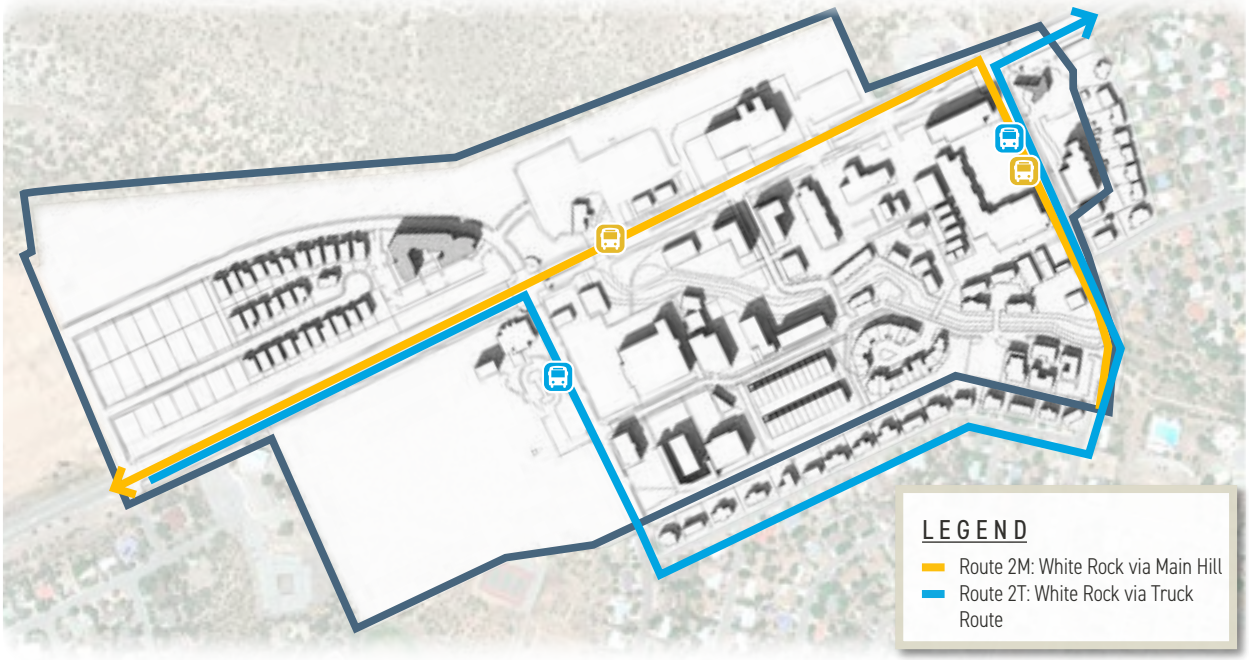


EXHIBIT 40. *Precedent Examples - Bike Parking*





Artistic bike racks can be used to add more public art to the Town Center.

EXHIBIT 41. *Precedent Examples - Bus Stops*





ABOVE: Bus stops with amenities such as digital real time signage and accessible design.

parking. Bike racks could be branded to be cohesive with the street furnishing scheme or used as an opportunity to add another public art element.

B. *Implement Convenient Transit and Vehicular Transportation System*

The Town Center's existing suburban development characteristics exhibit poor street connectivity and street layouts that hinders accessibility to and connectivity throughout the Town Center and its businesses. State Road 4 is the main thoroughfare and busiest road in White Rock. It facilitates the primary access to and from the Town Center and funnels large volumes of traffic to and from LANL. The road includes only one signalized intersection which presents challenges to the north-south movement, specifically for pedestrians and bicyclists. Sherwood Boulevard, Bonnie View Drive, and Rover Boulevard provide north-south connections while Longview Drive serves as the main interior east-west connection. The alignments of both Bonnie View Drive and Longview Drive are meandering and make internal accessibility and navigating confusing. In addition, those roadways have poor pavement condition, damaged or missing sidewalks, non-Americans with Disabilities Act ("ADA") compliant ramps, and unmaintained landscape. Such conditions not only create barriers to connectivity throughout, but perpetuate impressions of blight that deter businesses, visitors, and residents alike.

The addition of a signalized intersection at State Road 4 and Sherwood Boulevard is a critical improvement. This would alleviate several issues through the creation of a western gateway into the Town Center, slowing through traffic and increasing north-south movement. A realignment of Longview Drive is another critical improvement to enhance the Town Center's connectivity and redevelopment potential. Additional improvements along all primary roadways should consist of repaving, buffered sidewalks, the addition of ADA compliant ramps, and cohesive landscaping.

Atomic City Transit currently serves White Rock through Route 2 (2M, 2T, and 2P) that provides connections to Los Alamos via Main Hill and the Truck Route as indicated in *"Exhibit 39. Public Transit" on page 69*. During peak service, these lines operate in White Rock between 7am and 7pm, with buses arriving and/or departing approximately every hour. Bus stops are located along State Road 4, Sherwood Boulevard and Rover Boulevard. Extending the Atomic City Transit bus service further into the evening hours during weekends would support more activity. Existing bus stops currently contain shelters but few additional amenities. Enhancing existing bus stops with more attractive shelters and additional amenities will create a more welcome and overall pleasant user experience. Precedent examples of enhanced bus stops are shown in *"Exhibit 40. Precedent Examples - Bike Parking" on page 70*.

C. *Improve the Parking Management Strategy*

Currently, parking is distributed throughout the commercial core with a number of large parking fields that are underutilized. The Town Center should promote a "Park Once and Walk" approach using a variety of strategies including expanding on-street parking options and identifying and establishing a series of parking "courts" that are shared by a number of local businesses. Providing a variety of parking options will serve a wide range of users and further benefits the diverse needs of local businesses. Provisions for on-street parking on internal streets such as Bonnie View Drive and Longview Drive have additional benefits. Providing on-street parking enhances the pedestrian environment by buffering pedestrians from busy street traffic. In addition to a "Park Once" strategy, minimum parking requirements should be evaluated based on national best practices. Most municipalities recognize that mixed-use environments, such as those envisioned for the Town Center, need revised parking standards. Reduced parking requirements should be considered, given the changes anticipated to the permissive uses, transit access, improved bicycle facilities, and the proximity to established neighborhoods. This could be paired with additional reductions for desired features such as solar parking covers or improvements to transit facilities. Additional considerations could include shared parking for businesses in close proximity to each other to further promote a "Park Once" strategy.

Given the changes anticipated to the parking management, permissive uses, transit access, improved bicycle facilities, and the proximity to established neighborhoods, removing minimum on-site parking requirements is recommended for all uses except for residential uses. It is recommended that residential uses have a reduced minimum parking requirement, which allows parking spaces for residential personal vehicles at a minimum of one space per dwelling unit. Parking design standards should be revised to design off-street parking so that it is located behind or to the side of the building in order to create a better pedestrian environment. In addition, standards should add incentives to encourage covered parking and electric vehicle parking stations.

2-4.IV TRANSPORTATION GOALS

The following goals and strategies have been established to create safe, efficient, and convenient infrastructure that accommodates all modes including pedestrian, bicycle, transit, and vehicles.

TABLE 11. *Transportation Goals*

INTENT: The Town Center exhibits an ineffective street layout and lacks convenient and safe transportation options within, to and from the Town Center.
VISION: A safe and efficient multi-modal system that connects the Town Center with adjacent neighborhoods, accommodating a variety of transportation options and connecting the Town Center to LANL and Los Alamos.
GOAL 1: Enhance and improve the physical connection within and between the Town Center and the surrounding neighborhoods and destinations.
Strategy 1.1: *Provide multi-modal links between the Town Center destinations and amenities such as the library, trails, and restaurants.*
Strategy 1.2: *Provide multi-modal connections between the Town Center and outside destinations and amenities such as established neighborhoods, the Los Alamos townsite, LANL, Bandelier National Monument, and the Valles Caldera National Preserve.*
Strategy 1.3: *Maintain and improve existing public transportation to ensure system efficiencies.*
Strategy 1.4: *Implement the County's Wayfinding Plan.*
GOAL 2: Prioritize mobility for pedestrians and cyclists throughout the Town Center district.
Strategy 2.1: *Improve pedestrian connectivity and safety on all Town Center streets, but particularly along State Road 4.*
Strategy 2.2: *Update the Los Alamos Bicycle Transportation Plan to develop a comprehensive Town Center Downtown bicycle network that connects to the larger county-wide network, based on the guidance of this Master Plan.*
Strategy 2.3: *Create safe pedestrian and bicycle crossings at the intersections of State Road 4 and Sherwood Boulevard and State Road 4 and Rover Boulevard.*
GOAL 3: Create a Park Once Program for the Town Center.
Strategy 3.1: *Update the Development Code to reduced minimum parking standards within the new Town Center zoning district.*
Strategy 3.2: *Provide a shared parking credit for compatible uses within the new Town Center zoning district of the Development Code.*
Strategy 3.3: *Provide additional parking reductions for proximity to transit or desired parking lot enhancements such as the addition of solar parking canopies within the new Town Center zoning district of the Development Code.*
Strategy 4: *Update the Development Code to require new developments to provide bicycle parking.*

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ECONOMIC VITALITY

2 - 5 ECONOMIC VITALITY

2-5.I VISION STATEMENT

A vibrant Town Center with an environment in which local businesses can thrive.

2-5.II INTRODUCTION

The Economic Vitality element establishes a vision in which local businesses can thrive in a vibrant Town Center environment. Existing conditions in the commercial district related to vacant or otherwise dilapidated buildings, inefficient street layouts, low levels of commercial activity, and the general state of disrepair have inhibited redevelopment and new investments. A balanced mix of employment-intensive uses, ground floor shops and restaurants, lodging and entertainment uses, and moderate- to high-density housing are needed to create a vital, sustainable mixed-use commercial district. The solution to combat the existing blight is multifaceted. Recommended strategies include updates to Town Center zoning, public investments into district-wide infrastructure, programs to aid business retention and attraction, and incentives for new development and reinvestment.

2-5.III RECOMMENDATIONS

A. *Updating Town Center Zoning*

As mentioned in other sections of this Plan, the Development Code should be updated to include a new White Rock Town Center specific mixed-use district that allows a variety of higher density residential, office, commercial/retail uses at a maximum building height of four (4) stories. Updating the Town Center's zoning to a mixed-use zoning district will encourage more mixed-use development within the Town Center. The new Town Center's permissible use table, AKA the Use Index Matrix, should be updated to permit a variety of commercial/retail, office, and entertainment uses, including subsets like micro-retail and startup spaces that could be utilized by small businesses. Additional development standards as outlined under *"2 - 2 Urban Form / Identity" on page 45* are critical to creating a pedestrian-oriented development that contibutes to the revitalization of the Town Center.

EXHIBIT 42. *Precedent Examples - Uses*





Micro-commercial units

B. *Promote Entertainment Venues*

Entertainment venues are currently in short supply within the White Rock Town Center. Often entertainment venues such as performing art centers, amphitheaters, theaters, or arcades become anchor amenities that draw people to a center and provide the catalyst for the

reinvigoration of the area. Indoor entertainment venues that feature activities such as amusement arcades, bowling alleys, pool halls, skating rinks, theaters, laser tag, and trampolines are excellent options for family activities and desired by the community. The Development Code update should ensure that indoor and outdoor recreation facilities are permitted within the Town Center.

C. *Streamline Development Process within the Town Center*

A lengthy and drawn out approval process can add significant cost to a project and can ultimately threaten the financial solvency of a (re)development project. Fast tracking approvals for smaller projects of a permissive use that meet all the development requirements, including automatic neighborhood protection standards, can be a mechanism to spur the Town Center's redevelopment. It is therefore recommended that mixed-use development projects under 50,000 square feet or that contain 50 or less dwelling units that meet the updated development standards for the Town Center can be approved administratively rather than by the Planning and Zoning Commission. Administrative approvals within such activity centers is a common National Best Practice utilized by cities and most have seen a resulting increase in areas targeted for redevelopment. Development Code updates should therefore include provisions for administrative approvals of development of the above-mentioned size that are compliant with the standards of the Town Center zoning district. In Albuquerque, development application approvals for the downtown area have been fast-tracked by allowing administrative approval after updating the zoning code to include specific design guidelines for downtown.

D. *Strengthen the Facade Improvement Program*

Facade Improvement Program are often used to encourage and support small business to reinvest in the downtown and neighborhood business

EXHIBIT 43. *Precedent Examples - Facade Improvement Programs*





Facade improvement programs aid in the aesthetics of Town Center areas. This underutilized pair of commercial buildings in Hamilton, New York, was updated with a whole new color and look, including a new cornice, siding, windows, doors, awning, detailing and other signage.

EXHIBIT 44. *Targeted Sites for Mixed-use and Multi-family Infill Development*



districts. These programs provide matching grants to small business owners and tenants to assist them to improve the exterior appearance of their buildings and storefronts. While the Los Alamos Commerce and Development Corporation has an established facade loan program, the program is only allocated a total of $100,000 annually and individual grants are capped at $25,000 per property. The existing cap is not enough to make substantial improvements to most properties, particularly large ones, and the program in its existing state is often used to fund signage improvements. The designation of the MRA, which covers a large portion of the Town Center boundary, offers an opportunity to substantially increase individual loan caps so that more impactful façade improvements can be undertaken within the Town Center.

E. *Develop Strategies that Incentivize Redevelopment of Vacant Properties*

Vacant or otherwise dilapidated buildings within the Town Center contributed to the blighted status that resulted in the establishment of the MRA. Such properties are not only unattractive, but discourage economic development, diminish adjacent property values, and can act as public nuisances. Incentivizing the occupation and/or redevelopment of these neglected properties is critical to eliminate blight.

Adaptive Reuse Programs are a successful strategy that is often utilized to incentivize the reuse of vacant buildings. This Plan recommends that the County establish an Adaptive Reuse Program to provide renewed vitality to vacant buildings throughout the Town Center. Often, existing buildings are vacant because they pre-date zoning, building permit, and other local development regulations that make their rehabilitation to meet modern requirements challenging. Through an

Adaptive Reuse Program, the County can provide incentives including design flexibility from regulatory requirements or permit fee waivers and a faster timeline for eligible projects. In addition, the County may be able to utilize MRA funding to help provide infrastructure hook-up for necessary systems like fire sprinklers to bring these buildings up to code.

Vacant Building Ordinances are another tool utilized within MRAs to motivate property owners to lease, redevelop or sell vacant properties. Such a strategy is currently utilized in Las Vegas, Tucumcari, and Albuquerque, New Mexico. Effective vacant building ordinances generally include the registration and annual inspection of vacant properties, minimum maintenance requirements, and a system of penalties and fees for noncompliance. Oftentimes, penalty and registration renewal fees increase over time to further incentivize code compliance or the revitalization/redevelopment of the property. Enforcement and administration of a vacant building ordinance requires additional County resources to track and manage the process; something that should be part of the deliberation about adopting these measures. Through the MRA, the County could pursue a Vacant Building Ordinance to require minimum maintenance standards for vacant properties and penalize property owners for noncompliance.

Another potential strategy that could be implemented through the Development Code update is to include a provision that allows a wider range of uses after a defined period of vacancy. These become available if a property has been vacant for an extended period of time, typically five years. For instance, under such a scenario, the County may not allow a particular use such as office use to be located within the Town Center initially, but would allow this use if the building has been sitting vacant for an extended period of time. The rationale behind the strategy is that while the community may not particularly favor certain uses, this could still be a better alternative and be more favorable than a vacant building.

EXHIBIT 45. *Vacant Properties*



Vacant properties along Longview Drive within the White Rock Town Center.

F. *Develop Strategies to Keep Commercial Rents Affordable*

One common concern expressed in the public meetings is that commercial rents in Los Alamos are high relative to the anticipated revenue/level of activity. The procurement of office space by LANL and its contractors has put pressure on the availability of commercial space in White Rock and the Townsite, putting upward pressure on rental rates. As a result of this, the retention of existing local business as well as the recruitment of new business is difficult as businesses cannot compete with the rates LANL and its contractors can afford. Businesses are often a critical component to the vitality of Town Center, therefore this Plan recommends that the County pursue a variety of strategies to keep commercial rents affordable for local entrepreneurs.

One strategy would be to establish a Retail Space Improvement Program to provide grants to building owners for the renovation of substandard commercial space or the development of new commercial space on the first level space of new mixed-use developments that is marketable to retail uses. These grants would be limited to a percentage of the cost of tenant improvements to a warm shell standard. In return, the landlord would be required to limit the retail lease rate to an affordable level for a period of time sufficient to amortize the amount of public investment.

Another strategy would be to provide a mechanism by which businesses can purchase rather than lease space. In order to aid businesses, municipalities are helping local businesses access credit through "lease-to-own" or "Buy Your Building" programs. These programs either connect local businesses with a network of local bank partners or are subsidized through local grant funding. Providing expanded access to capital is a huge hurdle for small businesses and communities are becoming creative with how to fund small business through public partnership banks, modeled on the Bank of North Dakota, or establish a one-stop, single-application portal for local entrepreneurs seeking loans, as Philadelphia has done with its Capital Consortium. The County should introduce new legislation that creates a partnership with local banks to remove barriers to funding or creates local lease-to-own programs.

In addition to exploring innovative funding options, the County should explore policies that allow for the conversion of existing large-scale commercial spaces to be divided into smaller, multi-tenant spaces. Large commercial spaces are often harder to fill and therefore sit empty adding to vacancy issues. Multi-tenant conversions create spaces that better accommodate the needs and lease rates of smaller-scale, local businesses. These conversions also lessen the risk for property owners who would no longer be dependent on one singular tenant but can attract a variety of tenants to one location. Such spaces could also be treated as "commercial condominiums" that provide possibilities to be individually owned units that are part of a larger multi-unit building with various owners. This further supports the buy your own building programs mentioned above. The County can encourage and promote such conversions through a variety of incentives including design flexibility from regulatory requirements or permit fee waivers and a faster timeline for eligible projects. In addition, the County may be able to utilize LEDA and/or MRA funding to help provide necessary infrastructure to facilitate conversions and support tenant refurbishment.

Other strategies include creating incentives through property tax credits through programs that compensate landlords who voluntarily limit rent increases when they renew their leases with small businesses or create property tax abatements in exchange for property improvements and reduced commercial rent reductions.

A variety of zoning based strategies are also available. These include requirements for new developments with a certain amount of commercial frontage. Developments are required to have a minimum number of storefront establishments aimed to increase the supply of smaller spaces that tend to be hospitable to local businesses, or to simply cap maximum store sizes to increase supply and keep rents affordable. The County, in conjunction with Los Alamos Main Street, should evaluate and adopt appropriate policies to ensure commercial/retail rents are affordable within the Town Center.

G. *Develop Policies and Incentives for Active First Floor Frontages*

Some community members have remarked that office use on the first floor of commercial buildings has proliferated to the extent where it is restricting the retail opportunities that most often require first floor spaces for successful operation. The existing

zoning within Town Center allows a variety of uses including office on the ground floor.

Creating regulations that limit the amount of office uses that can occur along a frontage, e.g. 25 percent of ground floor area or a percentage of the linear street frontage, is one way to activate first floor frontages with commercial and retail rather than office space.

Another alternative way to activate the ground floor is to develop mechanisms to incentivize the desired commercial uses. Within the Downtown Core Zone District of Coeur D'Alene, Idaho, developments may incorporate features to receive an increase in floor area ratio ("FAR"). The FAR multiplied by the parcel size (in square feet) equals the amount of allowable floor area that can be built within a development. The maximum allowable FAR multiplier in the Downtown Core is 6.0. Features that are included in the development that increase FAR include street level retail, public courtyards, structured or below-grade parking, green roofs, workforce housing, and others as defined in the Downtown Core Zone District standards. For street level retail, 100 square feet of additional floor area is granted for each linear foot of retail frontage at street level. Development applications that contain the desired ground floor commercial uses could receive expedited review/approval processes and/or have their permit fees waived.

Boulder, Colorado provides rebates of permit fees and city sales and use taxes on purchases of fixed assets and equipment for businesses and nonprofit organizations that meet the city's definition of a primary employer. Participating businesses must demonstrate commitment to environmental, social, and community sustainability. In 2019, $107,269 in rebate payments were made to the Flexible Rebate Program participants. A similar rebate program could be established to incentivize desired commercial uses on the street level in the Town Center.

H. *Promote Tourism as an Economic Driver*

Tourism is a growing sector of the economy in Los Alamos County as visitors come to learn about the area's unique history, partake in outdoor recreation, and visit nearby National Parks such as Bandelier National Monument and the Valles Caldera National Preserve. The Tourism Plan outlines strategies and actions seen as critical for promoting tourism as an economic driver for the County.

The White Rock Town Center with its Visitor Center is in a position to harness the economic impact of tourism as a driver for its redevelopment, growth, and to help diversify the economy. The Town Center specifically is described as a strategic location for implementing a variety of the Tourism Plan's priority action items, including provisions for increasing lodging supply, enhancing guest experiences, and improving quality of life for residents. A critical component to leveraging tourism as an economic driver for the Town Center is enhancing the overall aesthetics to create a more welcoming atmosphere for visitors. This can be accomplished by encouraging infill of vacant commercial buildings and infrastructure improvements aimed at creating a convenient and vibrant walking experience.

The Development Framework in *"2-1.iii Development Framework" on page 37* and recommendations for updating zoning and pedestrian infrastructure improvements listed throughout this Plan will create more walkable, pedestrian-oriented development that is in line with the goals of the Tourism Plan. The White Rock Town Center Development Framework also plans for enhancements to the State Road 4 crossing at the Visitor Center and State Road 4 to draw incoming visitors into the Town Center. A major public gathering space is envisioned at the southern terminus of that crosswalk. Additional pedestrian infrastructure improvements including a robust district wayfinding system should then be planned to create convenient and pleasant routes for visitors to reach Town Center

destinations. The recommended zoning updates will accommodate a variety of expanded eating and shopping opportunities to meet visitor and resident expectations and encourage more time spent within the Town Center. Through these recommended improvements, the Town Center can begin to leverage tourism as an economic driver for redevelopment.

2-5.IV ECONOMIC VITALITY GOALS

The following goals and strategies have been established to diversify, revitalize, and promote the economy of the White Rock Town Center.

TABLE 12. *Economic Vitality Goals*

INTENT: Blight is one of the main concerns within the Town Center of White Rock. Blight in the area is attributed to low levels of commercial activity, the deterioration of existing structures and sites, and ineffective street layouts and platting.
VISION: A vibrant Town Center district with an environment in which local businesses can thrive.
GOAL 1: Diversify, revitalize, and promote the Town Center economy.
Strategy 1.1: *Create a new Town Center mixed-use zoning district that allows higher density mixed-use development. Updates to the Use Index Matrix for this new district should allow a variety of residential, commercial/ retail, and entertainment uses.*
Strategy 1.2: *Allow administrative review and approvals for development proposals that are compliant with all new Town Center mixed-use standards.*
Strategy 1.3: *Utilize the MRA to establish funding mechanisms such as a TIF to implement proposed infrastructure improvements or BID for advertising and maintenance efforts.*
Strategy 1.4: *Utilize the MRA tools to develop strategies to fill vacant buildings within the Town Center.*
Strategy 1.5: *Implement an adaptive reuse program that provides incentives for the reuse of vacant buildings within the Town Center.*
Strategy 1.6: *Address prolonged vacancies through the adoption of a Vacant Building Ordinance or zoning provisions that allow buildings vacant for 5 or more years a wider range of uses.*
Strategy 1.7: *Adopt strategies such as ownership programs or property tax credits to keep commercial rents affordable.*
Strategy 1.8: *Streamline procedures for property owners looking to divide large existing commercial spaces into smaller, multi-tenant spaces.*



PUBLIC SPACE / STREETS

2 - 6 PUBLIC SPACE / STREETS

2 - 6.I VISION STATEMENT

A vibrant, pedestrian-oriented Town Center that offers a variety of public spaces and amenities.

2 - 6.II INTRODUCTION

The Public Space/ Streets element establishes a vision for an inclusive, vibrant, and pedestrian-friendly Town Center that includes high quality gathering spaces and amenities. Public spaces and streets are a critical element that contribute to the identity and sense of place of an area. They can also enhance the health of the community - whether socially, economically, culturally, or environmentally. These spaces can become anchors and act as focal points.

The COVID-19 pandemic has highlighted the value of public spaces utilized by the community. The use of trails, parks, and other pedestrian infrastructure has increased exponentially since March 2020. Places where people can gather safely are in high demand. Many municipalities temporarily changed standards and permitting processes for outdoor dining in order to expand dining options. Some municipalities even shut down streets to allow for outdoor dining to expand from the sidewalks into the street. Such actions illustrate the need for more public spaces and outdoor retail options.

Combating the existing blight of the White Rock Town Center and spurring its redevelopment is highly dependent on the creation of attractive streets and public spaces as outlined below.

2 - 6.III RECOMMENDATIONS

A. *Defining Streets as Public Spaces*

As mentioned in several sections above, streets are in need of improvements to create a walkable, pedestrian-oriented environment. As the Town Center should serve as White Rock's premier community destination, the development of wider, buffered sidewalks meeting all required ADA standards should be a priority for the County, particularly in instances where there are currently missing sections of sidewalk or sidewalks that are too narrow. In addition, a cohesive streetscape design scheme should be developed and implemented. This scheme should include a unified street tree and landscape palette, a branded wayfinding system, pedestrian lighting, and site furnishing such as benches and trash receptacles. A comprehensive design of streetscape elements can help establish a distinct identity for the Town Center and increase the supply of public spaces. Streetscape design guidelines should aim to create a unified and visually attractive environment through unified street materials, furniture selections, and landscape palettes. Sidewalk and intersection materials and site furnishings should further support the identity of the White Rock Town Center. Currently, paving consists exclusively of plain gray concrete. Introducing more distinct materials and patterns within public spaces, sidewalks and/or major crosswalks, particularly along State Road 4, can add interest and identity and serve as a wayfinding element. Street furnishings not only serve a utilitarian function but also improve the aesthetic quality of streets and the larger public realm. Street furnishings include all items placed within the public right-of-way, such as streetlights, benches, bus shelters, trash receptacles, and bicycle racks. All furnishings

EXHIBIT 46. *Precedent Examples - Public Streets*



Mixed-use streets, as is envisioned for Bonnie View Drive, with mixed use buildings directly along the sidewalk edge with spaces for sidewalk cafes.



Decorative paving, buffered sidewalks with amenities such as street trees, landscaping, signage and street furnishings create public spaces within the remaining roadways.

should be of a high-quality and match the style and color of the established brand of the Center. Landscaping in the public right-of-way improves the appearance of roadways, complements private properties, and unifies the district. A curated plant palette of drought-tolerant plant materials that are appropriate for the local climate should be established.

B. *Create Diverse Public Spaces*

While Pinon Park is located within the boundaries of the White Rock Town Center and has several great assets including the library, Skate Park, and Splash Pad, residents desired to increase the number and diversity of public spaces. Of critical importance to the community was the addition of a central gathering space or plaza that could accommodate events such as farmers markets or host performances and festivals similar to Ashley Pond in the Townsite. This gathering space is envisioned to be located at the intersection of State Road 4 and the arroyo, directly across from the Visitor Center in order to engage residents and visitors alike.

The arroyo and the Canada del Buey Trail are crucial components of the Center's open space network and offer natural relief from the more urban environment envisioned for the rest of the Town Center. The arroyo should continue to be improved through enhancements including widening of the multi-use trail and the installation of pedestrian lighting, furnishings, and signage.

As the Town Center begins to redevelop, the community would like to see opportunities for the introduction of a series of smaller public spaces such as patios, parklets, and mini plazas. These would provide additional opportunities for

EXHIBIT 47. *Placemaking Strategies*



EXHIBIT 48. *Precedent Examples - Public Streets*







Large central gathering space that could house a variety of recreation opportunities and community events.



Parklets can provide additional public space amenities for restaurants or shops and the multi-use trail along the arroyo provides natural relief from the more urban center.

outdoor dining, food trucks, pop-up businesses, and programmed events. One potential strategy to increase the supply of public spaces is to require new developments to include a small public space component. Such a provision would begin to increase the number and diversity of public spaces and enhance the Town Center's vitality.

C. *Promote Free Family-Friendly Programming*

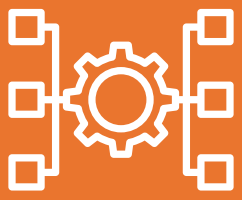
While Downtown Los Alamos features a variety of family friendly programming, including the popular Tuesday at the Pond series, that brings citizens Downtown and boosts activity at local businesses, White Rock currently holds no such events. The White Rock community would like to create a central gathering space within the Town Center that could hosts a range of events including art walks, outdoor performances, concerts, or farmers markets. A range of multi-generational programming within the Town Center can inject a new sense of energy and activity into the social and economic vitality of the Town Center.

2-6.IV PUBLIC SPACE / STREETS GOALS

The following goals and strategies have been created to create a vibrant, pedestrian-oriented Town Center that features an increased number and diversity of public spaces.

TABLE 13. *Public Space / Streets Goals*
INTENT: The Town Center environment isn't pedestrian-oriented and lacks public spaces and amenities.
VISION: A vibrant, pedestrian-oriented Town Center district that provides a variety of public spaces and amenities.
GOAL 1: Create a vibrant, pedestrian-oriented Town Center environment.
Strategy 1.1: *Develop a Town Center streetscape plan that defines coordinated streetscape improvements such as landscaping, lighting, and site furnishing to enhance the pedestrian experience.*
Strategy 1.2: *Update the Development Code to include development standards that create a pedestrian-oriented development patterns within the Town Center.*
GOAL 2: Increase the number and diversity of public spaces in the Town Center.
Strategy 2.1: *Update the Development Code to require new development in the Town Center to provide a minimum provision of patio or public spaces.*
Strategy 2.2: *Update the Town Center zoning within the Development Code to include open space standards.*
Strategy 2.3: *Create/identify a series of public spaces including parklets and mini plazas that offer spaces for outdoor dining, food trucks, pop-up businesses, and programmed events.*
Strategy 2.4: *Actively pursue the funding for development of public spaces to host activities and events and attract residents and visitors throughout the year.*

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INFRASTRUCTURE

2 - 7 INFRASTRUCTURE

2 - 7.I VISION STATEMENT

Reliable public infrastructure that includes broadband, transportation, recreational trails, and open space to enhance the overall quality of life.

2 - 7.II INTRODUCTION

The Infrastructure element establishes a vision for a series of infrastructure improvements needed to support the remaining elements of this Plan, including streetscapes, recreational trails, and open space. In addition, a more extensive broadband network is desired to provide better access to the community.

Shared public power outlets are also in short supply in the Town Center. These outlets would allow pop-up businesses and food trucks to position themselves in public spaces without the use of diesel generators.

2 - 7.III RECOMMENDATIONS

A. *Town Center Public Infrastructure improvements*

The various sections above speak to an extensive number of public infrastructure improvements ranging from vehicular, pedestrian and bicycle facilities, trails and open space, and public amenities to be integrated into the Town Center. These items should be incorporated in the County's Capital Improvements Program ("CIP") and or MRA tools such as a Tax Increment Financing ("TIF") district.

The installation of public power outlets should be coordinated with the installation of public spaces within the Town Center in order to facilitate public events, pop-up businesses and food trucks to fully utilize these spaces.

EXHIBIT 49. *Precedent Examples - Utility Hook Ups*



Simply Grid supply easy access to grid electricity to food trucks.

B. *Planning for Access to Broadband*

Internet has become an essential part of our daily lives and access to affordable, high-speed, and reliable broadband service is a priority for White Rock residents. Computers and mobile devices and the physical infrastructure that supports them, facilitate social, educational, and economic activities of communities. Those without reliable high-speed internet service cite a growing gap between the resources and opportunities available to them and those in communities that have a robust network. This has been further highlighted by the COVID-19 pandemic in 2020 and 2021, which created an unprecedented need for telework, telehealth, and remote learning. While public facilities such as the White Rock Branch Library provide access to internet, the closing of such facilities has highlighted the need for access to public WiFi hotspots. Quality and affordable communications infrastructure is critical and the County should

EXHIBIT 50. *Precedent Examples - Bus Stops*



Smart bus stop terminals provide free WiFi hotspots and charging stations for passengers.



LinkNYC system supplies free public WiFi hotspots and charging stations.



AT&T Street Charge NYC Solar Powered Phone Charging Stations

pursue funding for broadband infrastructure, particularly within the Town Center. This can be achieved through CIP funding and statewide initiatives including the New Mexico Broadband Program. The County should prioritize the provision for free public WiFi hotspots at major destinations such as the Visitor Center, public open spaces such as Pinon Park, and the newly envisioned public gathering space south of State Road 4, and at bus stops to create smart stops where riders can surf the web and charge their devices while they wait.

C. *Update Wildfire Protection Strategies*

Wildland fires are an ongoing concern for the Los Alamos County, particularly at the wildland–urban interface or the transition between wilderness and the built environment. The County already conducts extensive wildfire planning through the adoption and ongoing updates to the Los Alamos County Community Wildfire Protection Plan and the Los Alamos County Local Hazard Mitigation Plan. As this Plan recommends the densification of the White Rock Town Center, these plans should be updated to accommodate the anticipated densification of the White Rock Town Center, particularly in terms of adequate emergency evacuation routes.

2-7.IV INFRASTRUCTURE GOALS

The following goals and strategies have been established to implement public infrastructure such as broadband, transportation, recreational trails, and open space improvements that will aid in the Centers revitalization and general quality of life.

TABLE 14. *Infrastructure Goals*

INTENT: Aside from recent County improvements, infrastructure is still in need of updating and modernization.
VISION: Reliable public infrastructure that includes broadband and streetscape, transportation, recreational trails, and open space that enhance the overall quality of life.
GOAL 1: Implement public infrastructure improvements streetscape improvements, transportation, recreational trails, and open space improvements that will aid in Town Center revitalization and general quality of life.
Strategy 1.1: *Seek funding for priority infrastructure improvements identified within the Town Center vision through a TIF or other MRA mechanism.*
Strategy 1.2: *Maintain and improve existing and aging infrastructure within the Town Center.*
Strategy 1.3: *Establish strategies and programs through the Main Street program to minimize construction impacts to small businesses.*
GOAL 2: Provide broadband access throughout the White Rock Town Center.
Strategy 2.1: *Implement a reliable broadband network throughout the Town Center.*
Strategy 2.2: *Provide public WiFi hotspots at destinations like the Visitor Center, major public spaces, and at bus stops.*
GOAL 3: Ensure adequate Wildfire Protection for the densification of the White Rock Town Center.
Strategy 3.1: *Update the Local Hazard Mitigation Plan and the Los Alamos County Community Wildfire Protection Plan to ensure adequate strategies that accommodate the anticipated densification of the White Rock Town Center.*



SUSTAINABILITY

2 - 8 SUSTAINABILITY

2-8.I VISION STATEMENT

A Town Center district that is a model for sustainable practices for the larger Los Alamos community.

2-8.II INTRODUCTION

The Sustainability element establishes a vision to encourage the inclusion of sustainable development practices within the Town Center. Through the implementation of green buildings and infrastructure strategies, the Town Center is envisioned to be a local model of environmental stewardship that generates environmental, social, and economic benefits. Sustainable development practices are currently lacking in the Town Center. Publicly funded improvements and incentives for private development could encourage the integration of sustainability measures and contribute to this vision.

2-8.III RECOMMENDATIONS

A. *Incorporating Green Infrastructure Strategies*

Green infrastructure strategies can be utilized throughout the White Rock Town Center to implement sustainable development practices, and enhance the Center's aesthetic and recreational value. Green infrastructure refers to a variety of strategies that utilize both the natural environment and engineered systems to solve urban and climate challenges such as flooding, excessive heat, air, soil, and water quality. Green infrastructure solutions can be applied on different scales ranging from the inclusion of rain gardens, permeable pavements, or green roofs on a single parcel to community-wide solutions such as the preservation and restoration of natural landscapes like arroyos that double as recreation corridors. In White Rock, green infrastructure improvements could be utilized within the arroyo to improve stormwater quality and increase aesthetics along the Canada del Buey Trail.

Low Impact Development ("LID") practices in particular can be incorporated into the Town Center specific development standards. These can help increase pervious surfaces, minimize stormwater discharge, increase groundwater infiltration rates, and reduce the urban heat island effect. Provisions that allow alternative forms of pervious pavements, requirements for curb cuts, rain gardens, and/or bioswales along street sides or in parking lots that capture stormwater for irrigation are recommended to achieve these goals. Subsequently, these types of standards also support landscaping along streets and in parking lots, which enhances the visual appeal and pedestrian experience. The Development Code update should be updated to include the following LID practices:

- *Better site design requirements that reduce impervious surfaces and direct runoff to landscaped areas to promote infiltration and reduce runoff volumes.*
- *Bioretention requirements in parking lots like rain gardens, bioswales, and bio-infiltration practices that collect runoff and manage it through infiltration, evapotranspiration, and biological uptake of nutrients and other pollutants*
- *Allowances for porous pavement including porous concrete, porous asphalt, and interlocking pavers that allow runoff to infiltrate into the ground.*
- *Encouraging ecological landscaping through native plants that are easy to maintain and are adapted to local climate and soil conditions to decrease the need for watering, fertilizers, and pesticides*

EXHIBIT 51. *Precedent Examples - Bicycle Infrastructure*





Dedicated, protected bicycle lanes.





Artistic bike racks can be used to add more public art to the Town Center.

B. *Incorporate Green Parking Lot Practices*

While necessary for urban environments like a town center, parking lots are notorious for polluting stormwater runoff and adding to the heat island effect. The incorporation of green parking lot practices can create a more sustainable Town Center development. This can be largely achieved through incorporating LID practices that incorporate bioretention and porous pavements as discussed above, but more innovative parking lots are now also incorporating elements like covered solar parking and electric charging stations. Solar canopies have numerous benefits including reduced energy consumption and electrical costs and cooler and more comfortable micro-climates within the lot and the interiors of parked vehicles. Additionally, allowing or even requiring electric vehicle charging stations within the parking provisions of the Development Code can encourage the development of infrastructure necessary for electric vehicles.

C. *Update Outdoor Lighting Regulations to Mitigate Light Trespass*

When fully redeveloped, more urbanized areas such as the White Rock Town Center are likely to generate a significant amount of nighttime lighting. The trespass of nighttime lighting is a significant concern to White Rock residents who desire to preserve the remarkable natural setting in which the community exists.

The County has funded a streetlight light-emitting diode ("LED") replacement program which should be utilized to update existing lighting fixtures within the Town Center. In addition, the County Public Works Department should explore funding for a control system that allows the dimming and turning off of district lighting and provides notifications when lights are out. This Plan recommends that the lighting regulations within the Outdoor Lighting section of the Chapter 16 Development Code be updated to reflect national best practices to

encourage the preservation of a dark nighttime sky. At a minimum, the Code Update needs to regulate the use of fully shielded and full cut-off light fixtures to reduce light emission to ensure outdoor lighting does not exceed levels specified in the Illuminating Engineering Society recommendations and to encourage the use of energy-efficient light fixtures.

2-8.IV SUSTAINABILITY GOALS

The following goals and strategies have been established to foster and promote sustainability practices in the White Rock Town Center.

TABLE 15. *Sustainability Goals*

INTENT: Sustainable development practices within the Town Center are currently lacking and should be increased.
VISION: A Town Center District that integrates sustainable practices throughout.
GOAL 1: Foster and promote sustainability practices in the Town Center district.
Strategy 1.1: *Develop and integrate standards into the Development Code that require and incentivize the application of Low Impact Development (LID), solar covered parking, and electric vehicle charging stations.*
Strategy 1.2: *Create development regulations for outdoor lighting fixtures that mitigate light pollution to maintain dark skies in concert with local efforts as applicable.*

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PART 3: IMPLEMENTATION

PART 3. IMPLEMENTATION

THIS SECTION OUTLINES IMPLEMENTATION OF THE DEVELOPMENT FRAMEWORK AND RECOMMENDATIONS IN THIS PLAN. IMPLEMENTATION OF THE DEVELOPMENT FRAMEWORK WILL NOT HAPPEN OVERNIGHT, AND THERE IS NOT A SINGLE GROUP OR ORGANIZATION THAT HAS THE CAPACITY TO IMPLEMENT ALL OF THE STRATEGIES DEVELOPED IN THE PLAN. IT WILL TAKE A LONG-TERM, INCREMENTAL APPROACH THAT REQUIRES THE COLLABORATION BETWEEN THE COUNTY, PROPERTY OWNERS, AND THE DEVELOPMENT COMMUNITY THROUGH A COMBINATION OF STRATEGIC CATALYTIC PROJECTS AS WELL AS THE FACILITATION OF SMALLER SCALE INFILL OPPORTUNITIES.

3 - 1 FUNDING AND FINANCING OF DOWNTOWN IMPROVEMENTS

The following section outlines several funding sources that could be utilized to fund the improvements outlined in this Plan.

3 - 1.I CAPITAL IMPROVEMENTS PROGRAM

The County's Capital Improvements Program ("CIP") provides a roadmap for necessary capital improvements needed during the upcoming planning period, typically five years, and the proposed method to finance those improvements. The County's capital budget can be utilized to pay for a variety of public infrastructure projects identified in this Plan including improvements to public buildings and sites, utilities infrastructure, roadway and streetscape improvements, and creation of public spaces. The County should begin to connect the recommendations within this Plan to the capital planning process.

3 - 1.II METROPOLITAN REDEVELOPMENT AREA

The designation of the Metropolitan Redevelopment Area ("MRA") creates a mechanism by which the County can target projects for rehabilitation, redevelopment, and private investment in order to stimulate economic redevelopment of the White Rock Town Center. The MRA district, which covers a large portion of the Town Center boundary, allows for the contribution of public resources to private redevelopment projects. Through the MRA, the County can:

- *Enable the County to purchase select vacant properties*
- *Enter into development agreements with vacant property owners to rehabilitate property for redevelopment recommended in MRA Plan, particularly the infill of higher density housing*
- *Issue RFPs for private mixed use/housing development meeting criteria outlined in MRA Plan*
- *Incentivize through below-market purchase or lease agreements and other support like waived fees*

ATTACHMENT B

EXHIBIT 52. *Targeted Sites for Mixed-use and Multi-family Infill Development*



- *Establish matching grant programs to businesses for building improvements like facades improvements*
- *Fund infrastructure/utility improvements including streetscape enhancements or roadway realignment*
- *Plan for the provision of staff time to aid in development applications*

3-1.III TAX INCREMENT FINANCING DISTRICTS

The New Mexico Redevelopment Code (3-60 Section A-19) allows cities with an adopted MRA Plan to establish tax increment financing ("TIF") districts. The MRA is eligible to receive incremental property taxes in excess of the existing district property tax base from the County's property taxes. Such TIF funds could pay for the installation of new buffered sidewalks, streetscaping, and public gathering spaces that in turn increase the aesthetics of the Town Center and make it more attractive to new development. A TIF district provides a tool for the County to stimulate investment that may not occur through market forces alone by addressing a financing gap that keeps the project from being feasible. It also provides an effective redevelopment financing tool to accomplish a larger variety of community goals by growing the local tax base rather than burdening the capital fund. TIF districts are actively being utilized in communities across New Mexico including Albuquerque, Lovington, Silver City, Farmington, and Gallup.

3-1.IV LOCAL ECONOMIC DEVELOPMENT ACT

The Local Economic Development Act ("LEDA") is a critical funding mechanism that would allow the County to invest public money in private business ventures. This could facilitate Town Center redevelopment or critical projects that benefit the community in specific ways, such as job creation. Before LEDA, governments could not devote

public funds to privately sponsored economic development initiatives. LEDA changed that by allowing municipalities to pass a local ordinance that enables them to earmark proceeds from the 1/8 percent local-option gross receipts tax for publicly beneficial infrastructure projects, which Los Alamos County has implemented.

The LEDA program also has a competitive grant program funded by an annual appropriation from the legislature that is managed by the New Mexico Economic Development Department ("EDD"). It provides grants to local governments (city, county, or tribal) for economic development projects and initiatives. LEDA requires communities to first complete a LEDA resolution and create an economic development organization and strategic plan. A total of 83 New Mexico communities, including Los Alamos County, have completed a LEDA resolution, which allows the community to apply for State funding for qualified projects based on funds appropriated by the State legislature. So far for FY 2021, the State has allocated approximately $37 million in grants for projects. Projects using State funds must be in economic base industries (primary jobs), create permanent full-time jobs, and have a 10 to 1 ratio of private investment to LEDA funds. LEDA-qualified uses include public infrastructure, grants or loans for land or buildings, and economic development incentives.

New legislation in 2020 (SB-118), referred to as the Local and Regional Economic Development Support Fund, amends the LEDA program to allow the EDD to participate in economic development projects including grants or loans for acquiring or improving land, buildings, or infrastructure; ROW infrastructure including broadband; and infrastructure improvements for cultural facilities. The program requires a Project Participation Agreement with the local government for a "substantive contribution." In separate legislation, the LEDA fund received an additional $15 million for this new initiative.

These LEDA funds are a key way for Los Alamos County to be able to invest public money in private ventures that will directly have an impact on the overall business environment in the Town Center. LEDA funding could be utilized to help subsidize key Town Center redevelopment projects such as the redevelopment of the Bonnie View mixed-use corridor or for critical infrastructure improvements like a Town Center broadband network.

3-1.V DEVELOPMENT INCENTIVES

Private sector funds will also be critical to implementing the recommendations outlined within this Plan. The County could establish a variety of development incentives to attempt to stimulate private investment throughout the Town Center. Indirect funding mechanisms in the form of development incentives could include:

- *Property tax abatements or deferrals in exchange for provisions of public amenities*
- *Below-market rate land sales or ground leases*
- *In-lieu payments*
- *Fast tracked approval processes for Town Center housing or catalytic mixed-use development to lower developer costs*

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3 - 2 IMPLEMENTATION MATRIX

"Table 16. White Rock Town Center Development Framework Implementation Matrix" on page 103 outlines the general types of projects envisioned by the Development Framework outlined in *"2-1. iii Development Framework" on page 35* and the type of funding mechanism that could be utilized to implement them. The priority column indicates implementation priorities to guide the phasing of improvements. Projects indicated as short-term should begin with completion of this Plan as they are seen as catalytic investment that will spur further redevelopment within the Town Center.

Intermediate should be targeted to begin within seven years of adoption of this Plan and long-term are those that are anticipated to take around 15 years from adoption of this Plan. On-going efforts are those that are anticipated to be phased in as infrastructure renovations and infill development take place.

Implementation of the projects detailed will likely be incremental; priority term phasing indicated may change depending on a number of factors including funding availability and community needs.

ATTACHMENT B

TABLE 16. *White Rock Town Center Development Framework Implementation Matrix*

Priority	Project Types	Descriptions	Entity	Funding Mechanism	Potential regulation / incentives
Short-term	**Broadband Infrastructure**	Implement broadband infrastructure downtown to facilitate new private investment.	Public	CIP, TIF LEDA	
Short-term	**Catalytic Infill development**	Redevelop Longview Drive with residential, with a priority on creating housing geared towards a senior population and providing options for existing White Rock residents to transition to age-appropriate housing.	Public Private	MRA, TIF LEDA Private Development Funds	- *Public infrastructure investments* - *Revised development regulations that allow higher density development with reduced parking standards* - *Staff Technical Assistance to streamline development process through administrative approvals*
Intermediate		Redevelop Bonnie View as a mixed-use corridor with housing and ground-floor retail.			
Long-term	**Strategic Infill development**	Infill mixed-use and higher density housing on targeted lots within the Town Center.			
Ongoing	**Existing Facade Improvements**	Strengthen the Facade Improvement Program to improve the exterior appearance of their buildings and storefronts throughout the district.	Public Private	MRA, TIF LEDA Private Development Funds	
Short-term	**Gateway Features**	Install highly visible gateway features that include elements such as roadway arches, sculptures, signage, decorative paving, lighting, and landscaping at major vehicular gateways along State Road 4 including intersections of Rover Boulevard and Sherwood Boulevard.	Public	CIP, TIF	
Intermediate	**Wayfinding Signage**	Implement the Wayfinding Plan for a comprehensive and unified Town Center.		CIP, TIF	
Short-term	**Realignment of Longview Drive**	Realign Longview Drive to enhance the Town Center's connectivity and redevelopment potential.	Public Private	CIP, TIF, LEDA	- *Private dedication of right-of-way* - *Requirements for the construction of roadway segments*
Short-term	**State Road 4 Streetscape Improvements**	Incorporate enhanced placemaking improvements such as landscaping, lighting, signage, and site furnishings along State Road 4 to create a "Main Street" character.	Public Private	CIP, TIF	- *Development regulations for new construction and additions*
Intermediate	**State Road 4 Enhanced Visitor Crossing Improvements**	Create a protected crossing improvements such as a Z-crossing or Hawk signal should be installed along State Road 4 adjacent to the Visitor Center.	Public	CIP, TIF	
Intermediate	**Bonnie View Drive Streetscape Improvements**	Redesign of Bonnie View Drive with enhanced pedestrian amenities including wide sidewalks, a unified street tree and landscaping scheme, a cohesive signage and site furnishing scheme and memorable amenities such as string lights.	Public	CIP, TIF	
Long-term	**Remaining Streetscape Improvements**	Improve remaining roadways in Town Center including Sherwood Boulevard, Rover Boulevard, and Longview Drive to include buffered sidewalks, street trees, landscaping, and unified street furnishings.	Public Private	CIP, TIF Private Development Funds	

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TABLE 16. *White Rock Town Center Development Framework Implementation Matrix*

Priority	Project Types	Descriptions	Entity	Funding Mechanism	Potential regulation / incentives
Short-term	**State Road 4 Bicycle Improvements**	Enhance bike lanes along State Road 4 to include buffers or demarcations such as colored asphalt or physical barriers.	Public	CIP, TIF	
Intermediate	**Remaining Bicycle Improvements**	Incorporate pavement markings to indicate sharrows or designated bicycle lanes along Sherwood Boulevard, Rover Boulevard, and Longview Drive.	Public Private	CIP, TIF Private Development Funds	- *Development requirements for construction and additions to the bicycle network on/near adjacent development*
Long-term	**Canada del Buey Trail Improvements**	Enhance the Canada del Buey Trail and arroyo including green infrastructure improvements and the addition of trail amenities such as signage and rest stations.	Public Private	CIP, TIF Private Development Funds	
Ongoing	**Short-term Bicycle parking facilities**	Provide bicycle parking consisting of simple bike racks, bike lockers or indoor bicycle storage rooms throughout the Downtown, but particularly within infill development sites.	Public Private	CIP, TIF Private Development Funds	- *Development regulations for bicycle parking within new construction and additions*
Intermediate	**Central Gathering Space**	Create a premier public gathering space on the south side of State Road 4, near the terminus of the Visitor Center crossing that features a higher level and concentration of pedestrian amenities, including shaded areas, seating, landscape and lighting.	Public	CIP, TIF	
Ongoing	**Pocket Parks, Mini-Plazas, & Parklets**	Create a variety of public spaces downtown including pocket parks, mini-plazas, and parklets as part of downtown redevelopment.	Public Private	CIP, TIF Private Development Funds	- *Development regulation requiring open space*
Ongoing	**Transit improvements**	Enhance the existing transit stops such as new shelters, lighting, landscaping, and rider amenities such as WiFi hotspots on digital onboarding signage.	Public Private	CIP, TIF Private Development Funds	- *Development regulations for new construction and additions*

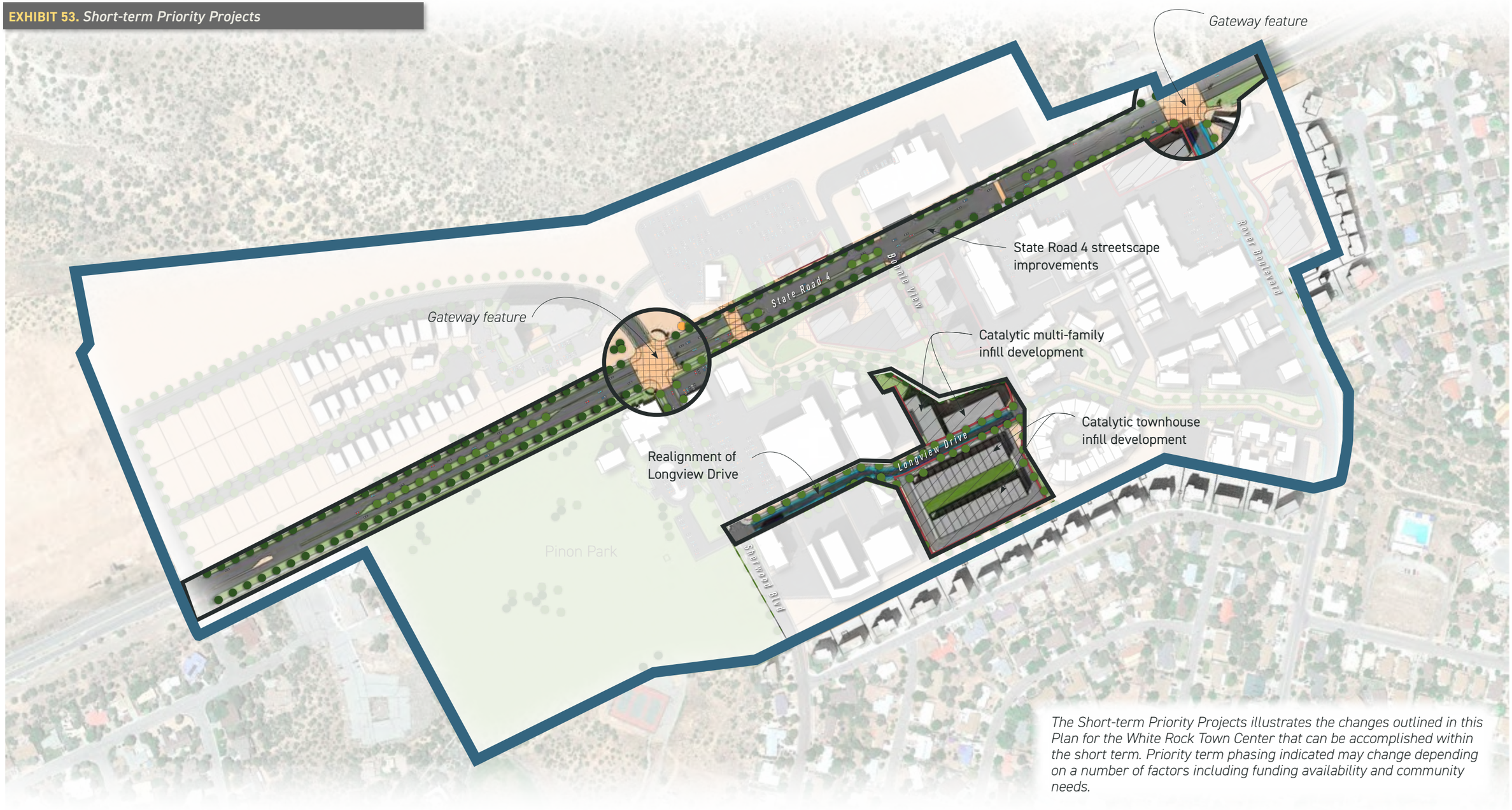
3-2.I PHASING PRIORITIES

A. *Short-term Priorities*

Projects designated as a short-term priority are those seen as catalytic or those of a sufficient magnitude to stimulate redevelopment of vacant or underutilized areas around them. Priority projects within this phase focus on the creation of more of a main street character along the State Road 4 with gateway features at the east and west ends of the corridor. To achieve this recommendation, streetscape improvements including street trees, enhanced landscaping, lighting, and street furnishing should occur along the roadway. The realignment of Longview Drive is another critical project intended to create a better transportation network and provide opportunities for higher density housing development along adjacent development parcels.

ATTACHMENT B

EXHIBIT 53. *Short-term Priority Projects*



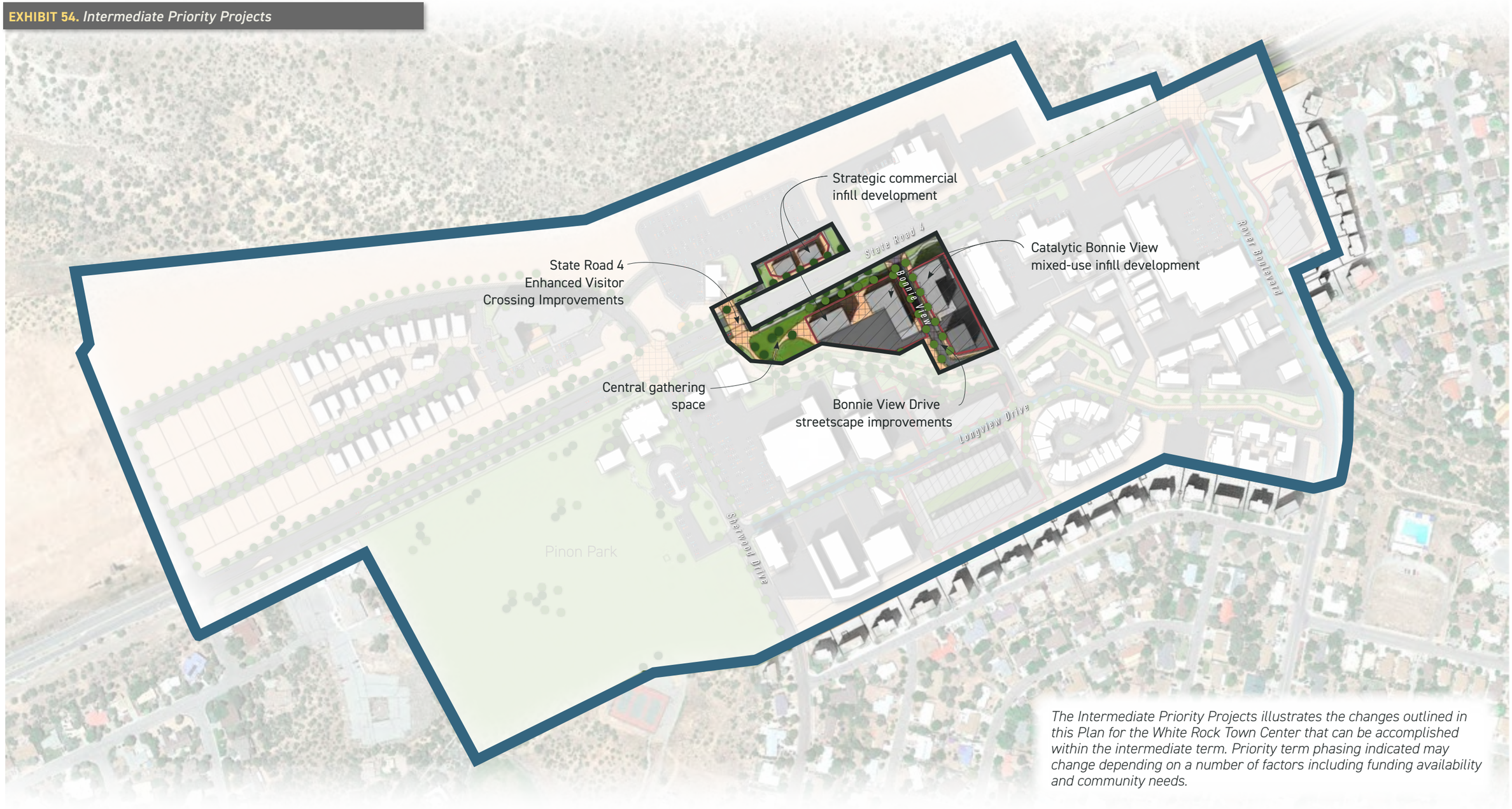
The Short-term Priority Projects illustrates the changes outlined in this Plan for the White Rock Town Center that can be accomplished within the short term. Priority term phasing indicated may change depending on a number of factors including funding availability and community needs.

B. *Intermediate Priorities*

The intermediate tier of projects builds off the momentum of short-term priorities tier. Most projects within this phase revolve around creating opportunities for a new activity center off State Road 4 that pulls visitors into the Town Center. Higher density mixed-use infill development on either side of Bonnie View Drive begins to create a critical mass of activity off State Road 4. Corresponding roadway improvements including wide sidewalks that can accommodate outdoor dining, a unified street trees, landscaping and site furnishing scheme, and memorable features like string lights further enhance the pedestrian-oriented nature of the corridor.

Construction of a new central gathering space just west of the Bonnie View mixed-use corridor creates another anchor of activity directly off State Road 4. With the help of a new protected z-crossing adjacent to the Visitor Center, this gathering space has the potential to draw visitors across the roadway and into the Town Center. The implementation of a comprehensive wayfinding system ensures that visitors and residents alike can easily navigate the district, find key destinations, and easily locate parking.

EXHIBIT 54. *Intermediate Priority Projects*

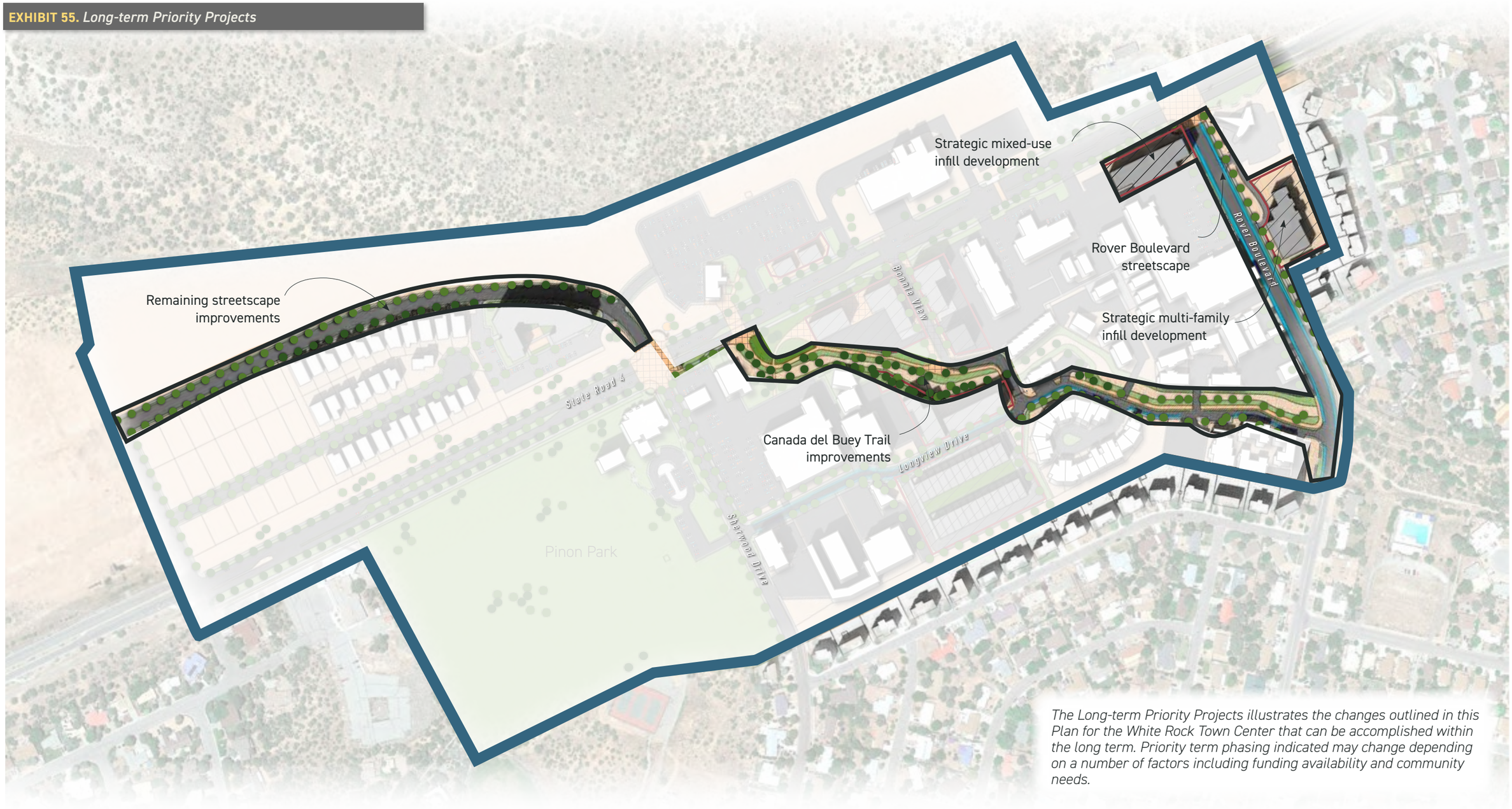


The Intermediate Priority Projects illustrates the changes outlined in this Plan for the White Rock Town Center that can be accomplished within the intermediate term. Priority term phasing indicated may change depending on a number of factors including funding availability and community needs.

C. *Long-term Priorities*

The final phase of redevelopment focuses on pedestrian and bicycle improvements that ensure the Town Center is walkable and bicycle-friendly. Remaining streetscapes within the Town Center are improved to include sidewalk enhancements and a unified street tree, landscape and site furnishing scheme that takes its cues from the established theme put in place along Longview Drive and Bonnie View Drive. Dedicated bike lanes should be implemented along Rover Boulevard and sharrows put in place along roadways like Bonnie View Drive and Longview Drive. Improvements are anticipated to spur mixed-use and higher density housing redevelopment of any remaining vacant or underutilized sites.

EXHIBIT 55. *Long-term Priority Projects*



The Long-term Priority Projects illustrates the changes outlined in this Plan for the White Rock Town Center that can be accomplished within the long term. Priority term phasing indicated may change depending on a number of factors including funding availability and community needs.