Acknowledgments

Town of Horizon City Council
Mayor, Ruben Mendoza
Place 1, Walter Miller
Place 2, Juan “Jerry” Garcia
Place 3, Charlie Ortega
Place 4, Andres (Andy) Renteria
Place 5, Johnny “Doc” Duran
Place 6, Rafael (Ralph) Padilla Jr.
Place 7, Samantha Corral

Town of Horizon City Planning + Zoning Commission
Robert Rivenburg
Crispin Melendez Jr.
Robert Avila Jr.
Charles Berry
Judy Weaver
Norma Cruz
Kelly Duran
Jennifer Flores
Ray Garcia

Town of Horizon City Staff
Michelle Padilla, AICP, CNU-A, Planning Director
Dr. Teresa Quezada, CIP Manager
Daniel Serrano, Building Official and Code Enforcement Supervisor
Elvia Schuller, TRMC, City Clerk
Albert Valle, Director of Public Works
Pat Randleel, Finance Director
Michael McConnell, Ph.D., Police Chief

Comprehensive Plan Advisory Committee
Eduardo Calvo
Dr. Jose Espinoza
Sandra Esqueda
Roxanne Jurado
John Laemlein
Jose Landeros
Dr. Juan I. Martinez
Jorge Ojeda
Suzeth Olivas
Vincent Perez
Tony Ramirez
Deann M. Rey
Robert Rivenburg
Douglas Schwartz
Judy Verslype

Economic Development Corporation Board
Michael Hernandez, Director
Justin Chapman
Alderman Jerry Garcia
Karina Hageliseib (Vice President)
Bob Jarvis
Allie Lozano
Alderman Walter Miller (President)
Kevin Richardson

Consultant Team
Parkhill, Smith & Cooper
Pegasus Planning
Walter P. Moore

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Chapter 1
Introduction

WHAT IS A COMPREHENSIVE PLAN?
THE PLANNING PROCESS
PLAN ELEMENTS
HOW TO USE THIS PLAN
What is a Comprehensive Plan?

A comprehensive plan is a long-term vision that provides a framework for decision-making to guide future growth and development. The process of comprehensive planning helps to determine the goals and ambitions of the community in terms of development. The final product of this planning process is a comprehensive plan - an official document used as a guide to produce policies reflecting the wants and needs of the community. More specifically, a comprehensive plan sets forth goals for the social, economic and natural environment of Horizon City. Questions such as 'what do we want the future to look like' and 'how do we get there' can be answered through the process of putting together a comprehensive plan.

A comprehensive plan is intended to be a long-term plan, even though its statements and goals can inform short-term actions and strategies. It is not a “how-to-guide” and it is not a regulatory document itself. It is a declaration of citizen and stakeholder values and provides a road-map for future decisions.

This document is an update to the comprehensive plan completed in 2012, titled “Vision 2020.” Shaping the Horizon: 2030, includes a review of the city’s existing infrastructure, core areas, and an evaluation of the current comprehensive plan. This updated document includes a land use plan that will reflect recent development trends, and a focused vision for key sub-areas and/or corridors.

The purpose of the comprehensive plan for Horizon City is to establish a sustainable plan of action for the future physical and economic development of the community. Reflecting the values of stakeholders and civic leadership, this comprehensive plan establishes a clear vision and set of goals from now until the year 2030. The plan is intended to articulate community desires for the future by providing predictable, achievable, and affordable policies, as well as desired future land uses. This plan identifies opportunities and issues for housing market trends, parks, city services, land use, transportation, and environmental factors.
Planning Process

Putting together a comprehensive plan involves multiple procedural, legal, political, and administrative considerations that are tailored to the community’s unique needs. Overall, there are five phases that are common to the planning process: plan initiation, data collection and analysis, plan preparation, plan review and adoption, and plan implementation. The planning process is an ongoing process and feedback should be used to initiate needed changes to the plan itself.

Cities in Texas are not required to adopt long-term plans. However, Chapter 213 of the Texas Local Government Code allows cities in Texas to develop and adopt comprehensive plans to promote sound development. A city may select topics and elements of its comprehensive plan based on how it relates to the city’s development regulations and standards. Further, the city can determine the degree of consistency required between a plan and development regulations. This comprehensive plan may include but is not limited to:

- Provisions on land use, transportation, and public facilities
- A single plan or a coordinated set of plans organized by subject and geographic area
- Functions to coordinate and guide the establishment of development regulations

At the most fundamental level, the comprehensive planning process must answer three questions:
1) Where are we now?: Existing Conditions
2) Where do we want to go?: Community Vision
3) How do we get there?: Goals + Actions for Implementation

These three questions are the basis of our approach and provide the framework for an inclusive planning process that stimulates the public voice and creates a community-led vision.

As the community is poised for continued rapid growth, the Town leadership recognized the need for deliberate assessment of current conditions and a thoughtful vision for tomorrow. This plan reflects the many hours of discussion and data considered by residents, staff, partnering agencies, and the Town’s appointed and elected officials. Major participants in the planning process include:

- Residents, stakeholders and staff who participated in a Town Hall held in October 2019
- Various representatives of agencies such as El Paso County Public Works Department, El Paso Metropolitan Planning Organization, Camino Real Regional Mobility Authority, Texas Department of Transportation, Socorro and Clint Independent School Districts, University of Texas at El Paso, Texas Tech University Health Sciences Center El Paso, Sun Metro, and Horizon Regional Municipal Utility District
- Staff and the support team from the Town of Horizon City including, Michelle Padilla, the Town’s Planning Director, Elizabeth Luna, Planning Specialist & Board Secretary, town consultants, like Dr. Teresa Quezada, Michael Hernandez, the Director of the Economic Development Corporation and many others who participated through the planning process
- The Advisory Committee and the Economic Development Corporation members who balanced many perspectives while considering the implications associated with the comprehensive plan
- Mayor and Council and Planning and Zoning who provided feedback in the process

Introduction

1. An inclusive planning process that stimulates the public voice and creates a community-led vision
2. A land use and transportation strategy that has market viability and stimulates economic development
3. An actionable Implementation plan that serves as a workable strategy for the plan duration
How to Use this Plan

If prepared well and incorporated by the city and its leadership, this comprehensive plan can take the Town of Horizon City to a new level in terms of livability. This plan is intended to lay a strong foundation for the future of the Town by building on the existing strengths of the town should therefore be used to guide its physical development in the years to come. However, comprehensive plans are just that - plans. They are just words on paper if the recommended actions are not pursued and implemented effectively.

Although this comprehensive plan has tremendous potential, it should not be considered a “cure all” or an “instant fix.” The resulting plan may not address every challenge that the community has. However, the plan is meant to motivate the community in the desired direction for the years to come. Change takes time, which is why this plan is meant to unfold over the next 5, 10, 15, and 20 years, and real transformation will not be experienced right away.

Further, looking forward affords the opportunity to realistically address the challenges associated with congestion, economic development, and funding for the desired community amenities. With such plans built on community consensus, the Town of Horizon City can guide and manage growth rather than just react to it.

This comprehensive plan adds oversight to the development process by articulating its expectations regarding growth and establishing strategies to support economic development through roads, infrastructure, and other public services.
Chapter 2
Community Profile

REGIONAL CONTEXT + PEER CITIES
NATURAL + CULTURAL RESOURCES
HISTORY
COMMUNITY DEMOGRAPHICS
POPULATION FORECAST
The Town of Horizon City lies in far west Texas within the Hueco Bolson water basin, approximately 15 miles southeast of downtown El Paso in El Paso County. The El Paso extraterritorial jurisdiction (ETJ) touches the west side of the Town of Horizon City. The US-Mexico Border is located approximately 9 miles to the southwest. The Hueco Mountains lie approximately 15 miles to the east and northeast and the Hueco Tanks Historic Area is about 18 miles to the northeast. About 9 miles to the north, the Homestead Meadows communities sit along Highway 62. Currently, the Town of Horizon City has approximately 8 square miles within the city limits with their ETJ expanding to the east.

The Town is situated at an elevation of 4,022 feet, in a desert community with average annual rainfall of approximately 7.77 inches, more than half of which generally occurs during periods of heavy rainfall during the late summer months. Sunshine is abundant throughout the year, with average maximum temperature in July of 94°F. (NOAA, 2019).
Peer Cities

Peer cities are used as comparisons or benchmarks in a comprehensive plan. For this plan, our peer cities were looked at for the following purposes:

- Specified by community members
- Within the El Paso – Las Cruces Metropolitan Area
- Historical development by the Horizon Corporation
- A population or population density comparable to Horizon City
- A Desert or Semi-Arid Climate according to the Koppen Classification System
- A population growth rate (2010-2017) comparable to Horizon City
- City employee Full-time Equivalent (FTE) (per resident and per 1000 residents)

Horizon City is as a young suburb with a high growth rate, unique origins and a climate defined by little precipitation. A need was recognized to compile a set of peer cities that can frame Horizon City within a larger context of strategies and practices for future development. Using population data, climate maps, and local knowledge of Horizon City, a peer matrix of cities was first created from towns in Texas and New Mexico of similar population size. Due to the unique combination of factors present in Horizon City, it was necessary to define its unique factors, create criteria for peer types, and apply these criteria to the peer matrix.

The list of peer cities meet a multitude of peer type criteria and will allow city leaders to analyze their planning strategies with those of similar municipalities.

### Table 1

<table>
<thead>
<tr>
<th>Peer Cities</th>
<th>2017 Population</th>
<th>2010 Population</th>
<th>10-Year Growth Rate</th>
<th>Land Area (sq mi)</th>
<th>Density (pop/sq mi)</th>
<th>FTE (per 1000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Horizon City, TX</td>
<td>19,331</td>
<td>16,686</td>
<td>15.9%</td>
<td>8.7</td>
<td>2221.95</td>
<td>64</td>
</tr>
<tr>
<td>Addison, TX</td>
<td>15,455</td>
<td>13,155</td>
<td>17.5%</td>
<td>4.4</td>
<td>3512.50</td>
<td>269</td>
</tr>
<tr>
<td>Andrews, TX</td>
<td>13,333</td>
<td>11,105</td>
<td>20.1%</td>
<td>6.9</td>
<td>1932.32</td>
<td>75</td>
</tr>
<tr>
<td>Anthony, TX</td>
<td>5,503</td>
<td>4,981</td>
<td>10.5%</td>
<td>6.5</td>
<td>846.62</td>
<td>31</td>
</tr>
<tr>
<td>Big Spring, TX</td>
<td>28,257</td>
<td>27,373</td>
<td>3.2%</td>
<td>19.1</td>
<td>1479.42</td>
<td>243</td>
</tr>
<tr>
<td>Buda, TX</td>
<td>13,253</td>
<td>7,293</td>
<td>81.7%</td>
<td>5.36</td>
<td>2472.57</td>
<td>93</td>
</tr>
<tr>
<td>Canyon, TX</td>
<td>14,809</td>
<td>13,356</td>
<td>10.9%</td>
<td>4.95</td>
<td>2991.72</td>
<td>100</td>
</tr>
<tr>
<td>Carlsbad, NM</td>
<td>28,939</td>
<td>26,000</td>
<td>9.2%</td>
<td>28.9</td>
<td>982.46</td>
<td>420</td>
</tr>
<tr>
<td>Converse, TX</td>
<td>21,919</td>
<td>18,241</td>
<td>20.2%</td>
<td>7</td>
<td>3131.29</td>
<td>160</td>
</tr>
<tr>
<td>Forney, TX</td>
<td>17,793</td>
<td>14,609</td>
<td>21.8%</td>
<td>14.95</td>
<td>1190.17</td>
<td>126</td>
</tr>
<tr>
<td>Katy, TX</td>
<td>17,265</td>
<td>14,129</td>
<td>22.2%</td>
<td>11.25</td>
<td>1534.67</td>
<td>186</td>
</tr>
<tr>
<td>Levelland, TX</td>
<td>13,752</td>
<td>13,488</td>
<td>2.0%</td>
<td>10.16</td>
<td>1353.54</td>
<td>100</td>
</tr>
<tr>
<td>Los Lunas, NM</td>
<td>15,258</td>
<td>14,816</td>
<td>3.0%</td>
<td>10</td>
<td>1525.80</td>
<td>211</td>
</tr>
<tr>
<td>Portland, TX</td>
<td>16,618</td>
<td>15,014</td>
<td>10.7%</td>
<td>8.27</td>
<td>2009.43</td>
<td>103</td>
</tr>
<tr>
<td>Rio Communities, NM</td>
<td>4,593</td>
<td>4,717</td>
<td>-2.6%</td>
<td>6.1</td>
<td>752.95</td>
<td>6</td>
</tr>
<tr>
<td>Rio Rancho, NM</td>
<td>93,317</td>
<td>87,889</td>
<td>6.2%</td>
<td>103.4</td>
<td>902.49</td>
<td>674</td>
</tr>
<tr>
<td>Sachse, TX</td>
<td>24,303</td>
<td>20,461</td>
<td>18.8%</td>
<td>9.7</td>
<td>2505.46</td>
<td>151</td>
</tr>
<tr>
<td>Saginaw, TX</td>
<td>22,120</td>
<td>19,780</td>
<td>11.8%</td>
<td>7.5</td>
<td>2949.33</td>
<td>134</td>
</tr>
<tr>
<td>Socorro, TX</td>
<td>33,587</td>
<td>32,048</td>
<td>4.8%</td>
<td>22.03</td>
<td>1524.60</td>
<td>100</td>
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<tr>
<td>Stephenville, TX</td>
<td>19,929</td>
<td>17,259</td>
<td>15.5%</td>
<td>11.89</td>
<td>1676.11</td>
<td>155</td>
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<tr>
<td>Sunland Park, NM</td>
<td>16,051</td>
<td>14,181</td>
<td>13.2%</td>
<td>11.4</td>
<td>1407.98</td>
<td>80</td>
</tr>
</tbody>
</table>

Peer Types Legend
- Identified Peers - Were specified by the Horizon City Council or Community Members
- Local Peers - Are within the El Paso-Las Cruces Metropolitan Area
- Horizon Corp Peers - Have historical development by the Horizon Corporation
- Population Peers - Have a total population or population density comparable to Horizon City
- Climate Peers - Have a Desert or Semi-Arid Climate according to the Koppen Classification System
- Growth Peers - Have a Population Growth Rate (2010-2017) comparable to Horizon City
Specifically, the full-time equivalent (FTE) data can be used as a benchmark as staffing funds are a reflection of a city’s ability to provide services. The mean FTE per 1000 citizens is 7.74 across peer cities while the Town of Horizon City is at 3.31. It is important to note that these peers may not be comparable to the Town of Horizon City across all factors. Some peers may be better suited for comparing population or growth rate, while others may have been chosen for locality, climate or historical development.
Habitat, Climate & Topography

The Town of Horizon City consists predominantly of desert scrub habitat. Other habitats and land cover types throughout El Paso County include open grasslands common to west Texas, agriculture fields (primarily in the Rio Grande Valley) and urban environments associated with the City of El Paso and its neighboring communities. The limited amount of surface water resources in the region consist largely of the Rio Grande River and its tributaries and man-made drainages, along with man-made lakes and drainage basins. Other aquatic habitats include a small amount of wetland habitat associated with the Rio Grande, as well as some man-made wetland areas restored by various public entities.

The climate of El Paso County can be classified as semi-arid to arid. The average annual rainfall in Horizon City is only 7.77 inches, with most of the rain occurring in July, August and September when tropical air masses enter the region (known as the monsoon season). Surface water drains from the area to the southwest towards the Rio Grande River. Heavy rains in the region have the potential to cause severe flash flooding, particularly in arroyos, or washes, where development has occurred in recent years. This type of flash flooding has implications for stormwater management infrastructure and emergency management capacity within the Town.

The average high and low temperatures in July are 98° F and 68° F. Daylight averages 10.5 hours in December and 14 hours in July. Dust and sand storms are common, particularly during the spring, due to the soil types within the area are rated “somewhat limited” for dwellings on concrete slabs, concrete driveways and sidewalks, and local roads and streets, largely due to slope conditions and flooding potential. Badlands were not rated by Natural Resources Conservation Service for any of the listed types of site development or land use (NRCS, 2010).

Two fault lines, trending north to south through portions of the Town, may provide challenges for development requiring geotechnical evaluations, particularly for sub-surface construction of utilities as well as streets. The steep slopes and badland soils suggest that the escarpment is not well-suited for development and may be more appropriately kept as open space.

Geology & Soils

The majority of El Paso County is underlain by intermontane sediments known as bolson deposits, which were gradually eroded from nearby mountains, formed the layers of caliche that can be found below the current subsoil. Soils within the floodplain of the Rio Grande formed in alluvium recently deposited by the river. Over time, the Rio Grande cut through the Hueco Bolson and drained the basin, exposing the lake bed below. The portion of the lake bed that consisted of sand later formed the Bluepoint association soils, and the clay portions now exposed are classified as Badlands (USDA, 1971).

Table 2
Soil Types within the Area

<table>
<thead>
<tr>
<th>Soil Type</th>
<th>Description</th>
<th>Slope</th>
<th>Prime Farmland?</th>
<th>NRCS Classification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hueco-Wink</td>
<td>Fine sand; fine sandy loam; caliche</td>
<td>0.5-1.5%</td>
<td>No</td>
<td>Somewhat limited</td>
</tr>
<tr>
<td>Association</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blueprint</td>
<td>Loamy fine sand; loamy sand</td>
<td>1-8%</td>
<td>No</td>
<td>Very limited for commercial development</td>
</tr>
<tr>
<td>Association</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Badland</td>
<td>Clay; statified very fine sandy loam</td>
<td>5-40%</td>
<td>No</td>
<td>Not rated</td>
</tr>
</tbody>
</table>

Source: USDA, 1971

Soils of El Paso County vary from fine sandy loam and clay on the Rio Grande floodplain to gravelly on or near the foot slope of the Franklin Mountains and the Hueco Mountains.

Hueco-Wink soils are rated “somewhat limited” for shallow excavations due to the shallow depth to cemented pan in some areas, and the small potential for caving in of excavated areas. Bluepoint soils within the area are rated “very limited” for small commercial buildings and shallow excavations due to concerns over slope and flooding, and the potential for sloughing or caving in of excavated areas. These soils are rated “somewhat limited” for dwellings on concrete slabs, concrete driveways and sidewalks, and local roads and streets, largely due to slope conditions and flooding potential. Badlands were not rated by Natural Resources Conservation Service for any of the listed types of site development or land use (NRCS, 2010).

Two fault lines, trending north to south through portions of the Town, may provide challenges for development requiring geotechnical evaluations, particularly for sub-surface construction of utilities as well as streets. The steep slopes and badland soils suggest that the escarpment is not well-suited for development and may be more appropriately kept as open space.
Water Resources
A fundamental challenge of urban centers located in an arid region is obtaining an adequate supply of fresh water for a variety of uses, including municipal, industrial, and irrigation. The City of El Paso, located almost midway between the Pacific Ocean and the Gulf of Mexico, with Ciudad Juarez, Mexico, is one of the largest semi-arid international border communities in the world. The combined population of the two cities is estimated to be over 2.1 million people (“Catálogo de Localidades” 2013; US Census, 2018). The increasing population growth within El Paso, and in the region in general, is placing a growing demand on the limited freshwater supply in the area. Because of this, improvements in water management and conservation have become an urgent priority in land use planning.

Groundwater
El Paso County relies on groundwater within the Hueco-Mesilla Bolson aquifers and surface water supplies from the Rio Grande as common sources for their water supply. The shallow groundwater is largely influenced by the Rio Grande and its associated drainage tributaries. Groundwater is the source of drinking water supplied to the Town of Horizon City by the Horizon Regional Municipal Utility District and is the source for reclaimed water used for non-potable purposes within the Town.

Surface Waters & Wetlands
Horizon City is located within the Rio Grande-Fort Quitman watershed (HUC #13040100), which has a total surface area of 176,555 square miles (USGS, 2010). There are no surface water features located within the area of Horizon City. Natural wetlands and riparian woodlands once found in abundance along the Rio Grande are now extremely scarce. These areas were at one time the most productive wildlife habitats in the region. Recent attempts have been made by various organizations to restore some of these wetlands. Feather Lake Wildlife Sanctuary, approximately 5.2 miles west of Horizon City, and Rio Bosque Wetland Park, approximately 5.9 miles southwest of Horizon City, are two areas where wetland habitat restoration has taken place.

Floodplains
Federal Emergency Management Agency Flood Insurance Rate Map Number 480212, Panel 0575F was used to determine whether the area lies within a designated flood zone. The Town lies outside of the 100-year floodplain of the Rio Grande and its drainage tributaries and is considered outside a flood-prone area (FEMA, 2019).

Vegetation
Horizon City lies within the Trans-Pecos Natural Region in the northern section of the Chihuahuan Desert. Vegetation found within the immediate area of Horizon City is consistent with common desert scrub and grassland species. Most of vegetation within the area is made up of desert shrub species such as creosote bush, fourwing saltbush, mesquite, and sand sage.

Wildlife
Fish
“The upper Rio Grande was historically a large river with variable flow. It contained big river fish such as the bluntnose sturgeon, blue sucker, gray redhorse, long-nose gar, freshwater drum, bluntnose shiner, and phantom shiner” (Sublette et al., 1990). An increase in population, particularly in the El Paso-Ciudad Juarez region, along with agricultural development along the river resulted in negative impacts to water quality and flow. This had an adverse effect on the range and distribution of many fish species. High levels of pollutants continue to be a concern, particularly during low-flow periods, when a large percentage of flow consists of municipal and agricultural discharge.

Common fish species found today along the upper Rio Grande in El Paso County include gizzard shad, red shiner, common carp, bullhead minnow, yellow bullhead, river carpsucker, channel catfish, mosquitofish, white bass, green sunfish, longear sunfish, blue gill, and largemouth bass (Lieb, 2000).
Birds
The large diversity of habitats present in El Paso County provides a haven for a large variety of bird species, both migratory and residents. Approximately 94 bird species are known to nest in the greater El Paso area. Another 290 species are known to occur as migratory or accidental visitors (Cutler, 2000).

Many species of migrating and wintering shorebirds and Neotropical songbirds stopover in the area to feed and rest at man-made lakes, irrigation canals, the Rio Grande, and restored wetlands. Common species found in these areas where water resources are abundant include pied-billed grebe, double-crested cormorant, various ducks, American wigeon, red-winged blackbird, warblers, herons, egrets, and swallows (Cutler, 2000). Feather Lake Wildlife Sanctuary and Rio Bosque Wetland Park provide wintering habitat for ducks, other waterbirds, and wading birds. A number of migrating birds can be found in the sanctuary in the fall and spring (El Paso/Trans Pecos Audubon Society, 2013).

Common bird species in urban and desert scrub areas that exist in the immediate area of Horizon City can include warblers, starlings, grackles, doves, flycatchers, woodpeckers, mockingbirds, black-throated and house sparrows, rufous-crowned sparrows, greater roadrunners, red-tailed hawks, lesser nighthawks, kingfishers, turkey vultures, house finches, burrowing owls, and scrub jays (Cutler, 2000).

Other Wildlife
“There are over 1,200 vertebrate species in Texas, over 60 of which are found nowhere else in the world. There are at least 28 species of amphibians, reptiles, and mammals that are either aquatic, semi-aquatic, or in some way wetland-dependent, present in El Paso County” (El-Hage and Moulton, 1998; AgrLife Extension Wildlife & Fisheries, 2018).

The City of El Paso and its associated urban areas have a direct effect on the variety of wildlife species that exist in the county. Most wildlife populations in the region are directly related to water availability, frogs, salamanders, turtles, beavers, and muskrat are found where water is freely available. Snakes and lizards within the area are found in riparian habitats adjacent to the Rio Grande, canals, ponds, and wetlands.

Common mammals found in the area include a variety of bat species, such as the pallid, silver-haired, and red bats; American beaver; Virginia opossum; California myotis; Pecos River muskrat; Coyote; Desert Cottontail and the brush and white-footed mouse. Common amphibians can include tiger salamander, Great Plains and Texas toad, barking frog and canyon tree frog, and spadefoot toads. Common reptiles include Western painted turtle, whiptails, ringneck, rattlesnakes and garter snakes, Great Plains skink, and Big Bend and red-eared sliders (El-Hage and Moulton, 1998).

Threatened and Endangered Species
The U.S. Fish and Wildlife Service (USFWS) and Texas Parks and Wildlife Division (TPWD) maintain lists of federal- and state-listed threatened and endangered species that are considered as having the potential to occur in Horizon City. There are currently eight federally listed threatened or endangered species found in El Paso County (TPWD, 2019).

Cultural and Visual Resources
Cultural resources include structures, buildings, archaeological sites, districts (a collection of related structures, buildings, and/or archaeological sites), cemeteries, religious sites of importance to Native American cultures, and objects. Both federal and state laws require consideration of cultural resources during project planning, including the National Environmental Policy Act (NEPA) and the National Historic Preservation Act (NHPA) of 1966 and state laws such as the Antiquities Code of Texas.
**Previous Investigations**
The previous Comprehensive Plan conducted in-depth investigations of known cultural resources using the Texas Historic Sites Atlas (ATLAS). ATLAS is particularly useful as it is a geospatial database and contains relatively recent data compiled from the Texas Historical Commission files, National Register of Historic Places (NRHP) from the National Park Service, the Official Texas Historical Markers, Neighborhood Surveys, and Sawmills from the Texas Forestry Museum. A review of the ATLAS database indicated that no historically significant resources have been previously documented within the Town of Horizon City.

**Archaeological Resources**
A review of the Texas Historical Commission’s restricted Archaeological Site Atlas and the NRHP showed that there are 10 existing archaeological sites already within the limits of Horizon City. In addition, there are another 116 known archaeological sites within one mile of the existing city limits. Very little of this land has been surveyed for cultural resources. With such a high number of known archaeological resources, the area around Horizon City should be considered to have a high potential for archaeological sites.

**Native American Resources**
There are three federally recognized Native American tribes in Texas today. These include the Alabama-Coushatta Tribe of Texas, Kickapoo Traditional Tribe of Texas, and Ysleta del Sur Pueblo Tribe (Native Languages of the Americas, 2010). All these tribes’ reservations and lands are located outside the project area. The closest is the Ysleta del Sur Pueblo land, which is located within the city limits of El Paso, Texas, just north of Mexico and the Rio Grande River. The Comanche Nation, the Kiowa Tribe of Oklahoma, the Mescalero Apache Tribe, and the White Mountain Apache Tribe historically used this region of Texas and may have a tribal interest in sites located in the area. There is currently a lien claim on lands in El Paso County.

**Visual Resources**
The Town of Horizon City is bounded on two sides by a rural landscape. It does not lie within the viewshed of a state-designated scenic highway and no wild or scenic rivers are near the Town (National Scenic Byways Program, 2010). Several mountain ranges surrounding Horizon City are considered visual resources. The Franklin Mountains are located northwest of Horizon City, and the Hueco Mountains are located to the east. Juarez Valley is another visual resource for southern parts of the Town.
History

Regional History

In the late sixteenth century, the first Europeans entered the region. In 1598, the Oñate expedition claimed all the upper Rio Grande for the king of Spain and first described El Paso por las montañas, later becoming El Paso. El Paso became a way station for travelers looking for passage through the Chihuahuan Desert between Spanish Mexico and the remote northern territories. The Treaty of Guadalupe Hidalgo in 1849 placed El Paso and its vital travel corridor in Texas, and Texas exerted control over the pass almost immediately.

El Paso became the county seat of El Paso County, and in 1881 four railroads (the Santa Fe; the Texas and Pacific; the Southern Pacific; and the Galveston, Harrisburg, and San Antonio) made their way into the county. This diversified the population growth throughout the county. The population grew from 3,845 in 1880 to 101,877 in 1920. Farming of sorghum and poultry were significant contributors to the economy, as was cattle ranching (Bryson, 2011). The county’s economy and society also became more diversified in the manufacturing sector during this period. After the establishment of the railroad, the number of manufacturing facilities jumped from 4 in 1880 to 73 in 1890. By 1930 over 6,000 people were employed in the manufacturing sector at over 160 companies (Bryson, 2011). Fort Bliss Army Base contributed to development patterns in the area. Its enlargement during World War I helped the area to prosper. The county’s population declined slightly during the depression, but during World War II, another considerable expansion of Fort Bliss helped the area to recover and begin a new cycle of growth (Bryson, 2011).

Local History

Chicago-based developer Arthur Rubloff and Company, one of the largest developers at the time, announced plans to develop a “self-sufficient” metropolis of 1.5 million people complete with residential areas, high-rise apartments, industry, shopping areas, and state-of-the-art parks and recreational facilities. The bold vision, announced in December 1959 in New York City, was put into action when ownership of 65,000 acres was transferred to the Horizon Properties Corporation during February 1960. Construction of the Emerald Spring Golf Course began later that year. The town was planned by a professional organization from Tucson, Arizona, which noted an escarpment running northwest-southeast parallel to the proposed route of Interstate 10 (El Paso Times, February 26, 1959 and December 16, 1959; El Paso Herald Post, December 15, 1959; Town of Horizon City Master Plan, 2002). The first home was sold October 31, 1962 to Mr. and Mrs. Edgar E. Wright. Growth continued slowly throughout the 1960s, with approximately 94 occupied homes by 1971. A few businesses, a private country club, a store, and a restaurant were also established by 1971. Within the next four years, the town experienced rapid growth, with over 500 homes constructed. An industrial park was also established within the city limits, further contributing to the rapid growth in the area.

The area continued to grow throughout the 1980s, with rapid residential development, including the mobile home park, Desert Mesa Estates. The town was incorporated on August 13, 1988, with a celebration on October 29, 1988. A residential development began in 1993, adding a 50 percent increase in residents in the next four years. The City Charter was also passed during an election held in November 1997. Since that time, Horizon City has continued to increase in population; however, the commercial and retail development initially envisioned by the founders has not yet materialized.
Timeline

**PRE-COLONIAL ERA**
- First evidence of habitation of the nearby Hueco Tanks by the Desert Archaic Culture
- 8000 BC

**1000 AD**
- Agriculture is introduced to the area, marking the development of the Jornada Branch of the Mongollon Culture

**500 BC**
- The Mongollon Culture emerges in the Region

**1598**
- Juan de Onate fords the Rio Grande and claims the area north of the river for New Spain

**1600 AD**
- First Mescalero Apaches move into the Region

**1598**
- First Spanish Missions are built in the New Spanish province of Santa Fe de Nuevo Mexico

**1680**
- The Pueblo Revolt drove the Spanish Empire from New Mexico, to current day Ciudad Juarez

**1682**
- The Ysleta and Socorro Missions are founded to serve displaced Spanish Families

**1692**
- Diego de Vargas reclaims New Mexico for the Spanish

**1836**
- Diezgo de Vargas reclaims New Mexico for the Spanish
Mexico claims independence from Spain and takes control of the region.

1836

Texas claims independence from Mexico, placing the region under territorial dispute.

1841

The Texas Santa Fe Expedition embarks towards New Mexico from Austin to secure Texas claim to the disputed territory; it is a failure.

1843

Mexico claims independence from Spain and takes control of the region.

1845

Texas is annexed by the United States, making it the 28th state in the union.

1848

Treaty of Guadalupe Hidalgo is signed, making the Rio Grande the border between Mexico and the United States.

1849

Mexican Historian and US Boundary Commissioner John R. Bartlett records pictographs at Hueco Tanks.

1850

El Paso County is established.

1852

American Historian and US Boundary Commissioner John R. Bartlett lays out a plan for the site of Fort Bliss on La Noria Mesa, the first soldiers begin occupying it two years later.

1854

El Paso del Norte is renamed Ciudad Juarez.

1878

Anson Mills moves to El Paso and plans the street grid of the city.

1888

Rail networks make their way into El Paso County.

1891

1894

REALIGNMENT ERA

1824

AMERICAN ERA
The Mexican Government enacts the Maquiladora program, initiating large-scale migration of Texans and Mexicans workers to the border region.

Mr. and Mrs. Edgar C. Wright purchase the first home in Horizon City.

The Texas Legislature enacts several laws regarding the proliferation of Colonias along the Mexican Border.

Horizon High School is established.

Horizon Regional Municipal Utility District gains ownership of Emerald Springs Golf Course.

Horizon City passes their first City Charter.

Eastlake Loop construction completed.

Town of Horizon City begins update to Comprehensive Plan.
Community Demographic

Existing Plans + Studies

There have been several planning initiatives in the last 10 years that have recognized the Town of Horizon City’s growth. They continue to shape the built form of Horizon City today and will continue to guide the City’s future. The previous comprehensive plan for the Town of Horizon City was adopted in June 2011. Since that time the city has added about 2,000 residents so the need for an updated comprehensive plan is evident. There are several other plans that have been undertaken by the city or region that are also important to consider for this plan.

2011 Comprehensive Plan
The previous comprehensive plan for Horizon City was completed and adopted in 2011. It included strategies to achieve objectives such as improve mobility within and beyond the City Limits, incorporate environmentally sustainable design standards, improve community interaction and actively plan and manage infrastructure effectively. Several goals are still relevant in this, Shaping Our Horizon, plan.

Destino 2045 - El Paso Metropolitan Transportation Plan
In 2018, the El Paso Metropolitan Planning Organization (EPMPO) adopted a long-range transportation plan for the El Paso region to guide transportation investments through the year 2045. Recommendations for multi-modal improvements are made for the entire El Paso Region and emphasis is placed on safety improvement, maintenance and operations, mobility, accessibility and travel choices, sustainability, economic vitality and quality of life.

2009 Major Thoroughfare Plan and Safe Routes to Schools Report
The 2009 Major Thoroughfare Plan identifies upgrades to existing roads and new roadways needed as residential and commercial activity increases over time throughout the Town. Acquisition of rights-of-way and roadway development along the conceptual alignments would generally occur as part of the plat approval and development process or if outside funding is obtained for mobility improvements. The 2009 Major Thoroughfare Plan has been amended and updated since being adopted.

2010 Parks Master Plan
The goals and objectives identified in the 2010 Master Plan are consistent with overarching goals included in this Comprehensive Plan. They are a result of detailed analysis of the existing parks, recreation facilities, and open space and encompass a manageable set of strategic actions for the next 10 years.
Population Forecast

Population & Population Growth
The population of the Town of Horizon City has grown by 66% since 2009, from an estimated 11,652 to 19,331. After rapid growth between 2000-2010, the last nine years has seen a slight deceleration in the growth rate. Despite the deceleration in growth rate, the actual growth of Horizon City has outpaced even the highest growth projections from “Vision 2020”, the previous Comprehensive Plan for Horizon City.

Population projections have been provided with data from the El Paso Metropolitan Planning Organization (EPMPO) as well as the Texas Water Development Board (TWDB). These projections were created to estimate future demand for Transportation Infrastructure and Water, respectively. By using both projections, we can have a more nuanced understanding of the growth potential of Horizon City. The projections by the EPMPO and the TWDB similarly predict a population of over 24,000 by 2020, they diverge after that point. Both projections use a growth rate that is consistent over time, although TWDB predicts a growth rate that is higher than that predicted by EPMPO. This difference in growth rate leads to a discrepancy of 5,727 population by the planning horizon of this report, 2030, and a discrepancy of 11,945 population by 2040. Estimating off of these two projections, it is likely that Horizon City will have a population between 28,000 and 35,000 by 2030.
Population by Cohort
Looking at shifts in age group cohorts over time for Horizon City gives us an idea about the changing makeup of the Horizon City community. While the share of the population 60 years and older has remained constant, the share of population under 15 years has fallen slightly. The largest growth has occurred in the 30 years - 44 years cohort, while all working-age cohorts between 15 years and 59 years have been growing steadily since 2013. Something of importance to note is, when compared to Texas state averages, Horizon City has an exceptionally small ratio of residents 60 years and older, and an exceptionally high ratio of residents under 15 years old.

Age Dependency Ratios
Another way of quantifying the changing demographics of the Town of Horizon city is to examine the Age Dependency Ratios of Horizon City since 2009. This measure compares the number of the population typically in the labor force (ages 15 to 64) to the number of the population typically not in the labor force (ages 0 to 14 and 65+). The Child Dependency Ratio of Horizon has been falling consistently since 2013, while Old-age Dependency has remained generally flat. The Falling Child Dependency Ratio is significant as it implies a growing workforce, as well as a decrease in financial stress on working people. These shifts imply a high potential for future economic growth in the Town of Horizon City.

Median Age and Age Dependency ratios against the State Average
When comparing Median Age and Dependency Ratios of Horizon City against the state average, we can make similar conclusions for economic growth in Horizon City. A low median age and Old-age Dependency, combined with a high Child-Dependency, implies a young and growing workforce, as well as declining financial stress due to old-age dependents.
Horizon City Households
The Family Makeup of Horizon City Households is near average for Texas Suburbs. Two-thirds of the 5,401 Households are Married-Couple Family Households. 1,026 were Single-Parent Family Households, and 842 were Non-family Households. Of the 5,401 households in Horizon City, 84.7% are Owner-occupied, while 15.3% are Renter-Occupied.

Horizon City Commuter Workforce
The Town of Horizon City has a large commuter workforce serving the greater El Paso area. Only 11% of workers living in Horizon City are employed within Horizon City. About 95% of the workforce commutes to work by car, truck, or van, and the average commute time for Horizon City Workers is 27.9 Minutes. The low rates of commuters by public transit and walking can be attributed to the low percentage of the workforce who work within Horizon City, as well as the lack of public transit routes and pedestrian routes through the city. Of the estimated 890 workers who reside and work in Horizon City, only an estimated 92 workers commute by public transit or walking.
Chapter 3
Vision + Goals

COMMUNITY INPUT + PUBLIC ENGAGEMENT
OVERALL VISION + GOALS
Community Input + Public Engagement

Community Input
A comprehensive plan would not directly reflect the variety of voices from the community without having public participation. Multiple methods were used throughout the planning process to gather public input from the community about their desired vision for the future of the Town of Horizon City.

City Leaders and Public Engagement
Initially, an Advisory Committee was established to oversee the process. The Advisory Committee was a joint task force combining the Economic Development Corporation (EDC) Board with citizens and business owners in the Town (refer to Appendix for the Advisory Committee Resolution). The role of the Advisory Committee is to provide insight, guidance and feedback on the planning process. The input from the Committee ensures the views and concerns of the Town are, as accurately as possible, reflected and addressed. Members of the Advisory Committee included representatives from the Town of Horizon City, the local school districts, the local Metropolitan Planning Organization (MPO) and local Town stakeholders.

Advisory Committee Members
Eduardo Calvo
Dr. Jose Espinoza
Sandra Esqueda
Roxanne Jurado
John Laemlein
Jose Landeros
Dr. Juan I. Martinez
Jorge Ojeda
Suzeth Olivas
Vince Perez
Tony Ramirez
Deann M. Rey
Robert Riverbeng
Douglas Schwartz
Judy Verslype

Economic Development Corp. Board
Justin Chapman
Alderman Jerry Garcia
Karina Hagelsieb (Vice President)
Bob Jarvis
Alie Lozano
Alderman Walter Miller (President)
Kevin Richardson

Interviews
During the Spring, Summer and Fall of 2019, approximately 20 interviews with the Town of Horizon City community leaders and stakeholders were conducted to gain knowledge of the community’s needs and desires. Interviewees were representatives from:
- El Paso Metropolitan Planning Organization
- Texas Department of Transportation
- Clint and Socorro ISD
- Camino Real Regional Mobility Authority
- Texas Tech University - School of Medicine
- Sun Metro Mass Transit
- El Paso Community College Mission de El Paso Campus
- University of Texas - El Paso
- Horizon Regional Municipal Utility District
- Town of Horizon City Community Representatives:
  - Oz Glaze Senior Center Representative
  - Police Chief
  - Building Official
  - Public Works Director
  - City Council Members
  - Economic Development Corporation Director
  - Commercial Developers
  - Community Business Owners
Initial key input from the Advisory Committee surveys included:

■ The Town’s greatest asset is its location and character
■ When it comes to growth and development, providing adequate job opportunities is the Town’s greatest challenge
■ Economic development in the Town of Horizon City requires the greatest focus
■ Mixed-use development (commercial + residential) is the most needed type of physical development
■ Athletic field facilities are the most needed type of park
■ Location, access and the type of neighborhood it is in, is what people like most about their current housing
■ Most respondents would highly recommend the Town as a place to live
■ Most respondents would recommend the Town as a place to locate and manage a business

MindMixer
A tool utilized to gain community insight was a website called, MindMixer. MindMixer is an on-line “community engagement platform” used to “start local conversations with people who care about the places they live.” (MindMixer, 2019). The planning team posted questions, surveys and topics of discussion for feedback and conversation on-line.

Surveys
Three surveys were conducted on-line through Google Forms and MindMixer. Interviewees were members of the Advisory Committee, stakeholders, representatives and citizens of the Town of Horizon City.

The first survey was distributed to the Advisory Committee members through Google Forms. Questions were general and related to the Town’s character, resources, challenges and opportunities.
Overall Vision + Goals
The Town of Horizon City was founded on the bold vision and big plans of its early settlers in 1959. As the Town has matured from just an idea to a growing community, the vision of a vibrant community where residents can live, work, and play remains.

The vision reflects the community’s aspirations for the future development of the Town of Horizon City.

Foundations for a Realistic Vision
Residents, along with staff, stakeholders and the comprehensive plan update Advisory Committee identified core factors relating to their vision for the Town. In addition to the benefits of the desired future conditions, challenges and concerns were also identified. This allowed the community to articulate a vision that is grounded and will help residents and businesses prepare for future development.

The vision statement articulates collective thoughts and ideas for the Town of Horizon City for the future. It provides focus for goals and strategies regarding future land use, design standards, transportation/mobility linkages, growth and economic development plans, and public services and facilities. In short, the long-term vision becomes a basis for the goals and objectives reflected in the Horizon City’s comprehensive and strategic business plans.
Vision Statement:
The Town of Horizon City is a vibrant and financially-resilient community where families live, work, and play, and businesses thrive, in a safe and friendly environment.

Realizing the Vision through Goals
The goals and objectives of the Comprehensive Plan reflect aspirations related to the physical, economical and social development of the Town of Horizon City. They serve to provide a foundation to guide decisions through the planning horizon (2030), moving the Town closer to achieving its long-term vision. Further, they provide the bases for strategies to affect the vision and are supported by annual performance goals. The goals and objectives, affecting land use and community services, are established within eight areas and build upon goals established during previous comprehensive planning processes. They are the following:
Enable and encourage development and land use patterns that stimulate a variety of residential options, reinvestment and mixed-use environments, creating architectural character and vibrant places that support a desirable built environment to live, work, and play.

Goal 1.1: Encourage planned residential development with community parks, public facilities, and local schools
- Objective 1.1.1: Provide for a mix of residential housing types and a range of value to meet the diverse housing needs of the Town.
- Objective 1.1.2: Develop activities to support Town of Horizon City families such as public health fairs, cultural events, social activities, etc.
- Objective 1.1.3: Incorporate sidewalks, bike paths, and other non-vehicular options into existing and new developments to link homes with other facilities.
- Objective 1.1.4: Foster partnerships among school districts, home-owner associations, the Town, and private sector businesses to optimize recreational facilities.

Goal 1.2: Encourage commercial and regional commercial development convenient to the residential neighborhoods
- Objective 1.2.1: Provide for neighborhood commercial development in the vicinity of residential development to meet the needs of the local community.
- Objective 1.2.2: Locate regional commercial development along major arterials and adjacent to higher density residential development.
- Objective 1.2.3: Incorporate turn lanes, enough parking, and non-vehicular access to market, recreational and mixed-use centers to relieve congestion.

Goal 1.3: Adequate infrastructure for current and future resident and business needs
- Objective 1.3.1: Identify and maintain a level of service for the variety of infrastructure located in the Town with the assistance of utility providers where appropriate.
- Objective 1.3.2: Develop and update annually a three-year capital improvements plan that prioritizes the capital improvement requirements of the Town and identifies funding sources.
- Objective 1.3.3: Implement a five-to-ten-year facilities maintenance plan to maintain aging infrastructure such as streets, sidewalks, parks/open spaces, and municipal buildings.
- Objective 1.3.4: Integrate capital projects where feasible to achieve multiple goals (e.g., flood management and open space; school facilities and public recreation/library).
- Objective 1.3.5: Maximize use of subdivision process to provide developer-funded, expanded roadways, public transportation facilities (e.g., bus stops), and pedestrian ways.
- Objective 1.3.6: Develop funding mechanisms that provide growth funds needed for infrastructure to pay for itself.

Goal 1.4: Develop and maintain appropriate development codes to achieve the Town’s Vision Statement
- Objective 1.4.1: Develop and enforce a unified growth code that incorporates zoning, urban design standards, sign regulations, level of service standards, parking standards as further discussed in the Transit-Supported Town Center + Design Standards Chapter.
ECONOMIC VITALITY

Diversify city revenue sources to build strong commercial and industrial ad valorem and sales tax base to maintain and expand the level of service for infrastructure, facilities, public safety and quality life amenities by increasing commercial activities and the local job base.

Goal 2.1: Professional, service, and workforce jobs for the residents of the Town

- Objective 2.1.1: Provide for appropriate land use classifications for professional, service, and retail business in the unified growth code.
- Objective 2.1.2: Implement land development standards in commercial areas will be flexible both to promote increased economic activity within the Town and to minimize adverse effects on adjacent non-commercial land uses.
- Objective 2.1.3: Provide administrative and review procedures that efficiently process development and industrial requests while protecting other city interests.
- Objective 2.1.4: Encourage commercial corridors that reduce the congestion and land use conflicts associated with strip commercial development.
WELLNESS + ACTIVE LIVING

Improve the health and wellness of the community by developing a balanced park system with active and passive recreational opportunities for all ages that enables an active lifestyle with emphasis on public health.

Goal 3.1: Recreation facilities and activities for all ages
- Objective 3.1.1: Identify and adopt a level of service standard for recreational facilities.
- Objective 3.1.2: Maintain a level of service standard for recreational facilities.
- Objective 3.1.3: Provide for the development of new recreational facilities in accordance with the Master Plan for Parks and Open Space.
- Objective 3.1.4: Develop partnership for joint use of recreational facilities where feasible.
- Objective 3.1.5: Maximize use of the subdivision process to provide developer-funded, expanded public facilities that are consistent with the land use plan and subdivision laws.

Goal 3.2: Protect human health and prevent the spread of disease.
- Objective 3.2.1: Maintain and enforce appropriate health codes for restaurants and other business establishments.
- Objective 3.2.2: Provide educational programs to raise awareness on spreading diseases
GREEN INFRASTRUCTURE

Conserve open space and the natural environment while promoting sustainable design practices that encourage effective stormwater management through low impact development that protects community safety and quality of life.

Goal 4.1: Retain the natural environment, cultural heritage, and open space in and around the Town
- Objective 4.1.1: Maintain an open dialogue with Horizon Regional Municipal Utility District to encourage usage of green infrastructure where possible for adequate water supply, water conservation, and wastewater treatment.
- Objective 4.1.2: Identify and protect views of mountains and horizon in viewsheds or corridors.
- Objective 4.1.3: Promote combined use of stormwater management facilities and parks/open spaces to create community amenities wherever feasible.

Goal 4.2: Promote sustainability through design and operational practices
- Objective 4.2.1: Retrofit all municipal facilities with water and energy efficient devices/equipment wherever possible.
- Objective 4.2.2: Promote subdivision designs that incorporate “low impact development,” LEED, or other similar sustainable strategies.
- Objective 4.2.3: Consider establishing energy and water conservation code requirements for new construction.
- Objective 4.2.4: Establish and maintain procurement and contracting policies that maximize use of recycled products and minimize use of energy.
PUBLIC SAFETY

Provide a level of service for public safety exceeding the expectation of the community by investment in facilities and training for police that promotes a safe and secure environment where residents have a trusted relationship with law enforcement.

Goal 5.1: Enhance public safety through innovative design and maintaining an effective public safety department
- Objective 5.1.1: Incorporate crime prevention into urban design standards.
- Objective 5.1.2: Maintain efficient and effective police protection.
- Objective 5.1.3: Leverage federal funds and community engagement through community-based programs.
- Objective 5.1.4: Continue efforts to sustain programs and elements of emergency preparedness, response, and recovery.
MOBILITY + CONNECTIVITY

Provide increased mobility within and into the city, as well as connectivity beyond city limits to important regional activities and destinations, enhancing mobility options through an accessible and efficient multi-modal transportation network.

Goal 6.1: Plan and provide for a variety of modes of transportation facilities within the Town of Horizon City and with the surrounding area and El Paso

- Objective 6.1.1: Increase non-motorized modes of transportation within the Town of Horizon City and linking the Town to open space beyond the city limits.
- Objective 6.1.2: Recognize that in the near-term, vehicular traffic will be the primary mode of transportation and provide for adequate roadways and parking.
- Objective 6.1.3: Improve regional transportation linkages.
- Objective 6.1.4: Plan for potential transit stations in the long-term planning horizon.

Goal 6.2: Seek and utilize multiple funding sources for mobility system development and enhancement

- Objective 6.2.1: Plan for transportation projects that meet both local and regional needs to maximize eligibility for state, regional, and federal transportation funding.
CULTURE + EDUCATION

Create a community of cultural significance through an investment in the arts and education, providing youth with social activities and opportunities for vocational and higher education to develop into engaged, responsible citizens.

Goal 7.1: Promote and encourage educational opportunities for learning at all stages in life
- Objective 7.1.1: Work with the School Districts to provide for pre-K through 12 education opportunities.
- Objective 7.1.2: Foster relationships with other agencies and the private sector for continuing education programs and joint use of facilities.

Goal 7.2: Protect and promote the cultural aspects and history of the Town
- Objective 7.2.1: Foster cultural heritage through design standards.
- Objective 7.2.2: Foster cultural heritage through activities
COMMUNITY IDENTITY

Establish a new identity for the community with a recognizable and consistent brand that supports a sense of place to residents, businesses, and visitors that identifies the community as an attractive place to live, work, and play.

Goal 8.1: Create a “sense of place” for the Town

- Objective 8.1.1: Develop design standards that will be applied throughout the Town.
- Objective 8.1.2: Develop areas that provide outdoor and indoor gathering spaces, recreational and cultural opportunities, that enhance community engagements.
- Objective 8.1.3: Establish a Transit-Supported Town Center as a focal point in the community.
Chapter 4
Land Use + Development

EXISTING CONDITIONS
COMMUNITY VISION
FUTURE LAND USE ACTIONS
Existing Conditions

What is a Land Use Plan?

Land use maps and zoning designations are distinctly different. Chapter 213 of the Local Government Code explicitly allows a city to adopt a comprehensive plan that includes a future land use map and clarifies that a land use map is different than a zoning map. Section 213.005 requires that a future land use map incorporated into a comprehensive plan “shall contain the following clearly visible statement:

“A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.”

Future land use designations indicate a community’s desired or intended use and development density for an area.

A Future Land Use Map:

- Guides the overall development pattern of an area for the purpose of ensuring efficient use of land and infrastructure, and protecting natural, economic, social, and cultural resources;
- Establishes compatibility among adjacent land uses; and
- Ensures that land use densities and intensities relate to the availability of services and facilities.

While the future land use map establishes major categories of uses and corresponding maximum allowable densities, the underlying zoning districts more directly regulate density/intensity, allowable uses, and housing types. Because land use designations are general in nature and are applied over broad areas, one or more zoning districts may be consistent with each land use designation. That is, a land use map or designation might allow but not guarantee various zoning districts within a given future land use designation.

Zoning districts, on the other hand, specifically define allowable uses and contain the design and development guidelines for those intended uses. For example, zoning districts regulate the use of land, water, buildings, and structures. Additionally, zoning districts regulate the height and bulk of buildings, the areas of yards and open space (setbacks), and the intensity of land use. If an owner desires to use or develop property in a manner that does not conform to an approved land use map, an amendment to the comprehensive plan to change the designated land use can be made.
Horizon City, Texas Zoning Map

Existing Regulatory Framework
Zoning in the Town of Horizon City is governed by Chapter 14 of the Municipal Code. There are currently 13 different zoning districts in the city, including eight residential districts and two planned developments. For a larger image, please refer to the Appendix.

- R-1: Single-Family Dwelling
- R-2: Single-Family Dwelling
- R-3: Single-Family Dwelling
- R-4: Single-Family Dwelling
- R-PD: Residential-Planned Development
- R-MH: Mobile Home-Family Dwelling
- A-1: Apartments
- A-2: Townhouses
- C-1: Light Commercial
- C-2: Heavy Commercial
- M-1: Light Industrial
- M-2: Heavy Industrial
- S-1: Open Space

Existing Land Uses
The existing land use in the Town of Horizon City is predominantly single family residential, industrial and commercial. Commercial uses are primarily located along Horizon Boulevard and Eastlake Boulevard. Centrally and southerly located, within the city limits is the industrial land use. Single family residential land use is the largest percentage of total acreage.

Table 3
Existing Land Used (2010):
Approximate Acreage

<table>
<thead>
<tr>
<th>Land Use</th>
<th>Existing Acreage</th>
<th>Percent of Total Acreage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Family Residential</td>
<td>803</td>
<td>14%</td>
</tr>
<tr>
<td>Multi-Family and Attached Residential</td>
<td>20</td>
<td>0.4%</td>
</tr>
<tr>
<td>Commercial</td>
<td>48</td>
<td>1%</td>
</tr>
<tr>
<td>Industrial Warehouse</td>
<td>385</td>
<td>7%</td>
</tr>
<tr>
<td>Industrial</td>
<td>277</td>
<td>5%</td>
</tr>
<tr>
<td>Parks + Open Space</td>
<td>159</td>
<td>3%</td>
</tr>
<tr>
<td>Mixed Use</td>
<td>158</td>
<td>3%</td>
</tr>
<tr>
<td>Vacant</td>
<td>3,129</td>
<td>56%</td>
</tr>
<tr>
<td>Roadways/Sidewalks</td>
<td>577</td>
<td>10%</td>
</tr>
</tbody>
</table>

Total: 5,557 100.00%

Noted: Acreages are approximate and rounded.
Determining Future Land Uses

The Future Land Use Map for the Town of Horizon City will directly impact the economic development and physical development within the Town. Creating a FLUM establishes compatibility among adjacent land uses and can ensure intensities relate to the availability of services and facilities. Discussions and workshops with the Advisory Committee steered this decision. The Advisory Committee was presented with three different land use scenarios: “Current Trends,” a “Business Park” focus and a “Transit-Oriented Development” emphasis. Each scenario contained a percentage of total acreage and its unique corresponding Fiscal Impact Analysis (Table 4).

**The “Current Trends” Scenario**
This scenario demonstrated the Town’s economic projection with business as usual; in other words, as if nothing changed. Commercial development continue along Horizon Boulevard with a secondary commercial corridor build-out located along Eastlake Boulevard.

**The “Business Park” Scenario**
The Business Park scenario designated a large area in the southern region of the Town as an area for a business campus. The business park contributed to the commercial acreage percentage boosting it about 2% more than the “Current Trend” scenario.

**“Transit-Oriented Development” Scenario**
This final scenario presented provided the most amount of residential housing, in various densities, while also providing a Town Center location on the northeast corner of the intersection at Horizon Boulevard and Darrington Road. The Town Center would be a mixed-used development area. This mixed-use land use would provide flexibility for a master developer and the city for different types of uses in the same area. As shown in the chart, the commercial decreases but the mixed-use zoning accommodates higher densities of both residential and commercial uses, using less land. Per the Fiscal Impact Analysis (Table 4), this character of development achieves a higher property tax and sales tax yield than the other two land use scenarios. The TOD scenario provides the highest value per acre as it relates to potential revenue for the Town of Horizon City.

The concept of the “Transit-Supported Town Center” area is to create, over time, an “urban downtown” for the Town. It is envisioned that this would be a mixed-use development with commercial, retail, office, and residential uses. Mixed uses and multi-family residential development would be included to provide housing opportunities for people who desire a more “urban” lifestyle than large lot single-family homes might support. The commercial uses would primarily serve city-wide markets, with some potential for regional retail.
Preliminary Fiscal Impact Analysis of Each Scenario

Numbers were projected to determine the fiscal impact of each scenario. Comparisons of “Today,” “Current Trends,” “Business Park” and “Transit-Oriented Development (TOD)” are shown in Table 4. 2018 property and sales tax were used in these projections. The new Living Unit Equivalent (LUE) is shown to demonstrate the projected demand on the area’s infrastructure, specifically sanitary sewer and water. Having a general idea of these numbers is important when planning for future population growth. As mentioned in the TOD description, the commercial density increased, despite the total acreage decreasing, therefore creating more revenue in both annual sales tax and property tax.

Table 4
Fiscal Impact Analysis of Each Scenario at Full Build Out

<table>
<thead>
<tr>
<th></th>
<th>Today</th>
<th>Current Trends</th>
<th>Business Park</th>
<th>Transit-Oriented Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>20,048</td>
<td>41,951</td>
<td>49,131</td>
<td>53,855</td>
</tr>
<tr>
<td>Jobs</td>
<td>4,300</td>
<td>10,006</td>
<td>17,346</td>
<td>14,547</td>
</tr>
<tr>
<td>Housing Units</td>
<td>5,654</td>
<td>15,832</td>
<td>31,059</td>
<td>29,408</td>
</tr>
<tr>
<td>Annual Property Tax Revenue (2018 Dollars)</td>
<td>$3,847,890</td>
<td>$10,392,477</td>
<td>$11,390,638</td>
<td>$12,226,443</td>
</tr>
<tr>
<td>Annual Sales Tax Revenue (2018 Dollars)</td>
<td>$2,094,592</td>
<td>$7,257,031</td>
<td>$11,003,799</td>
<td>$14,229,357</td>
</tr>
<tr>
<td>New Living Unit Equivalent</td>
<td>34,767</td>
<td>41,364</td>
<td></td>
<td>45,333</td>
</tr>
<tr>
<td>New Parking Spaces</td>
<td>68,010</td>
<td></td>
<td>60,436</td>
<td>50,862</td>
</tr>
</tbody>
</table>

Community Vision

These three scenarios were presented and explained in depth at an Advisory Committee meeting. The Committee was asked to vote, in real time, on which land use scenario they preferred. They chose the “Transit-Oriented Development” (TOD) growth scenario but expressed interest in the “Business Park” growth pattern as well. The planning team reviewed the comments from the Committee and created the Final Future Land Use Map, shown on the following page.
Future Land Use Map Designations for the Town of Horizon City

The Future Land Use Map (FLUM) presents eight different land use designations as a guide for future development. (Refer to Appendix for a larger version of the FLUM).

Land Use Designations:
- Low Density - Residential (1-7 units/acre)
- Medium Density - Residential (8-11 units/acre)
- High Density - Residential (12-15 units/acre)
- Multi-Family Residential
- Mixed Use
- Commercial
- Industrial
- Public Uses (community facilities, schools)
- Parks and Open Space

The boundaries of these districts and areas are conceptual in nature providing the Town the flexibility to define these boundaries as development occurs. The rest of Horizon City would develop in a similar fashion as the current development patterns with mainly residential development and reduced amount of strip commercial development.

Here are a few key updates and changes to this FLUM:
- The Future Land Use Map (FLUM) presents the location for the Transit-Supported Town Center, which is described more fully in Chapter 9 (District 2). It is encouraged to utilize the proposed zoning in this district in other areas of the Town.
- A sizeable amount of land was set aside for a large Park or Sports Facility due to the Town’s growing need for sports fields (within District 6).
- A Business Park was established in the southern portion of the Town (District 5).

*A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.*
Land Use Designations
Land use designations provide a certain “character” for an area or property accomplished through use and density descriptions.

Single-Family Detached Residential
This land use designation includes all single-family detached homes and related accessory and ancillary uses. A minimum lot size or house size is not designated. That is to be determined by the zoning code.

Multi-Family and Single-Family Attached Residential
This land use classification is for apartments and related accessory and ancillary uses. Townhouses are included in this classification.

Commercial
This land use classification includes retail, offices, business, personal and professional services, restaurants, banks and financial institutions, doctor, dentist and other medical offices, and related accessory and ancillary uses.

Industrial
Warehouses, research and development, the manufacturing and/or assembly of goods to be sold off-site, and related accessory and ancillary uses are the uses included in this land use designation.

Parks and Open Space
This land use designation includes active and passive parks, sports facilities, golf courses, designated lands for the preservation of habitat or open space.

Public Uses
Municipal uses such as city hall, schools, public safety buildings, a public library, and other similar activities would be found in areas designated for public uses.

Mixed Use
The mixed-use future land use designation is designed to contain a variety of uses within a given area. Largely, the mixed-use areas will have commercial, public, open space, commercial and some residential. The description provided in the Transit Supported Town Center + Design Standards, as well as the Transit Supported Town Center Ordinance, outlines more specific meanings to provide clarity.

Districts
Districts are established based on future land use trends. They are a general guide to determine how an area’s development is recommended. Districts on the land use map illustrate the following:

Eastlake Corridor
This area includes the commercial strip located along Eastlake Boulevard in the northern part of the Town. It is the northern entry into the Town from El Paso and contains newer development.

Golf Course
The heart of Golf Course district is the Horizon Golf and Conference Center and the surrounding single-family houses. This district contains some of the oldest areas within the Town of Horizon City. The Town’s Municipal Court and Police Department are currently located here.

Business Park
The Business Park is an area located at the south most area of the Town of Horizon City.

Central Industrial Park
This area expresses aspirations for a blend between Light Industrial and Heavy Commercial.

East Residential
This residential area is located just off Darrington Road and primarily provides various housing options with small amounts of commercial and public uses.

East Industrial Park
This Industrial Park is located at the far east side of the Town. It is on Horizon Boulevard and is an ideal location for another blend between Light Industrial and Heavy Commercial.

Horizon Boulevard Corridor
This district is the backbone of the Town of Horizon City. It largely contains commercial uses with a mixture of public. North Residential. The last residential area is also the largest. It consists of a variety of housing opportunities alone with some public uses.
Mixed-Use Economic Development Corridors

These areas express an aspiration to encourage strategic placement of economic development within the Town of Horizon City. These corridors have established commercial and retail development and are able to contain a variety of uses over time. There are three different corridors and they are the following:

- Darrington Corridor
- Eastlake Corridor
- Horizon Corridor

Centers

Centers describe destination areas, built or envisioned, within the Town. There are four different categories of centers:

- Recreation Center
  These centers are centered around a public or private recreational destination like a Sports Facility or the Horizon Golf Course.

- Employment Center
  Employment Centers are mixed-use areas centered around office or industrial uses that can support significant employment.

- Market Center
  These centers are mixed-use areas anchored by a retail destination where residents can purchase daily goods and services.

- Civic Center
  Civic Centers are mixed-use areas centered around a civic destination such as City Hall.
As stated previously in this chapter, the Future Land Use Map (FLUM) assists in guiding the overall development pattern of an area. Fiscal projections of the FLUM were developed by determining a yield per acre for each use. For example, an acre of low-density single family would have 3.5 houses and 12.4 people. 719 acres of low-density single family would have 2,500 units and nearly 9,000 people. The purpose of the build-out analysis is to answer questions like:

■ If the Town develops according to the FLUM, what will the population of Horizon City be?
■ How many jobs would there be?
■ What would revenues look like?

Challenges
The road of development and full build out is not without its challenges. Some foreseen challenges are:

■ Some larger parcels in the Town cross multiple land use designations
■ Some parcels are very lightly developed and have no intention of development in the near future (e.g. 345-acre parcel with one warehouse)
■ Developers do not always want to maximize development potential

Assumptions
It is assumed that lightly built commercial and industrial parcels will redevelop and intensify with use. The low scenario is 30% less than the base. The high scenario is 30% higher than the base and the maximum scenario is 2X the base scenario. 2019 tax rates were used for the sales and property tax calculations - Sales Tax - 2% of $285 of sales/SF of retail space; Property Tax - .49 per $100 valuation.

### Table 6

<table>
<thead>
<tr>
<th></th>
<th>Today</th>
<th>Base</th>
<th>Low</th>
<th>High</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Population</strong></td>
<td>20,048</td>
<td>38,560</td>
<td>26,992</td>
<td>50,128</td>
<td>77,120</td>
</tr>
<tr>
<td><strong>Jobs</strong></td>
<td>4,300</td>
<td>20,600</td>
<td>14,420</td>
<td>26,780</td>
<td>41,200</td>
</tr>
<tr>
<td><strong>Housing Units</strong></td>
<td>5,654</td>
<td>14,206</td>
<td>9,945</td>
<td>18,468</td>
<td>28,412</td>
</tr>
<tr>
<td><strong>Annual Property Tax Revenue (2019 Dollars)</strong></td>
<td>$3,847,890</td>
<td>$20,808,404</td>
<td>$14,565,883</td>
<td>$27,050,925</td>
<td>$41,616,807</td>
</tr>
<tr>
<td><strong>Annual Sales Tax Revenue (2019 Dollars)</strong></td>
<td>$2,094,592</td>
<td>$9,666,380</td>
<td>$6,766,466</td>
<td>$12,566,294</td>
<td>$19,332,760</td>
</tr>
<tr>
<td><strong>Total Revenue (2019 Dollars)</strong></td>
<td>$5,942,482</td>
<td>$30,474,784</td>
<td>$21,332,349</td>
<td>$39,617,219</td>
<td>$60,949,567</td>
</tr>
<tr>
<td><strong>New Living Unit Equivalent</strong></td>
<td>37,636</td>
<td>26,345</td>
<td>48,927</td>
<td>75,273</td>
<td></td>
</tr>
<tr>
<td><strong>New Parking Spaces</strong></td>
<td>46,447</td>
<td>32,503</td>
<td>60,381</td>
<td>92,894</td>
<td></td>
</tr>
</tbody>
</table>
Annexation

Chapter 43 of the Texas Local Government Code establishes the authority, process, and requirements for municipalities in Texas to annex additional land within their corporate boundaries. As a Home Rule City, the Town of Horizon City is authorized by statute to annex up to 10 percent of the land area within the city limits per annum (approximately 555 acres based on the current size of the city) with an accumulation for up to 3 years (i.e., up to 30 percent every three years).

Annexation provides a means of providing protection of city access points, or gateways, to integrate into the community nearby residents who identify with the Town and utilize city services, and to expand the Town’s tax base.

The Town of Horizon City is generally constrained from expanding its city limits westward into currently unincorporated El Paso County due to the Extra-Territorial Jurisdiction (ETJ) of the City of El Paso. Without agreement from the City of El Paso, areas available for annexation are generally located to the east and south of the existing city limits. While minimal development has occurred in some areas east of Horizon City, the predominant development at this time tends to be on the western boundary and on land leading to IH-10.

The Town should continue to communicate with El Paso and other communities in the area regarding the potential expansion of its ETJ along the western boundary of the Town. Vital linkages and entrances to the Town occur from the west. Furthermore, given the distance from downtown El Paso amenities, residents and businesses in the immediate area would likely rely to some extent on municipal services provided by the Town. Therefore, protections afforded in ETJs may become increasingly important over time.

Potential land uses within the potential annexation areas are included in this Comprehensive Plan. It is recommended that the Town periodically update its Annexation Plan and Future Land Use Map as annexation occurs or as development occurs in this area.

At the time of writing this Comprehensive Plan, Horizon City did not establish annexation as a priority in their planning efforts. This Plan recommends the Town continue discussions with neighboring cities. Areas for potential annexation present unique opportunities and challenges for the Town of Horizon City. While some areas in the ETJ may be suitable for annexation in the future, certain areas would extend the city limits nearer to key regional transportation linkages to Fort Bliss, El Paso, and Mexico through closer proximity to IH-10 and Loop 395.
Future Land Use Actions

1. Establish zoning to accommodate denser and more walkable mixed-use development
2. Revise existing zoning categories to simplify and align with the Future Land Use Map
3. Enable neighborhood character through lot and home size variety
4. Draft and adopt Unified Development Code
5. Create incentives for infill development and redevelopment
6. Provide on-line permitting and development review process
7. Develop funding strategies and incentives for affordable housing
8. Explore and encourage annexation for future growth and development
CHAPTER 5
Parks + Open Space

EXISTING CONDITIONS
COMMUNITY VISION
PARKS + OPENS SPACE ACTIONS
Parks and Open Space

A planning effort to develop a master plan for parks was completed in 2010. The full plan includes a brief history of parks within the Town, an inventory of existing conditions and detailed discussion of planned parks in the Town of Horizon City’s Master Plan for Parks and Open Space. Since 2010, the Town has seen new developments along with renovations of the existing parks. The 2010 Master Plan incorporates parks and open spaces owned and managed by the Town as well as facilities under separate jurisdictions such as school districts. Key highlights from the 2010 Master Plan are incorporated in this chapter of the Comprehensive Plan.

Goals of the 2010 Master Plan

The goals of the 2010 Master Plan were a result of detailed analysis of the existing parks, recreation facilities, and open space and encompass a manageable set of strategic actions. The identified goals in the 2010 Master Plan include:

Goal Number One: The Town needs to provide improvements to its facilities for community activities for parks and recreation.

Goal Number Two: The Town needs to incorporate more park facilities for community activities into its plans for parks and recreation.

Goal Number Three: The Town needs to incorporate more facilities for other community activities that do not require turf surfaces.

Goal Number Four: The Town needs to provide open space areas for passive activities such as walking, jogging, and nature enjoyment.

Goal Number Five: The Town needs to incorporate landscaping of its existing medians and future medians under planning.

Summary of Park Classification

Parks and levels of service described in the 2010 Master Plan are consistent with guidelines developed by the National Recreation and Parks Association and are categorized by park type and size.

- Neighborhood Parks – Up to 10 acres in size
- Community Parks – Parks from 10 acres to 25 acres in size
- Regional Parks – Parks ranging between 25 acres and 50 acres
- Desert Conservation Parks – Parks over 50 acres in size

(The Town does not contemplate the creation of any parks under this definition.)

Service areas for existing and future parks within the Town are planned to serve residents within a half-mile radius. For the mixed-use areas contemplated in the future, it is envisioned that pocket parks which would generally be less than an acre would be included in development plans to provide seating areas, public art, and other passive enjoyment opportunities.
Existing Conditions
Overview of Existing and Planned Parks

The Town currently maintains six neighborhood parks less than 10 acres in size:

- Horizon Mesa Park on Desert Mist Drive
- Corcoran Park on Rodman Street
- Golden Eagle Park on Golden Eagle Street
- Rancho Desierto Bello Park
- David Ortiz Park
- Horizon Town Center Park

- Other recreational facilities including soccer, baseball, and football fields; tennis and basketball courts; and playgrounds are located on school grounds within the Town.

The Master Plan recommends that the subdivision ordinance be amended to require higher ratios of parkland dedications. The recommendations from the 2010 Master Plan are included here for reference.

Linear Parks

Walking trails are included in the design of existing and future parks. Identified hike and bike trails in the Town are considered to enhance mobility in addition to the recreational value they provide and are discussed in the transportation and mobility chapter.

Park Maintenance

Park maintenance is currently outsourced. The Master Plan for Parks and Open Space recommends that the annual park maintenance budget be approximately 10 percent of the capital costs associated with each new park.
6 Existing Parks

Golden Eagle Park
- 14400 Golden Eagle Drive, Horizon City, TX 79928
- 4.5 acres
- Neighborhood Park

Horizon Mesa Park
- 14301 Desert Shadow Drive, Horizon City, TX 79928
- 4.5 acres
- Neighborhood Park
Desmond “Corky” Corcoran Park
- Rodman Street, Horizon City, 79928
- 5.5 acres
- Neighborhood Park

Rancho Desierto Bello (RDB) Park
- Desierto Bello Avenue, Horizon City, 79928
- 1.5 acres
- Neighborhood Park
David Ortiz Park
- Nick Drahos Lane, Horizon City, 79928
- .6 acres
- Neighborhood Park

Horizon Town Center Park
- Town Center Drive, Horizon City, 79928
- 2.25 acres
- Neighborhood Park
Community Vision

Vision

Enhanced parks and open space throughout the Town are part of the community’s 2030 Vision. Parks and open space in the Town are intended as a multi-purpose land use that integrates recreational opportunities, habitat and native vegetation preservation, mobility through hike and bike trails, roadway beautification, and stormwater management. Key insights from public feedback and meetings with the Advisory Committee were established:

- The Town would like to have and provide more outdoor recreational opportunities for their growing family-friendly community
- The Town would like to provide state of the art sports facilities for youth and youth sports in the region
- The Town would like to have more parkland development within city limits

Shaping the Parks + Open Space Horizon

Actionable items were discussed at length with staff and the Advisory Committee. The following actionable items are ranked in order of importance and are also summarized in the Implementation Roadmap Chapter.

Table 7

<table>
<thead>
<tr>
<th>SINGLE FAMILY AND MOBILE HOMES</th>
<th>UNITS</th>
<th>ACREAGE DEDICATION</th>
<th>FEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-149 units</td>
<td>1 ½ acres</td>
<td>$1,350.00 per unit over 150 units</td>
<td></td>
</tr>
<tr>
<td>150-224 units</td>
<td>2 ¼ acres</td>
<td>$1,350.00 per unit over 225 units</td>
<td></td>
</tr>
<tr>
<td>225-299 units</td>
<td>3 acres</td>
<td>$1,350.00 per unit over 300 units</td>
<td></td>
</tr>
<tr>
<td>300 units and up</td>
<td>5 acres</td>
<td>$1,350.00 per unit over 300 units</td>
<td></td>
</tr>
<tr>
<td>300 units and up</td>
<td>5 acres</td>
<td>$1,350.00 per unit over 300 units</td>
<td></td>
</tr>
<tr>
<td>225-299 units</td>
<td>3 acres</td>
<td>$1,350.00 per unit over 225 units</td>
<td></td>
</tr>
<tr>
<td>150-224 units</td>
<td>2 ¼ acres</td>
<td>$1,350.00 per unit over 150 units</td>
<td></td>
</tr>
<tr>
<td>1-149 units</td>
<td>1 ½ acres</td>
<td>$1,350.00 per unit over 150 units</td>
<td></td>
</tr>
<tr>
<td>250-449 units</td>
<td>4 ½ acres</td>
<td>$500.00 per unit over 250 units</td>
<td></td>
</tr>
</tbody>
</table>

Minimum density for deeded parkland would be 1 percent, plus fees

Subdivisions by the same developer on adjoining properties within 5 years will be subject to the greater amount up to and including land.

Park fees collected shall be used exclusively for the purpose of acquiring right-of-way or making improvements to new and existing park facilities.
Parks + Open Space Actions

1. Build a multi-purpose community rec center
2. Build a multi-purpose sports park
3. Update 2010 Parks and Open Space Master Plan
4. Establish a parks and rec department
5. Review and update the amount of parkland required per acre of new development
6. Renovate the senior center
7. Expand on an already established hike/bike trail network
8. Develop a community pool facility
Chapter 6
Transportation + Mobility

EXISTING CONDITIONS
COMMUNITY VISION
TRANSPORTATION + MOBILITY ACTIONS
Transportation + Mobility

The Town of Horizon City, located just over 15 miles from Downtown El Paso, is a growing suburban community in the fast-developing eastern portion of El Paso County. Horizon City has enjoyed both residential and commercial growth in the previous decade; and with more development planned in the near future this trend is likely to continue into the next decade. This growth fuels the local and regional economy, providing opportunity to the people of the region. At the same time, this growth often strains municipal infrastructure, including mobility infrastructure. Fortunately for Horizon City, local leaders have been proactive in working with local and regional partners to address existing mobility issues as well as planning for increased travel demand in the area.

This section will focus on three mobility-related topics:

- Current state of mobility in Horizon City
- Future growth and existing plans for mobility improvement
- Recommended mobility improvements for the future

The purpose of examining these three topics in detail is to provide current and future decision-makers in Horizon City with a plan to address changes and updates to the local and regional mobility network. Four types of mobility infrastructure will be addressed – auto, transit, bicycle, and pedestrian – to produce a multi-modal approach to the future of mobility in Horizon City.
Existing Conditions
Current State of Mobility
To better understand the current state of mobility, four areas will be examined and analyzed in greater detail:

- Mobility context of Horizon City
- Existing mobility conditions
- Regional mobility partnerships
- Recently completed mobility improvements

This information will set the base condition of mobility in Horizon City that will be utilized to analyze future potential growth and recommendations to enhance future mobility in the study area.

Mobility Context of Horizon City
As previously mentioned, Horizon City is a suburb of El Paso, located approximately 15 miles southeast of Downtown El Paso, as shown to the right. This geographic separation from the residents of Horizon City and El Paso increase the reliance on the region’s major freeway network (primarily IH-10 and SH 375) for many Horizon City residents to access employment, commercial, healthcare, higher education, and other regional amenities and services. These freeway connections are vital to Horizon City and other developed portions of eastern El Paso County, especially given that the regional arterial network has not been completed in this portion of the County.

In looking more closely at mobility context more local to Horizon City, the entire city limits (and Extra Territorial Jurisdiction, ETJ) do not reach either of the regional freeways, IH-10 and SH 375. This necessitates the residents of Horizon City rely on roadways outside of their control to access the freeway network. There are five existing corridors that provide direct connectivity to the regional freeways:
As shown in the Roadway Connections Map, from the center of Horizon City (intersection of Horizon Blvd. and Darrington Rd.) the shortest route to IH-10 and SH 375 is three miles and six miles, respectively. Maintaining reliable and efficient travel times on these arterials is important to preserving the connectivity of Horizon City to the greater El Paso region.

In Horizon City, as in most of eastern El Paso County, there is a high level of dependence on the personal auto for mobility. This is due to a lack of high-quality multimodal options such as local and regional transit and regional hike/bike options. This is not uncommon for cities in the Southwest, as most of them grew substantially in population after World War II when the primary mode of transport was the personal auto. However, this dependence on the personal auto can pose a challenge as development increases, along with associated auto traffic producing congestion and delay in the mobility network, especially in the peak traffic hours.
Existing Mobility Conditions

The Town of Horizon City maintains a Thoroughfare Plan, shown, to serve as a hierarchy for local roadways and as a guide for future development.

The most significant corridors within the limits of Horizon City are Horizon Blvd., Eastlake Blvd., and Darrington Rd. A closer look at the existing conditions of each corridor is provided below (for a larger image, please refer to the Appendix):

Horizon City Thoroughfare Plan

Commuting Type

- Commute via Taxi, motorcycle, or other means: 2%
- Public Transportation: 4%
- Commute Via Walk: 7%
- Worked at Home: 39%
- Car, Truck, or Van - Carpool: 15%
- Car, Truck, or Van - Drove Alone: 79%

Town of Horizon City | A Comprehensive and Strategic Plan
Horizon Boulevard
- Texas Department of Transportation (TxDOT) roadway
- Primarily east/west connection
- Classified as Super Arterial
- Existing 4-lane roadway
- Continuous center turn lane
- Existing shared use path between Ashford and Rifton (on north side of roadway)

Eastlake Boulevard
- Horizon City owns and maintains within City limits (outside of City limits, Eastlake is an El Paso County roadway)
- Primarily east/west connection
- Classified as Major Arterial
- Existing 6-lane roadway
- Raised center medians with turn pockets
- Shared use path on north side
- Existing sidewalk on south side

Darrington Road
- Horizon City owns and maintains within City limits (outside of City limits, Eastlake is an El Paso County roadway)
- Primarily north/south connection
- Classified as Super Arterial
- Existing 4-lane roadway
- Raised center median with turn pockets
- Existing sidewalks on both sides of street
- Southern portion has dedicated on-street bicycle facility
Existing Transit Service

- Provided by El Paso County Rural Transit
- One route through Horizon City
- Connects to Socorro and San Elizario
- Wait time is 2 hours
- No existing commuter connections to Downtown El Paso or higher ed institutions

Existing Traffic Counts

- From Texas Department of Transportation (TxDOT [2018])
- Volumes shown in 24-hour count
  (Average Daily Traffic)

*For larger graphics, please see Appendix.
Existing Crash Maps

- Total crashes 2016-2018
- Data from Texas Department of Transportation (TxDOT)

*For larger graphics, please see Appendix.
Regional Mobility Partnerships

Strong partnerships and collaboration with other governmental agencies in the El Paso region are key to Horizon City’s planning, financing, constructing and maintaining mobility facilities throughout the study area. Continuing to leverage these partnerships will benefit the residents, business owners, and visitors of Horizon City through expansion and enhancement of a multi-modal mobility network. Below is a brief description of the partner agencies and their role in the mobility of Horizon City.

- **Texas Department of Transportation** – TxDOT is the State department of transportation responsible for planning, designing, constructing, and maintaining state highways and interstate freeways across Texas. In the study area there are three significant TxDOT corridors – Interstate 10, State Highway 375, and Horizon Boulevard.

- **El Paso County** – responsible for planning, designing, constructing and maintaining County-owned roadways in the study area. Additionally, the County owns and operates the El Paso Transit District, currently providing the only transit service in Horizon City.

- **El Paso Metropolitan Planning Organization** – the El Paso MPO is responsible for regional mobility planning and programming for federal, state, and local transportation funding.

- **Camino Real Regional Mobility Authority** – The mission of Camino Real RMA is to assist in the establishment of a comprehensive transportation system to directly benefit the traveling public within the El Paso region through the development of transportation alternatives within the region.
Recently Completed Mobility Improvements

As the Horizon City area has enjoyed residential and commercial growth in the last decade, leaders have continued working to enhance the mobility connections to the study area. Two significant projects have been recently completed that provided improved connectivity and safety for Horizon City:

Darrington Rd. Improvements
- Project limits – Horizon Blvd. to Kentwood Rd.
- Widened to 4 lanes
- Added raised medians with turn pockets
- Added sidewalks on both sides
- Added bicycle connection on southern portion of corridor
- Completed in 2017
- City utilized bond funds, in partnership with El Paso County

Eastlake Improvements
- Project limits – Horizon Blvd. to IH-10
  - Phase I: Darrington to Horizon (completed)
  - Phase II: IH-10 to Darrington (complete in early 2020)
- Widened to 6 lanes
- Added raised medians and turn pockets
- Added shared use path
- Added sidewalks in some areas
- Under construction in 2019
- City utilized funds from Tax Increment Reinvestment Zone (TIRZ), in partnership with Camino Real RMA, and El Paso County
Community Vision
Mobility Survey and Future Mobility Opportunities

As part of this update to the Comprehensive Plan, a survey was distributed to stakeholders of Horizon City to gather opinions on the current state of transportation in the study area, as well as what mobility options are preferred for the future. Below is a brief summary of the responses and takeaways from the mobility-related portion of the survey. It should be noted that these questions were answered by 10 respondents, which should not be considered statistically significant for this survey. Therefore, these results should not be viewed as indicative of the majority of Horizon City residents; however, the results are useful in discussing potential future mobility opportunities.

**Question 1 – What is your age?**

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-24</td>
<td>0</td>
</tr>
<tr>
<td>25-34</td>
<td>4</td>
</tr>
<tr>
<td>35-44</td>
<td>2</td>
</tr>
<tr>
<td>44-54</td>
<td>2</td>
</tr>
<tr>
<td>55+</td>
<td>2</td>
</tr>
</tbody>
</table>

**Question 2 – What is your main reason for travel?**

<table>
<thead>
<tr>
<th>Reason</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work</td>
<td>7</td>
</tr>
<tr>
<td>Recreational Activities</td>
<td>4</td>
</tr>
<tr>
<td>Shopping</td>
<td>3</td>
</tr>
<tr>
<td>School</td>
<td>0</td>
</tr>
</tbody>
</table>

**Question 3 – Do you most often travel outside of Horizon City for work, school, recreational activities, and/or shopping?**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>0</td>
</tr>
<tr>
<td>No</td>
<td>1</td>
</tr>
</tbody>
</table>

**Question 4 – In your normal routine, how do you usually travel?**

<table>
<thead>
<tr>
<th>Mode of Travel</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>I drive alone</td>
<td>10</td>
</tr>
<tr>
<td>I get dropped off</td>
<td>0</td>
</tr>
<tr>
<td>I carpool</td>
<td>0</td>
</tr>
<tr>
<td>I ride the bus</td>
<td>0</td>
</tr>
<tr>
<td>I ride my bike</td>
<td>0</td>
</tr>
</tbody>
</table>

**Question 5 – Did you know that Horizon City has a bus route?**

<table>
<thead>
<tr>
<th>Knowledge</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>9</td>
</tr>
<tr>
<td>No</td>
<td>1</td>
</tr>
</tbody>
</table>

**Question 6 – How often do you use public transportation?**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>8</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
</tr>
<tr>
<td>Once a month</td>
<td>1</td>
</tr>
<tr>
<td>Multiple times a month</td>
<td>0</td>
</tr>
<tr>
<td>Every day</td>
<td>0</td>
</tr>
<tr>
<td>Once a week</td>
<td>0</td>
</tr>
<tr>
<td>Multiple times a week</td>
<td>0</td>
</tr>
</tbody>
</table>

**Question 7 – Please rate the existing bus system in Horizon City**

<table>
<thead>
<tr>
<th>Rating</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have never used the bus system</td>
<td>1</td>
</tr>
<tr>
<td>Poor</td>
<td>0</td>
</tr>
<tr>
<td>Excelent</td>
<td>0</td>
</tr>
<tr>
<td>Good</td>
<td>0</td>
</tr>
<tr>
<td>Average</td>
<td>0</td>
</tr>
<tr>
<td>Below Average</td>
<td>0</td>
</tr>
</tbody>
</table>

**Question 8 – What form of public transportation do you think is most needed in Horizon City?**

<table>
<thead>
<tr>
<th>Transportation</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bus</td>
<td>6</td>
</tr>
<tr>
<td>Trolley</td>
<td>2</td>
</tr>
<tr>
<td>Train</td>
<td>1</td>
</tr>
<tr>
<td>None</td>
<td>1</td>
</tr>
</tbody>
</table>

**Question 9 – Please rate the existing bicycle and pedestrian facilities in Horizon City**

<table>
<thead>
<tr>
<th>Rating</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good</td>
<td>3</td>
</tr>
<tr>
<td>Poor</td>
<td>3</td>
</tr>
<tr>
<td>Average</td>
<td>2</td>
</tr>
<tr>
<td>Below average</td>
<td>1</td>
</tr>
<tr>
<td>Excellent</td>
<td>1</td>
</tr>
</tbody>
</table>

**Question 10 – What currently prevents you from walking or riding your bike?**

<table>
<thead>
<tr>
<th>Reason</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of sidewalks and/or bike lanes</td>
<td>4</td>
</tr>
<tr>
<td>Too far from destinations in the community</td>
<td>4</td>
</tr>
<tr>
<td>Safety concerns</td>
<td>4</td>
</tr>
<tr>
<td>Nothing, I often walk or bike</td>
<td>1</td>
</tr>
<tr>
<td>Too much congestion on existing sidewalks and/or bike lanes</td>
<td>1</td>
</tr>
</tbody>
</table>

**Question 11 – Which project do you think is most important to Horizon City?**

<table>
<thead>
<tr>
<th>Project</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building new roads</td>
<td>5</td>
</tr>
<tr>
<td>Providing more pedestrian and/or bike paths</td>
<td>3</td>
</tr>
<tr>
<td>Improving road safety</td>
<td>2</td>
</tr>
<tr>
<td>Improving safety for pedestrian paths and bicycle needs</td>
<td>0</td>
</tr>
<tr>
<td>Improving existing bridges</td>
<td>0</td>
</tr>
</tbody>
</table>

**Question 12 – What do you feel is true of transportation in Horizon City?**

<table>
<thead>
<tr>
<th>Truth</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>High traffic level of service for cars (minimal congestion)</td>
<td>4</td>
</tr>
<tr>
<td>Cars drive too fast</td>
<td>4</td>
</tr>
<tr>
<td>The bus system is lacking</td>
<td>2</td>
</tr>
<tr>
<td>Walking or cycling feels dangerous</td>
<td>1</td>
</tr>
</tbody>
</table>

**Question 13 – In growing cities across the nation, it remains a challenge to provide a well-balanced transportation system that serves citizens of all ages, ability levels, and backgrounds. Which of the following do you feel is most important for Horizon City?**

<table>
<thead>
<tr>
<th>Importance</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public transportation</td>
<td>3</td>
</tr>
<tr>
<td>Active transportation options (sidewalks, bike routes, trails, etc.)</td>
<td>2</td>
</tr>
<tr>
<td>High traffic level of service for cars (minimal congestion)</td>
<td>4</td>
</tr>
<tr>
<td>Pedestrian and driver safety</td>
<td>3</td>
</tr>
<tr>
<td>Lack of sidewalks and/or bike lanes</td>
<td>4</td>
</tr>
</tbody>
</table>
The responses to these survey questions indicate a few notable trends related to Horizon City:

- Personal auto is the most common form of mobility
- There is a low level of awareness and utilization of existing public transportation
- A desire exists among respondents to improve mobility options for transit, bicycles, and pedestrians moving forward

Future Mobility Opportunities
During the planning process, there were several potential mobility improvements that were discussed by the project team and stakeholders. Below is a brief description of each of the ideas that gained support.

Public transportation connection to University of El Paso (UTEP) and El Paso Community College (EPCC) from Horizon City
There are currently no regional express transit service serving Horizon City. This results in all citizens of Horizon City being required to either drive their own personal auto, or find a ride from someone else with a car in order to get to important destinations across the El Paso region. UTEP and EPCC have both shown interest in creating a partnership with Horizon City and El Paso Transit District to explore the viability of such a transit service for the residents of Horizon City. At this time, the details of how such a service would be operated and funded remain under discussion.

Creation of Transit Supported Town Center
As discussed in other chapters of this report, there is strong interest from stakeholders to see a new development style come to Horizon City that focuses on mixed-use, walkable places. This opportunity meshes well with stakeholders’ desire to decrease reliance on auto travel in favor of transit, bicycles, and walking. This future town center should also require less parking for autos due to more trips being made on other modes of mobility.

Improve Horizon City’s Industrial Park
As the El Paso region continues to grow and expand business opportunities, Horizon City is strategically working to grow its Industrial Park to serve the needs of the region. Through City bonds, the Industrial Park has been recently improved to foster future expansion. This expansion is likely to generate more traffic in the Industrial Park and surrounding roadways, particularly Darrington Rd. As this traffic increases, improvements on the southern end of Darrington Rd. should be considered to safely accommodate future traffic, especially for heavy trucks.

Complete an ADA Transition Plan
As part of the most recent federal transportation bill, known as FAST Act, all recipients of federal transportation funding are required to complete an ADA Transition Plan to ensure that progress is being made to bring substandard mobility infrastructure into compliance with the Americans with Disabilities Act. The focus of the plan is to identify existing barriers for persons with disabilities to move efficiently and safely in the study area and to identify remedies or mitigation measures for deficient infrastructure.
Transportation + Mobility Actions

1. Work with local transit providers to enhance regional connectivity
2. Develop a direct transit route from Horizon City to Downtown El Paso
3. Develop a circulator bus route connecting the Mission Valley Area
4. Develop a master trails plan for active transportation
5. Conduct roadway/ sidewalk condition and needs assessment
6. Adopt a Complete Streets policy to develop a multi-modal network
7. Complete an American Disabilities Act (ADA) Transition Plan
Chapter 7
Economic Development

EXISTING CONDITIONS
COMMUNITY VISION
ECONOMIC DEVELOPMENT ACTIONS
EXISTING CONDITIONS
Socioeconomics
Regional Economy
The economy of Horizon City is closely tied with that of El Paso and the region. The largest cities in the area are El Paso and the Mexican city of Ciudad Juárez. The primary economic drivers of this region are the maquiladora (export manufacturing) industry of Juárez, the United States Army base of Fort Bliss, and the increasingly technically-advanced workforce of the region’s hospitals and universities.

The regional economy is healthy and growing, especially in the research and health care sectors. Horizon City is proactive in establishing and maintaining relations with key regional stakeholders, including the Texas Department of Transportation (TxDOT), El Paso County, and the University of Texas at El Paso (UTEP). These relations, between governments, businesses, and other regional stakeholders, will maximize growth and opportunities for Horizon City.

Reflecting the history of Horizon City as an El Paso suburb, 71.2% of Horizon City residents commute to El Paso, a trip that can take up to 45 minutes in morning rush hour traffic and up to one hour to return to Horizon City in the evenings. Overall, 93.0% of Horizon City working residents are employed outside of city limits. 88.5% of people employed within Horizon City do not live in the city. While Horizon City is relatively affordable, the retail and service workers employed within city limits have limited housing available to them, especially limited rental housing.

The unemployment rate in Horizon City is 4.0 percent, lower than the national economy and neighboring jurisdictions. The poverty rate is 12.8 percent, 60 percent less than in El Paso County.

El Paso is now home to several colleges and universities. The largest institutions are the University of Texas at El Paso (UTEP), with 25,000 students and El Paso Community College, with 28,750 students. There are also several smaller, private institutions. There are no main or satellite higher education campuses within Horizon City.

The expanding Texas Tech University (TTU) Health Sciences Center El Paso has an annual impact of tens of millions of dollars and is aggressively expanding its clinics throughout the region. The TTU Health Sciences Center currently operates a clinic in Sparks, two miles from Horizon City. TTU also has a new medical school, dentistry school and nursing school - all of which will have a positive economic impact on the region, including Horizon City. The student population is 730 and the full-time equivalent staff of 685.

In partnership with research universities, the Medical Center of the Americas Foundation is a new biomedical campus with a mission to transform and modernize the region’s economy. This is just another major initiative focused on emerging industries in the health and science sectors.

The El Paso County Community College System is a fast-growing Community College District. The fastest growing campus of all of the EPCC system is just outside Horizon City on I-10. This is an incredible asset to have in a community and one that the Town and the Horizon Economic Development Corporation do not take for granted.

All of these regional economic anchors will drive the region’s economy in the years to come, and Horizon City will benefit from close relationships with each institution.

Economic Snap Shot

<table>
<thead>
<tr>
<th>FY2018 to FY2019 Growth Rate</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Value</td>
<td>7.35%</td>
</tr>
<tr>
<td>Sales Tax Revenue</td>
<td>5.27%</td>
</tr>
<tr>
<td>Property Tax Revenue</td>
<td>10.26%</td>
</tr>
</tbody>
</table>

Inflow/Outflow Job Counts in 2015

Source: United States Census, Longitudinal Employer-Household Dynamics

3,619 - Employed in Horizon City, Live Outside

6,275 - Live in Horizon City, Employed Outside

476 - Employed and Live in Horizon City
Local Economic Drivers

Less than half of the land within city limits has been developed. Development is inhibited by the fractured and absentee ownership of many lots within the city and nearly the entirety of the city’s extraterritorial jurisdiction. Horizon City jobs are concentrated in two locations, the primary commercial corridor along the intersection of Horizon Boulevard and Darrington Road, and the northeast section of the city, anchored by Desert Hills Elementary and Horizon Middle School.

The three major travel corridors are Darrington Road, Horizon Boulevard, and Eastlake Boulevard. These roadways provide access to and from Interstate 10 and El Paso. TxDOT is planning a new interchange at I-10 south of Horizon Boulevard, perpendicular to the southern boundaries of Horizon City.

Horizon EDC is the 4B economic development corporation of the city, funded by a sales tax approved by voters in 2011. Its mission is to attract jobs and development to Horizon City, particularly healthcare manufacturing, healthcare facilities, and institutions of higher education. Horizon City is a supportive environment for small business; 95.5 percent of the 288 businesses employ under 50 workers.

The Town of Horizon City invested $5M of Certificate of Obligation bonds to provide roadways and drainage to create an Industrial Park. This public investment near an existing industrial hub is intended to reduce barriers for businesses being established or relocating to Horizon City.

The Hospitals of Providence Horizon City Campus opened as a 40,000 square foot hospital in 2017. The hospital provides emergency services and in-patient care, with reduced travel times for medical attention. The hospital employs approximately 100 workers, including 30 nurses. Many residents travel into El Paso for their healthcare services. There is an opportunity to increase the local availability of physicians and specialists to meet the needs of Horizon City residents. The Horizon Golf & Conference Center is the premier private entertainment and recreation center of Horizon City, built as the Emerald Springs Golf & Conference Center in 1960. The city previously explored converting the golf course to a public facility but found the conversion unlikely due to the prohibitive cost of meeting public wastewater standards. The golf course has been recently renovated and is considered a top three course in the region. Traffic and revenues to the golf course are expanding, providing a draw to Horizon City from nonresidents.

Horizon City’s primary commercial corridor is the area around the intersection of Horizon Boulevard and Darrington Road. Horizon City Town Hall and the Horizon Police Department occupy the northwest quadrant of the intersection, along with banking, restaurants, and other commercial activity. The area immediately south of Horizon Boulevard hosts restaurants, a Walmart Supercenter, and the Hospital of Providence campus. Much of the southern boundary and the entire northeast quadrant of the corridor remains undeveloped, chiefly because of absentee vacant land ownership.

Economic Development

Talent Attraction & Retention

- Housing
  - Low availability of rental units relative to region
  - Lack of housing diversity and options for prospective residents
- Large average household size of 3.6 residents. Young adults living at home
- Concentration of young adults may find it difficult to remain in Horizon City
- 4 percent unemployment rate, with an increasing share of jobs in healthcare-related fields
- The median age in Horizon City is 27 years. Retaining this population as Horizon City grows will provide a counterweight to future economic uncertainty.
Horizon City has a 4.0 percent unemployment rate, lower than the El Paso County average. The median household income in Horizon City is $52,393, and the poverty rate is 12.8 percent.

Horizon City residents spend 30% of their monthly household income on transportation, significantly driven by commutes to El Paso. Horizon City has comparatively lower levels of commuting to work via public transportation, walking, and working from home.

Nearly 90% of the Horizon City workforce travels outside the City for work, including nearly 3% who work outside the State of Texas, which could be New Mexico or perhaps in Mexico, especially given the strong maquiladora industry just on the other side of the border.
Table 8, to the right, shows Horizon City’s workforce by sector and compares it to that of the national economy. Location Quotient (LQ) is a method of comparison between a locality’s workforce as compared to its broader context. A high LQ of 1.25 or greater indicates a relative strength in that industry to the US average. A low LQ is reflective of a sector of increased opportunity for growth. An LQ of 1 would indicate that Horizon City workers are employed at the same rate as the rest of the country.

Horizon City’s economy is not especially concentrated in any one industry. The LQ of the Professional, Scientific, Management, Administrative, Waste Management industry indicates that Horizon City is lagging to the national economy.

The underemployment in professional sectors holds true relative to El Paso County (LQ of 0.72) and that of the state (LQ of 0.69). These professional careers are more highly compensated than the average career of a Horizon City resident and are likely to increase in demand as a result of regional factors.

Separately, manufacturing is underrepresented in the workforce despite the regional dominance of the sector. Targeted incentives, such as the recently completed Industrial Park, could increase manufacturing employment in the region. The LQ of 1.25 in the construction center is likely related to El Paso’s construction boom and is also typical of a growing suburban community that is quickly growing with new home starts.

These LQs underline the issue that Horizon City does NOT have any major strengths and points to the opportunity to diversify and strengthen with a targeted economic development approach.

### Table 8

**Workforce Compared to US**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Horizon City</th>
<th>United States Location Quotient</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDUCATION, HEALTHCARE, SOCIAL ASSISTANCE</td>
<td>25.3%</td>
<td>1.10</td>
</tr>
<tr>
<td>RETAIL TRADE</td>
<td>12.5%</td>
<td>1.10</td>
</tr>
<tr>
<td>ARTS, ENTERTAINMENT, RECREATION, ACCOMMODATION, FOOD SERVICES</td>
<td>10.9%</td>
<td>1.12</td>
</tr>
<tr>
<td>CONSTRUCTION</td>
<td>8.0%</td>
<td>1.25</td>
</tr>
<tr>
<td>PROFESSIONAL, SCIENTIFIC, MANAGEMENT, ADMINISTRATIVE, WASTE MANAGEMENT</td>
<td>7.6%</td>
<td>0.69</td>
</tr>
<tr>
<td>PUBLIC ADMINISTRATION</td>
<td>7.1%</td>
<td>1.51</td>
</tr>
<tr>
<td>TRANSPORTATION AND WAREHOUSING, AND UTILITIES</td>
<td>7.0%</td>
<td>1.37</td>
</tr>
<tr>
<td>MANUFACTURING</td>
<td>5.9%</td>
<td>0.57</td>
</tr>
<tr>
<td>FINANCE, INSURANCE, REAL ESTATE</td>
<td>5.8%</td>
<td>0.88</td>
</tr>
<tr>
<td>OTHER SERVICES</td>
<td>3.9%</td>
<td>0.80</td>
</tr>
<tr>
<td>WHOLESALE TRADE</td>
<td>3.2%</td>
<td>1.19</td>
</tr>
<tr>
<td>INFORMATION</td>
<td>2.0%</td>
<td>0.95</td>
</tr>
<tr>
<td>AGRICULTURE, RESOURCE EXTRACTION</td>
<td>0.7%</td>
<td>0.37</td>
</tr>
</tbody>
</table>

Source: United States Census Employment Characteristics

### Taxing Information

Horizon City derives almost twice as much revenue from property taxes as sales taxes. The share of sales tax revenue is greater than in neighboring Socorro. However, Buda, Texas, and Rio Rancho, New Mexico, share similar characteristics to Horizon City but draw more income from sales taxes than property taxes (While Rio Rancho is a community that Horizon City leaders identified as competition, it should be noted that the New Mexico property taxes are much lower than in Texas).

This is reflective of limited commercial and retail development within Horizon City, and presents an opportunity for increased revenue independent of property taxes. A survey by the Texas Municipal League found that Texas cities raise approximately one third greater revenue from property taxes than sales taxes, in line with Horizon City’s revenue distribution.

### Per Capita Tax Revenue FY19

Source: Financial Year 2019 Adopted Municipal Budgets

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<table>
<thead>
<tr>
<th></th>
<th>Sales Tax</th>
<th>Property Tax</th>
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<td>$199</td>
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<td>Rio Rancho, NM</td>
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Built Environment
The physical setting for the Town is created by the natural environment which provides a unique palette for the community as well as the built environment. The Town was envisioned as a master planned community when platted in the 1950s and has grown more slowly and with less continuity than originally planned. The Town has a tremendous opportunity to guide future development and to impact the overall function and aesthetics.

Housing

Housing Supply and Condition
Based on a review of parcel data provided by the University of Texas at El Paso (UTEP), zoning data, and imagery, current housing supply within and around the Town of Horizon City includes single family and four multi-family complexes. Multi-family complexes include Lakeway Apartments, Horizon Palms, Green Desert Apartments and Western Whirlwind Homes. A robust condition assessment has not been completed for this study. Visual reconnaissance, however, indicates no blighted areas within the Town. Some communities containing sub-standard housing that are classified as Colonias are found in the surrounding area (El Paso County data also supports this).

Housing Market
Horizon City has limited housing choice, with single-family detached housing comprising 94.1 percent of units. With a median home value of $127,500 Horizon City homes are comparable to those of El Paso and are more highly valued than homes in Socorro. Horizon City has the lowest rate of rental properties of these three cities and has decreased its share of rentals as Socorro increases theirs. The owner-occupancy rate in Horizon City is 84.7 percent.

The median household income in Horizon City is $52,393. Income growth has been flat since 2009. Affordability is a growing national concern and is exacerbated by lack of housing choice. Furthermore, market demand is shifting from a dominance of detached single-family housing to an increased preference of “missing middle” housing with smaller lots, attached units, and three to four story mixed-use apartment complexes.

Occupancy Rates and Ownership
Because of the substantial population growth during the 2000-2010 decade and continuation of a high rate of growth, availability of housing that matches the demographic market is an important consideration for the Comprehensive Plan. The 2010 Census data reflect approximately 93.1 percent of the housing units in the Town were occupied.

In the estimates for 2017, it appears that most of the Town’s housing stock is occupied. Of the occupied housing units, approximately 84 percent of the housing units are owner-occupied with the remaining 14 percent occupied by renters (U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates). This suggests that unless additional housing units are constructed, availability of housing could be an impediment to future growth within the city limits.

Valuation and Affordability
The 2010 Census reports that the median home value in the Town of Horizon City was $122,600, slightly higher than that for the State of Texas. In 2017, the estimated median home value was $127,527 as compared to the median for Texas of $161,500 (City-Data.com, 2019). The average price for homes in 2016 was $156,340 for single-family homes and $122,367 for condominiums (City-Data.com, 2019).

While this is considerably less than the State, it should be noted that reported home price and valuation by the county tax assessor may differ. Comparatively, the median price of reported home sales for El Paso County in 2016 was $125,300 (City-Data.com, 2019). The trend is consistent with national trends due to economic conditions nationally (this is also true for El Paso and the County, due to the nature of a lower cost of living in the region overall).

In 2010, 41.3 percent of monthly gross rent was $699 or less; 42.1 percent of gross rent was between $700 and $1,499 per month. Most renters were in the $35,000-$49,999 income bracket. For 28.1 percent of these renters, rent constituted 29 percent or less of household income. (U.S. Census Bureau, 2010).
The U.S. Department of Housing and Urban Development estimates that no more than about 30 percent of household income should be spent on housing costs and that amounts greater than this could limit income for other necessities (USHUD, 2011). Median annual household income in the Town of Horizon City was reported in the 2000 Census as $48,589 (average income of $53,858). However, 7.1 percent of families (106 families) were reported to have incomes below the poverty level. For female heads of households with children, 15.4 percent (19 families) have reported incomes below the poverty level. This, coupled with the statistics regarding percent of income spent for rent, indicate that affordable housing be a consideration during the Comprehensive Planning process. Information from the 2010 Census is not available for this planning cycle; however, statistical data should be periodically reviewed to assess housing availability and affordability within the Town.

Proximity to Public Transportation
Currently, access to public transportation in the Town includes one bus stop near the intersection of Darrington Road and Horizon Boulevard. Located somewhat centrally, pedestrian and bicycle linkages to the bus stop from residential areas are limited to non-existing. As if housing density increases, consideration should be given to improving vehicular and pedestrian access to public transportation.
Community Vision

The Town of Horizon City is deeply committed to securing a vibrant future for its economic development. The once sleepy El Paso suburb has developed over the years into a city in its own right. Horizon City boasts growing retail services, increasing job opportunities, and one of the finest golf courses in the region. The population has grown by 15,000 since the year 2000, and with that growth has come a tremendous demographic shift— the median age in Horizon City is 27 years old. The land use of the town and the future land use strategies highlighted in this comprehensive plan will ensure that the built environment of Horizon City quickly adapts to the changing market needs and resident preferences.

Horizon City’s young median age represents both the greatest opportunity and the greatest challenge. If Horizon City focuses on attracting high-quality jobs and being an attractive location for new families in the region, it will capture the economic benefits that follow from a vibrant, all-ages community. The foundation for this development is laid by the city’s comprehensive plan and land use decisions. Partnerships with regional institutions will be key to securing this prosperous future. Such partnerships have already begun, on the initiative of the Horizon Economic Development Corporation. Partners such as Walmart, the University of Texas at El Paso, the Hospitals of Providence, and others are locating high-quality jobs in Horizon City, while meeting the needs of residents for local services. Horizon City has surpassed the ambitions of the town’s founders and is already becoming a key component of the El Paso County region economy.

Horizon City’s unique foundation, with the sale of its land to individuals throughout the world, continues to contribute to its character and development. A forward-thinking approach, taking advantage of the opportunity for greenfield development, will allow Horizon City to translate these opportunities into a vibrant, sustainable economy in the coming decades.
The Horizon City Economic Development Corporation (HCEDC) is the leader for Economic Development in Horizon City. The HCEDC is the driving force for economic development in the city. Horizon City voters approved a dedication of a 1/4 of 1% sales tax to fund the HCEDC. The HCEDC is a Type B Corporation under the State of Texas. This classification allows it to fund industrial development projects, infrastructure for businesses, manufacturing, job training, and other uses. The Town of Horizon City is an attractive location for future business development, and the HCEDC continues to facilitate partnerships to grow and incubate small businesses, encourage innovation, and ultimately, bring more high-quality jobs to Horizon City.

The City and HCEDC successfully completed an initiative to invest $5 million in utilities and drainage for an Industrial Park. The Industrial Park has since attracted logistics businesses and provides jobs, proving to be a good return on the investment made by the HCEDC.

Military is a large industry in the region and HCEDC has positioned itself to help grow and retain this industry by focusing on research and emerging small business growth that supports military, including drone research and development among others.

HCEDC and the City also helped to bring healthcare and initiate a potential healthcare district within Horizon City by bringing the Hospitals of Providence to the Town of Horizon City to develop a 40,000 square foot medical facility on Horizon Boulevard. This collaboration can serve as a model for future community and economic initiatives by creating incentives for future medical initiatives, including healthcare services and potential manufacturing.

HCEDC is now establishing its offices and using the space to start a small business incubator in collaboration with a partnership with the University of Texas at El Paso (UTEP). UTEP is investing in its partnership with Horizon City and the HCEDC by fully funding staff members to participate in Horizon City’s small business incubator. This Horizon TAP will provide technical assistance, shared office space for local emerging small businesses, with an emphasis on the aerospace and manufacturing fields, a strategic industry for the region. Shared space in the incubator allows for the free flow of ideas between different entrepreneurs and provide organic opportunities for mentorship and collaboration. The presence of HCEDC on site will further ensure that the incubator serves as a hub for new ideas and initiatives to develop businesses within Horizon City.
Corridors

The regional Medical Center for the Americas is quiet residential character are highly complementary. From a land use perspective, the healthcare uses, and Going forward, further healthcare can be developed homes, as many residents must schedule doctor Boulevard. Residents have expressed the need for Providence to bring a two-story facility to west Horizon Corporation, which partnered with the Hospitals of the initiative of the Horizon Economic Development homes. The burgeoning healthcare district began by south of this healthcare district, and these residents, hundreds of new homes planned for the area to the followed by commercial/retail development. There are healthcare and education district, that will likely be the west end of Horizon Boulevard is poised to be a corridor is home to City Hall and the major retail and restaurant outlets of the Town. Horizon Boulevard east of Darrington Road has developed ahead of the west end. The eastern portion is home to churches, governmental facilities, schools, and community amenities that meet residents needs while providing a multitude of jobs concentrated in this area. The eastern portion of Horizon Boulevard is multimodal, with various bike and walking paths.

The west end of Horizon Boulevard is poised to be a healthcare and education district, that will likely be followed by commercial/retail development. There are hundreds of new homes planned for the area to the south of this healthcare district, and these residents, along with all other Horizon City residents, will benefit from additional medical services in proximity to their homes. The burgeoning healthcare district began by the initiative of the Horizon Economic Development Corporation, which partnered with the Hospitals of Providence to bring a two-story facility to west Horizon Boulevard. Residents have expressed the need for additional medical services in proximity to their homes, as many residents must schedule doctor appointments and other visits in the City of El Paso. Going forward, further healthcare can be developed and encouraged via similar partnerships, such as with the Texas Tech University Health Sciences Center El Paso. From a land use perspective, the healthcare uses, and quiet residential character are highly complementary. The regional Medical Center for the Americas is poised to create a significant amount of medical manufacturing opportunities on the US side of the US-Mexico border, and Horizon City is positioned to capitalize on this growth opportunity. This promises to be one of the more important regional initiatives that will have a direct impact on economic development in Horizon City. Horizon Boulevard will also provide access to a proposed Transit-Supported Town Center on the northeast corner of Horizon Boulevard and Darrington Road. This Transit-Supported Town Center will unlock 64 acres of land that was previously undevelopable due to dispersed land ownership. The efforts of the business community in partnership with residents and the Town of Horizon City has led to addressing the long-standing issue of undeveloped land. The benefits and details of the Transit-Supported Town Center are elaborated later in this chapter.

With relation to Horizon Boulevard itself, access by all forms of transportation must be emphasized. A successful, holistic approach to Horizon Boulevard will consider all forms of transportation access to not just the Transit-Supported Town Center but also all of Horizon City, and allow for the seamless integration between neighborhoods, the healthcare district, and the eastern end of Horizon Boulevard. Horizon Boulevard’s current and planned land use is the backbone of the town’s economic development future.

Darrington Road

Darrington Road is the primary business corridor of Horizon City. Darrington Road north of Horizon Boulevard is a major residential hub. The road provides access to many of Horizon City’s neighborhoods. On the western portion, many of these homes are valued for their proximity to the golf course directly in their backyards. The major exception to the east is the planned Transit-Supported Town Center. Darrington Road south of Horizon Boulevard is poised to be the main job center. The Horizon Economic Development Corporation has recently invested significant resources into the Industrial Park. The $5 million investment includes street infrastructure, water and wastewater infrastructure, and drainage. This public investment has incentivized economic development and business growth, with an emphasis on the logistics sector. These facilities are important components of the local economy and provide stable jobs to residents while fulfilling regional economic needs.

The Town of Horizon City is considering the development of a Business Park in proximity on Darrington Road. The Business Park will address one of Horizon City’s major economic needs: private office employment. A healthy economy includes a mix of jobs. Horizon City’s primary opportunity for job growth lies in the professional, managerial, and administrative sectors. In collaboration with UT El Paso, HEDC has recently invested in a small business incubator and the Horizon City aerospace and defense accelerator. This accelerator has been developed through a partnership with the University of Texas at El Paso and is an example of the growing links between Horizon City and major regional institutions. As these relationships grow and develop, Horizon City will have a premier Business Park hosting public, private, and nonprofit institutions.

Eastlake Boulevard

Eastlake Boulevard is the primary residential Amenities Corridor within Horizon City. The north end of the boulevard marks the limits of the Town of Horizon City. Whereas Darrington and Horizon Boulevard corridors are more intensely active, with their existing job centers and adjacency to the proposed Transit Supported Town Center, Eastlake Boulevard is best suited for less-intensive commercial uses. Eastlake Boulevard is primarily a residential boulevard oriented toward serving the community with neighborhood amenities. It hosts a school and a small shopping center, as well as trails and small parks. The East end of Eastlake is mostly vacant land but significant residential and commercial development is planned in this area over the next 10 years. Eastlake Boulevard extension was completed in 2019 with this growth in mind.
The Transit Supported Town Center, detailed above in relation to Horizon Boulevard and Darrington Road, is a major step forward for the community. The Transit Supported Town Center will allow Horizon City to experiment with development in an ambitious yet responsible manner. Due to the higher density development and the mixed uses, this land is poised to provide a higher rate of both property and sales taxes per unit of land as compared to the rest of Horizon City. The new growth within this development will allow the Town of Horizon City to provide high-quality public services without placing additional burdens on taxpayers due to the new revenue from these developments.

The Transit Supported Town Center will be a walkable hub with the potential for future improvements and investments in public transportation. The Transit Supported Town Center can serve as an impressive gateway to Horizon City for visitors from across the region.

Solutions to the funding of necessary infrastructure will be key to the successful development of the Transit Supported Town Center. Costs should be borne by parties who stand to reap the benefits of future development. The Town of Horizon City should carefully consider a combination of strategies to ensure that development is not stymied by initial infrastructure costs. The benefits in the long-term will accrue more rapidly the sooner development begins.

The Town of Horizon City needs to explore a public-private improvement district to jumpstart the creation of roads, streets, curbs, gutters, sidewalks and all the utilities in the Transit-Supported Town Center.

Business and Industrial Park
There is one privately owned industrial park in Horizon City that has several active users. As the population grows and prices for office space in El Paso increase, opportunities for business or tech park development will present itself. It behooves the City to preserve areas for such an endeavor.
Regional Park
A multi-use Regional Park and Entertainment venue could serve both the growing local need for quality sports competitions and also draw tourists who will come for a regional, state or national competition. There is a tremendous need in El Paso County for additional youth sports facilities. Regional parks can serve both social benefits and provide a benefit to municipal finances. Further study is recommended on the viability of a regional park project for Horizon City.

This type of facility attracts and retains a youthful workforce which is essential to growing and diversity the Horizon City economy.

Multi-modal Transit and Reverse Commuting
Having multimodal transit (as the Transportation Plan describes) is essential to growing a vibrant workforce. There is a recent discussion and initial plans to create several new transit options both within the Horizon City immediate area and from Horizon City to El Paso.

The future of Horizon City is bright, and not only for its residents. With partnerships such as the University of Texas at El Paso, the Texas Tech University Health Sciences Center El Paso, and other regional institutions, the town is poised to be a strong job center. The prospect of reverse commuting provides an additional attractive element to working within Horizon City. Vehicle throughput to Horizon City is low in the mornings and throughput out of Horizon City is low in the evenings. Residents and the millennial generation especially value low commute times. This can be accomplished by hyper-proximity of workplaces and the residences of workers, or also by shortened commutes that avoid traditional traffic and boast low travel times. With its prospects for economic development and the inclusion of new professional jobs, Horizon City can be a reverse commuting hub in the near future.

Strategic Considerations
The following represent the Economic Development initiatives of the Comprehensive Plan:

- Foster innovation in public and private policy and development throughout Horizon City
- Create a strategy for fostering development along the three main corridors
- Unlock development potential - especially in the Transit-Supported Town Center
- Create a Regional Sports and Entertainment complex that serves the growing local demand for high quality sports fields and a regional, state and national option for a venue for competition – drawing in tourist revenue to the City
- Introduce local and regional multimodal transit options that benefit Horizon City residents and its labor force in order to facilitate access to the county’s universities and areas with concentrated jobs
- Anchor the young population with public investments in recreation and social services
- Match housing supply to shifting market preferences

Example of Regional Sports Facility
Example of Industrial Business Park
**Economic Development Actions**

1. Draft and adopt an Economic Development Strategic Plan
2. Establish public/private partnerships to assist in growth and investment
3. Partner with UTEP, TTUHSC, EPCC and other regional institutions, to develop a strong and lasting workforce
4. Develop a web-based GIS map with parcel data information
5. Enable sports tourism through regional sports park
6. Promote and facilitate the development of a Transit-Supported Town Center
7. Attract and retain talent through investments in entertainment/culture
8. Focus on tech-based economic development activities in partnership with UTEP, Ft Bliss and the regional supplier network
9. Develop a business and industrial park
Chapter 8
Community Services + Facilities

EXISTING CONDITIONS
COMMUNITY VISION
COMMUNITY SERVICES + FACILITIES ACTIONS
Community Facilities Map

Existing Conditions Utilities, Infrastructure and Community Services

Community services, utilities and infrastructure are vital to a community’s economic development and prosperity. Planning for the impact of growth on public facilities is necessary for the Town’s safety and success. The following outlines the existing utilities, infrastructure and community services available in the Town. (For a larger map, please refer to the Appendix).

Utilities

All utilities, water, sewer, gas, electrical and stormwater, are available to the residents of the Town. Electricity and gas are provided by El Paso Electric Company and Texas Gas Service, respectively. Electric service is provided primarily via overhead lines; however, the current Subdivision Code requires that in dedicated parkland within the city all utilities be located underground. The water and wastewater utilities are owned and operated by the Horizon Regional Municipal Utility District (“The District”). Stormwater management is provided by the Town.

The District provides water and wastewater services to the residents of the Town of Horizon City. The District which was established in 1961 owns and operates the water and wastewater facilities. The District’s service area extends to communities outside Horizon City.

Water

The Hueco Bolson constitutes a significant source of groundwater for cities in west Texas. Horizon City relies on the Hueco Bolson groundwater supply and the brackish Rio Grande Alluvium Aquifer provided by the District which operates well field sites, located about 3 miles west of the city limits, to continuously withdraw water for the approximately 19,000 residents. The Hueco Bolson is characterized for its vast water supplies but also for its brackish water. The District treats brackish groundwater at the reverse osmosis desalination plant. In the 2010 Regional Water Plan, water demand within the Town and surrounding area was projected through...
The Plan’s evaluation indicated that groundwater and water conservation are the recommended strategies to meet the Town’s future needs. The district has rights to additional wellfields and identified production and delivery projects to increase available water supply as demand within its service area grows (TWDB, 2016). This suggests that the supply will be enough to meet the Town’s future water needs. The District owns and operates water utilities in the Town. The water distribution system is composed of a reverse osmosis treatment plant, supply wells, booster pump stations, ground and elevated storage tanks, and transmission and distribution lines. The District treats the brackish groundwater supply to meet drinking water standards and to continue serving its fast-growing service area. As commercial activity within the Town increases, per capita water use would be expected to increase. The District has excess treatment capacity at the reverse osmosis plant (currently a daily capacity of 6 million gallons per day) to meet current and future demand (Horizon Regional MUD, 2008). The District currently meets the minimum Texas Commission on Environmental Quality water supply and storage requirements (TCEQ, 2019).

The water is transported through 10 miles of large diameter water lines. The 12-inch gathering lines are used to transport water from the well fields to the reverse osmosis line. The 24-inch reverse osmosis line takes water from the well fields to the reverse osmosis treatment plant where water is treated to meet drinking water standards. A 24-inch transmission line is then used to transport water from the booster pump station to the ground storage tank. The service water lines (or service laterals) that deliver water to houses are supplied by the distribution lines.

Wastewater

The District also provides wastewater collection and treatment services to the Town and surrounding communities. The wastewater is collected from the houses in gravity sewer lines and is conveyed to the treatment facilities using lift stations. The wastewater is treated via a facultative lagoon (treatment capacity of 0.5 million gallons per day) and two aeration activated sludge plants (with 0.5 million gallons per day capacity each). Some of the treated wastewater effluent is used to irrigate the District-owned Emerald Springs Golf Course and livestock crops.

Stormwater

The Town oversees maintaining proper stormwater management within the city limits. Currently the Town contracts out city engineering services.

Electricity and Gas

Power is provided through El Paso Electric which provides service throughout El Paso County. The existing Town of Horizon City Subdivision Regulations requires buried electric lines within areas designated as “deeded parkland.” Natural gas is distributed through Texas Gas Service.

Telecommunication Services

As we move further into the 21st century it is evident the digital age is more prevalent than ever. Currently, Horizon City offers three Internet Service Providers each offering a different technology type of conveyance of the Internet:

- AT&T (Fiber Optic)
- Spectrum (Cable)
- Viasat (Satellite)

Fiber is the fastest form of technology offered and AT&T currently supplies download speeds of up to 1000 Mbps. Cable is the next fastest with Spectrum offering 100 Mbps. Satellite, offered through Viasat at a max speed of 25 Mbps, is widely available however it offers the slowest speed due to the far-traveling signal.
Community Services

Municipal Court
Horizon City has a municipal court system, staffed by one judge and one associate judge. The Municipal Court has jurisdiction over the territorial limits of Horizon City for the trial of misdemeanor offenses (Horizon City, 2019).

Public Safety
Fire, rescue, and police facilities are available to the residents of Horizon City. The local fire department falls under the jurisdiction of El Paso County Emergency Services District #1 but its primary facility is located within Horizon City. They currently operate out of one fire station but have plans to expand. The fire department is staffed on an entirely volunteer basis (Horizon City Fire Department, 2019).

In June of 2018, the Horizon City Police Department achieved Texas Law Enforcement Best Practices Recognition status. They are now one of the 146 Texas law enforcement agencies out 2,400 who are recognized for utilizing the best practices program (Horizon City Police Department, 2019). The police department has 26 full-time police officers and up to 15 non-paid reserve officers. They currently have 2 civilian staff consisting of an administrative assistant and forensic analyst. The department currently offers 24/7-E911 dispatching services with 17 full-time licensed dispatchers. The dispatchers are Emergency Medical and Emergency Fire Certified (EMD/EFD). Their dispatch center provides radio communications for El Paso County Emergency Services Districts 1 & 2 consisting of the following fire departments:

- Horizon FD
- Socorro FD
- Clint FD
- San Elizario FD
- Fabens FD
- Montana Vista FD
- West Valley FD
- ESD#1 Fire Marshall’s Office
- ESD#2 Fire Marshall’s Office

Recreation
As stated in the Parks and Open Space Chapter, the Town of Horizon City does not have a Parks and Recreation department, but as the city grows the demand for these public services follows. There are longstanding plans for a public library, which the two independent school districts have also expressed interest in seeing realized. Modern public libraries serve social and recreational functions beyond the provision of a lending library, including recreational and social services.

In the absence of a parks and recreation department, the Horizon City Police Department has assumed some of the corresponding responsibilities. The summertime Movies in the Park series draws up to 500 residents to Desmond Corcoran “Corky” Park. The Horizon City 30-year anniversary firework celebration attracted thousands of residents.

In the absence of a sports complex in Horizon City or in eastern El Paso, sports leagues cooperate with the school districts for use of their facilities.

The Oz Glaze Senior Center provides some entertainment and recreation but is underutilized. Expanding the programming to include younger members of the Horizon City Community, as well as seeking or establishing a minimal funding source for programming through a municipal recreation department would significantly increase usage and activity.

Overall, there is a pent-up demand for increased recreational and sports services and facilities. Many of these needs are traditionally met by a public library, a municipal parks and recreation department, and public-private partnerships where appropriate to meet community needs.
Daycare Facilities
There are several daycare facilities in the Town ranging from child to adult, both larger and smaller businesses.
- Aladdin DayCare Center – Horizon City
- Arcoiris Daycare
- Children’s Planet Day Care
- Club De Amistad Adult Day Care
- Just for You Daycare & Preschool
- Mini-Miracles Daycare
- Riddles and Rhymes Daycare
- Shanna’s Little Angels
- Travesuras Home Day Care

Medical and Family Services
Emergency medical services are available to Horizon City residents through Horizon City and the City of El Paso. The Hospitals of Providence (located in Horizon City) has a recently stationed helicopter. There are seven hospitals in Horizon City and El Paso.

Medical Facilities in Horizon City Area
Emergency Services
- The Hospitals of Providence Horizon City Campus
- Las Palmas Del Sol Urgent Care – Horizon (just outside city limits)
- Del Sol Medical Center
- The Hospitals of Providence Emergency Room - Edgemere
- University Medical Center of El Paso
- El Paso Psychiatric Center

Family Health Facilities
- Horizon Medical Plaza
- Sierra Providence Medical Partners
- Healthy Horizons Clinic
- Border Therapy Services
- Texas Tech Physicians of El Paso

Children Specific Medical Facilities
- Horizon City Child Wellness Center
- Horizon City Pediatrics

Dental and Orthodontic Facilities
- Dr Dyer Family Dental
- Easy Dental
- Texas Kids Dental Care of Horizon
- Keep Smilin’ Family Dental
- Smile Luv Dental of El Paso
- Horizon Orthodontics
- Horizon Smiles Orthodontics

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- Just for You Daycare & Preschool
- Mini-Miracles Daycare
- Riddles and Rhymes Daycare
- Shanna’s Little Angels
- Travesuras Home Day Care
Community Services + Facilities

Educational Services

K-12 Services

A Head Start facility is located on Darrington Road, south of Horizon Boulevard. There is an IDEA Public Schools (a non-profit charter school) scheduled to open in Horizon City for the 2020-2021 school year. This school intends to initially service K-5 but will ultimately expand to be a K-12 school.

Two independent school districts (ISDs) serve the residents of Horizon City: Socorro Independent School District (ISD) and Clint ISD covers 136 square miles of El Paso County and serves Socorro and the Eastern portion of El Paso, in addition to Horizon City (Socorro ISD 2019). Horizon City is home to five elementary schools, three middle schools, and two high schools. In addition to regular funding, voters in these two school districts have approved $377M in capital investment bonds since 2011. Following the implementation of these investments, the schools in Horizon City are an upward trend in their school ratings. Currently, there are no university campuses within Horizon City limits.

The Socorro School District houses 47,000 students via 49 campuses which include, 24 elementary schools, six preK-8 schools, nine middle schools, six high schools and four specialty campuses (Socorro ISD 2019). Socorro ISD is one of the largest (student population) and fastest growing districts in Texas. The student population is predominantly Hispanic (92.4%), with other ethnic groups having modest representation (Socorro ISD 2018). As a percentage of the total student population, the numbers of economically disadvantaged (71.4%), limited English proficient (LEP) (21.5%), and at-risk students (60.1%) are significantly higher than the state average.

The Clint ISD student population is predominantly Hispanic (95.8%), with other ethnic groups having modest representation. As a percentage of the total student population, the numbers of economically disadvantaged (86.3%), limited English proficient (LEP) (37.9%), and at-risk students (60.1%) are significantly higher than the state average.

Higher Education

As stated in other chapters, Horizon City is within driving distance of several educational institutions. Here they are in order from closest to farthest:

- Franklin College
- Park University
- Western Technical College
- Brightwood College in El Paso
- El Paso Community College
- University of Phoenix
- Southwest Career College
- Southwest University
- Vista College - Brook Hollow Branch Campus
- El Paso Community College - Fort Bliss
- Texas Tech University Health Science Center
- College Career Technology Academy
- Howard Payne University
- El Paso Community College - Rio Grande Campus
- Strayer University
- Texas Tech College of Architecture
- The University of Texas at El Paso
- New Mexico State University

Social Services

The Horizon City American Legion Post 598 is located on Elsworth Drive just outside Horizon City. They offer many activities and services to area veterans. All other social services, including welfare, social security and veterans’ services, are in El Paso.

Religious Institutions

Several faiths are served within the Town of Horizon City. These include Baptist, Catholic, and a nondenominational community chapel:

- First Baptist Church of Horizon City
- Holy Spirit Catholic Church
- Horizon Bible Church
- Iglesia Cristiana
- Family of Hope
- Faithful Baptist Church
- New Beginnings Ministries COGIC
- New Horizons Community Church
Community Services and Facilities Needs Question to Advisory Committee

What are the top needs/opportunities for Horizon City? (pick your top five)

- Parks/Open Space: 69%
- Recreation: sports or entertainment facilities: 85%
- Housing (single family, multi-family): 15%
- Retail space: 31%
- Office space: 0%
- Mixed-Use developments (combination of retail, office space & housing): 62%
- Community and Cultural Centers: 54%
- Transportation (hike/bike trails, parking lots, bus station, etc.): 54%
- Schools or libraries: 54%
- Innovation Center (creative job space): 23%

Community Vision

Through the interviews with stakeholders and conversations with the Advisory Committee and community at large, the planning team received valuable feedback in determining the direction the Town desired to move towards. Repeatedly throughout these discussions was the sentiment that Horizon City is a safe and family-friendly neighborhood, but it was lacking a variety of services needed in order to attract new residents and businesses and retain current ones.

Shaping the Horizon: Built Environment and Community Services

The planning team developed a series of actionable items for the Town to ensure progress and development through 2030.
Community Services + Facilities Actions
1. Develop a 10 year maintenance plan for streets and other city facilities
2. Seek federal funds for public safety functions
3. Develop a Sustainable Funding Plan for infrastructure, facilities, and services
4. Develop a stormwater/drainage utility system
5. Expand and fund programming within the existing Senior Center
6. Incentivize low-impact development to limit stormwater runoff
7. Provide support and funding to establish a cultural/ art community
Chapter 9
Transit Supported Town Center +
Design Considerations

DESIGN CONCEPTS
TRANSIT SUPPORTED TOWN CENTER RECOMMENDATIONS
TRANSIT-SUPPORTED TOWN CENTER + DESIGN CONSIDERATIONS ACTIONS
Design Concepts

Introduction

The Town of Horizon City does not have a town center. When the city was created, 64 acres in the middle of the City was intended for this purpose. However, due to dispersed land ownership, these 64 acres of land have remained undeveloped in the heart of Horizon City. These parcels present an opportunity for Horizon City to create a town center, with new businesses and diverse housing options. In addition to the economic potential, the new town center will enhance community identity and provide much needed space for social interaction.

During a series of workshops and meetings held in 2019, key stakeholders (including neighbors, policymakers, city staff, developers, and landowners) helped to develop a “vision” for the Transit Supported Town Center. These meetings focused on Town Center building typologies and site development standards and culminated in an understanding of each groups’ priorities for the Town Center’s vision, goals, and standards. Shortly after these meetings, City Council approved the relocation of the City Hall into the Town Center.

This chapter presents principles and strategies for creating a vibrant Town Center, which integrate the community’s vision and aligns with the goals and objectives set forth in this comprehensive plan. The principles and recommendations in this chapter should be used to guide the land use and development of the Town Center.
Purpose
The purpose of a town center is to create a “center” of social and economic activity in Horizon City, thereby establishing a central district promoting mixed-use development, which provides settings for active community life, social interaction, and increased economic activity. The other purpose of a town center is to encourage walkable, multi-modal development which is conducive to increased transit usage.

Transit-Supported Town Center Applicability
The proposed Transit-Supported Town Center district applies to the undeveloped parcels located to the east of Darrington Rd, north of Horizon Blvd, and west of Rodman St. The proposed Transit-Supported Town Center overlay may be extended to other areas in the future.

Transit Supported Town Center Concept
General Design Principles
To achieve the above objectives, development in the town center should follow the subsequent principles. The town center should:

- Include an economically sustainable mix of land uses, such as retail and services, offices, and a range of housing types;
- Cluster high density residential development around commercial centers, providing opportunities for residents to walk to shops, services, and jobs. Medium density residential (such as townhomes and duplexes should provide transitions between commercial and lower density residential areas;
- Be focused around at least one distinctive and attractive public space (e.g. mini-parks or plazas);
- Be compactly designed with short blocks (e.g., 400 feet or less is preferred) with buildings that face the streets and walkways;
- Include pedestrian facilities and amenities such as wide sidewalks, seating, designated crosswalks, trees and landscaping, ground level retail, and other features that help to foster a unique identity and encourage walking;
- Include climate and weather protection on primary pedestrian routes, such as covered waiting areas and awnings;
- Provide connected and convenient streets, sidewalks, bicycle lanes, and trail linkages from the town center to surrounding areas;
- Include bike amenities that contribute to the area’s bicycle environment and safety needs, such as bike racks, storage or parking, and dedicated bike lanes.

Street Design Guidelines
The following guidelines are not intended to be prescriptive but are provided as general recommendations.

**TABLE 9**
Street Design Elements:

<table>
<thead>
<tr>
<th>Element</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lane Width</td>
<td>10 ft</td>
</tr>
<tr>
<td>Standard Parking Lane Width</td>
<td>7-9 ft</td>
</tr>
<tr>
<td>Bike Lane</td>
<td>6 ft</td>
</tr>
<tr>
<td>Bike Lane Buffer – marked with 2 solid white line</td>
<td>2 ft</td>
</tr>
<tr>
<td>Sidewalk – Residential</td>
<td>5-7 ft</td>
</tr>
<tr>
<td>Sidewalk – Commercial</td>
<td>8-12 ft</td>
</tr>
</tbody>
</table>
Add “gateway” treatment to mark the transition into the town center. Curb extensions are often applied at the mouth of an intersection. When installed at the entrance to a residential or low speed street, a curb extension is referred to as a “gateway” treatment and is intended to mark the transition to a slower speed street.

Add curb extensions to create shorter and safer crossings for pedestrians, where appropriate. Curb extensions visually and physically narrow the roadway, creating safer and shorter crossings for pedestrians while increasing the available space for street furniture, benches, plantings, and street trees.
Street Facades
Street facades shall be designed to provide a strong relationship with the sidewalk and the street(s), to create an environment that supports and encourages pedestrian activity through design elements such as:

- Placement and orientation of doorways, windows, and landscape elements to create strong, direct relationships with the street; and
- Facades that include projecting eaves and overhangs, porches, and other architectural elements that provide human scale and help break up building mass.

Signage
- Wall signs that project from the wall shall be designed as individual letters and icons directly attached to a building facade, rather than as a “box” sign with a single background and frame attached to a building.
- Signs should be designed to be easily legible. Legibility can be optimized by providing high contrast between the sign content and its background.
- Signs attached to a building should be designed as integral components of the building in terms of size, shape, color, texture, and lighting, and should not cover or obscure the architectural features of a building.

Strategic Recommendations
Currently, there is no key infrastructure in the town center, which may make private development challenging, due to substantial upfront costs. To facilitate the development of the town center, it is recommended that the Town of Horizon City utilize a Public Improvement District (PID) or similar mechanism to provide funding for key infrastructure (such as roadways, water, sewer, drainage, sidewalks, and off-street parking) to encourage private development.
Transit Supported Town Center + Design Considerations Actions

1. Consider who will serve as Master Developer. This may be the HCEDC, the City, a developer or a public-private partnership of the two

2. Prepare a master plan for civic/community facilities in the Transit-Supported Town Center

3. Establish funding mechanisms for the development of the Transit-Supported Town Center

4. Consider a Public Improvement District (PID) or other mechanism to fund the Transit-Supported Town Center infrastructure

5. Develop uniform design standards for site development across the Town

6. Develop town branding and wayfinding signage
Chapter 10
Implementation Roadmap

GOALS
ACTIONS
VISION/
The vision articulates a clear vision for the future and provides focus for goals and actions. The Vision becomes a basis for the goals and actions reflected in the comprehensive plan.

GOALS/
The goals reflect aspirations related to the physical development of the Town of Horizon City. They provide a basis for strategic actions and a foundation to guide decisions through plan implementation.

ACTIONS/
The actions are realistic and achievable projects, policies, and programs that should be the basis of annual operating budgets and capital improvement plans to implement the long-term vision.

Implementation Roadmap
While the Comprehensive Plan articulates aspirations for the Town of Horizon City, the overarching perspective through the planning process has been to identify achievable goals and realistic strategies. As noted, implementation will require focused effort by citizens, staff, and city leaders. A detailed summary of strategic actions to implement the plan is included in the tables that follow. It is anticipated that these actions be considered when annual operating and capital work plans and budgets are developed and adopted.

The vision and goals articulated in Chapter 3 establish long-term aspirations and guidance for the Town. These form the basis for multi-year strategic plans and annual work plans which establish budgeting priorities and allow for mid-course corrections to adapt to changing conditions. Linking the Comprehensive Plan to the strategic planning effort creates continuity and a means to advance the goals of the comprehensive plan.

Specific actions to affect the strategic goals will frequently address more than one of the strategic focus areas and require multiple years to develop and implement. Actions are summarized in this implementation plan to provide a roadmap for staff and the community. It is anticipated that the implementation timeline, specific steps, and performance indicators will be identified or refined during annual budgeting processes and adjusted based on changing conditions.
VISION
TOWN OF HORIZON CITY
The Town of Horizon City is a vibrant and financially-resilient community where families live, work, and play, and businesses thrive, in a safe and friendly environment.

GOALS

Vibrant Placemaking
Enable and encourage development and use patterns that stimulate a variety of residential options, reinvestment and mixed-use environments, creating architectural character and vibrant places that support a desirable built environment to live, work, and play.

Economic Vitality and Resiliency
Diversify city revenue sources to build strong commercial and industrial ad valorem and sales tax base to maintain and expand the level of service for infrastructure, facilities, public safety and quality life amenities by increasing commercial activities and the local job base.

Wellness and Active Living
Improve the health and wellness of the community by developing a balanced park system with active and passive recreational opportunities for all ages that enables an active lifestyle with emphasis on public health.

Green Infrastructure
Conserve open space and the natural environment while promoting sustainable design practices that encourage effective stormwater management through low impact development that protects community safety and quality of life.

Public Safety
Provide a level of service for public safety exceeding the expectation of the community by investment in facilities and training for police that promotes a safe and secure environment where residents have a trusted relationship with law enforcement.

Mobility and Connectivity
Provide increased mobility within and into the city, as well as connectivity beyond city limits to important regional activities and destinations, enhancing mobility options through an accessible and efficient multi-modal transportation network.

Culture and Education
Create a community of cultural significance through an investment in the arts and education, providing youth with social activities and opportunities for vocational and higher education to develop into engaged, responsible citizens.

Community Identity
Establish a new identity for the community with a recognizable and consistent brand that supports a sense of place to residents, businesses, and visitors that identifies the community as an attractive place to live, work and play.
<table>
<thead>
<tr>
<th>Goal Area</th>
<th>Action</th>
<th>0-2 years</th>
<th>3-5 years</th>
<th>6-10 years</th>
<th>10+ years</th>
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<tbody>
<tr>
<td>Land Use</td>
<td>Establish zoning to accommodate denser and more walkable mixed-use development</td>
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<td></td>
<td>Revise existing zoning categories to simplify and align with the Future Land Use Map</td>
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<td></td>
<td>Enable neighborhood character through lot and home size variety</td>
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<td></td>
<td>Draft and adopt Unified Development Code that incorporates zoning, design standards, sign regulations, parking standards, landscape requirements; building codes that promote water and energy efficiency; and complete streets concepts</td>
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<td>Create incentives for infill development and redevelopment</td>
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<td>Provide an on-line permitting and development review process</td>
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<td></td>
<td>Develop funding strategies and incentives for affordable housing</td>
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<td></td>
<td>Explore and encourage annexation for future growth and development</td>
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<td>Parks + Open Space</td>
<td>Build a multi-purpose community recreation center</td>
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<td></td>
<td>Build a multi-purpose sports park</td>
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<td></td>
<td>Update 2010 Parks and Open Space Master Plan</td>
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<td>Establish a parks and recreation department in the Town</td>
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<td>Review and update the amount of parkland required per acre of new development</td>
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<td></td>
<td>Renovate the senior center</td>
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<td></td>
<td>Update and expand the hike and bike trail network</td>
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<td></td>
<td>Develop a community pool facility</td>
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<td>Goal Area</td>
<td>Action</td>
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<tr>
<td>Transportation + Mobility</td>
<td>Work with local transit providers to enhance regional connectivity</td>
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<td></td>
<td>Develop a direct transit route from Horizon City to Downtown El Paso</td>
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<td>Develop a circulator bus route connecting the Mission Valley Area</td>
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<td>Develop a master trails plan for active transportation</td>
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<td>Conduct roadway and sidewalk condition and needs assessment</td>
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<td>Economic Development</td>
<td>Adopt a Complete Streets policy to develop a multi-modal network</td>
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<td>Complete an American Disabilities Act (ADA) Transition Plan</td>
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<td>Draft and adopt an Economic Development Strategic Plan</td>
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<td>Establish public / private partnerships to assist in growth and investment</td>
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<td></td>
<td>Partner with UTEP, TTUHSC, EPCC and other regional institutions, to develop a strong and lasting workforce</td>
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<td>Develop a web-based GIS map with parcel data information</td>
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<td></td>
<td>Enable sports tourism through a regional sports park and facilities</td>
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<td></td>
<td>Promote and facilitate the development of a Transit-Supported Town Center</td>
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<td>Attract and retain talent through investments in entertainment and culture</td>
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<td></td>
<td>Focus on tech-based economic development activities in partnership with UTEP, Ft Bliss and the regional supplier network.</td>
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<tr>
<td>Goal Area</td>
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<td>Develop a business and industrial park</td>
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<td>Develop a 10-year maintenance plan for streets and other city facilities</td>
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<td>Seek federal funds for public safety functions</td>
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<td>Develop a Sustainable Funding Plan for infrastructure, facilities and services</td>
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<td>Develop a stormwater/drainage utility system</td>
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<td>Expand and fund programming within the existing Senior Center</td>
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<td>Incentive low-impact development to limit stormwater runoff</td>
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<td>Provide support and funding to establish a cultural / art community</td>
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<td>Consider who will serve as Master Developer. This may be the Horizon City EDC, the City, a developer or a public-private partnership of the two</td>
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<tr>
<td>Prepare a master plan for civic / community facilities in the Transit-Supported Town Center</td>
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<tr>
<td>Establish funding mechanisms for the development of the Transit-Supported Town Center</td>
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<tr>
<td>Consider a Public Improvement District (PID) or other mechanism to fund the Transit-Supported Town Center infrastructure</td>
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<tr>
<td>Develop uniform design standards for site development across the Town</td>
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<td>Develop town branding and wayfinding signage</td>
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Glossary
### Glossary of Terms

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>ADA</td>
<td>Americans with Disabilities Act</td>
</tr>
<tr>
<td>ATLAS</td>
<td>Texas Historic Sites Atlas</td>
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<tr>
<td>COGIC</td>
<td>Church of God in Christ</td>
</tr>
<tr>
<td>EDC</td>
<td>Economic Development Corporation</td>
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<tr>
<td>EFD</td>
<td>Emergency Fire Dispatcher</td>
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<tr>
<td>EMD</td>
<td>Emergency Medical Dispatcher</td>
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<tr>
<td>EPCC</td>
<td>El Paso Community College</td>
</tr>
<tr>
<td>EPMPO</td>
<td>El Paso Metropolitan Planning Organization</td>
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<tr>
<td>ESD</td>
<td>Emergency Services District</td>
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<tr>
<td>ETJ</td>
<td>Extraterritorial Jurisdiction</td>
</tr>
<tr>
<td>FAST Act</td>
<td>Fixing America’s Surface Transportation Act</td>
</tr>
<tr>
<td>FLUM</td>
<td>Future Land Use Map</td>
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<tr>
<td>FTE</td>
<td>Full-time Equivalent</td>
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<tr>
<td>GIS</td>
<td>Geographic Information System</td>
</tr>
<tr>
<td>HCEDC</td>
<td>Horizon City Economic Development Corporation</td>
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<tr>
<td>I.S.D.</td>
<td>Independent School District</td>
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<tr>
<td>LEED</td>
<td>Leadership in Energy and Environmental Design</td>
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<tr>
<td>LEP</td>
<td>Limited English Proficient</td>
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<tr>
<td>LQ</td>
<td>Location Quotient</td>
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<tr>
<td>MPO</td>
<td>Metropolitan Planning Organization</td>
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<tr>
<td>NEPA</td>
<td>National Environmental Policy Act</td>
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<tr>
<td>NHPA</td>
<td>National Historic Preservation Act</td>
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<tr>
<td>NRHP</td>
<td>National Register of Historic Places</td>
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<tr>
<td>PID</td>
<td>Public Improvement District</td>
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<tr>
<td>RMA</td>
<td>Regional Mobility Authority</td>
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<tr>
<td>TCEQ</td>
<td>Texas Commission on Environmental Quality</td>
</tr>
<tr>
<td>TIRZ</td>
<td>Tax Increment Reinvestment Zone</td>
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<tr>
<td>TOD</td>
<td>Transit-Supported Oriented Development</td>
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<tr>
<td>TPWD</td>
<td>Texas Parks and Wildlife Division</td>
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<tr>
<td>TTUHSC</td>
<td>Texas Tech University Health Sciences Center</td>
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<tr>
<td>TWDB</td>
<td>Texas Water Development Board</td>
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<tr>
<td>TxDOT</td>
<td>Texas Department of Transportation</td>
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<tr>
<td>USFWS</td>
<td>U.S. Fish and Wildlife Service</td>
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<tr>
<td>UTEP</td>
<td>University of El Paso</td>
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</tbody>
</table>
Appendix:

Resolution of Advisory Committee + Economic Development Corp.
Maps + Graphics
RESOLUTION

WHEREAS, the Town of Horizon City approved the Vision 2020: Comprehensive and Strategic Plan on June 2011 ("Comprehensive Plan");

WHEREAS, the Town has determined it is necessary to update and revise the Comprehensive Plan and has entered into an agreement with Parkhill Smith & Cooper ("Consultant") for professional architectural, planning and engineering services with regard to the Comprehensive Plan Update and Revision, which will update and revise the Vision 2020: Comprehensive and Strategic Plan ("Comprehensive Plan Update"); and

WHEREAS, the Consultant and Town staff have recommended that the City Council appoint a community advisory committee to work jointly with the Horizon City Economic Development Corporation to review the Comprehensive Plan and proposed update, provide community input, and make a recommendation to the City Council.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE TOWN OF HORIZON CITY:

1. That the 2019 Comprehensive Plan Community Advisory Committee composed of 15 members who are representatives of the community, business and residents of the Town of Horizon City. The members shall be appointed by the Mayor based on recommendations submitted by the City Council and City staff.

2. The Community Advisory Committee shall meet jointly (to the extent feasible) with the Horizon City Economic Development Corporation to review the Comprehensive Plan and proposed update, provide community input to the Consultant and Staff and make a recommendation to the City Council regarding the adoption of the Comprehensive Plan Update.

3. The Community Advisory Committee shall conduct its meetings in compliance with the Texas Open Meetings Act. A quorum of the Advisory Committee shall be 51% of the members then appointed and serving.

4. The Community Advisory Committee shall appoint a chair and vice chair of the Community Advisory Committee.

5. The Town’s Planning Director and other city staff, as needed, shall provide staff assistance to the Community Advisory Committee necessary to complete its purpose, based on the Town’s available resources.

6. The Community Advisory Committee shall provide a recommendation to the City Council regarding its findings on the schedule established in the Consultant’s contract, as it may be amended.

7. Once the Community Advisory Committee makes its recommendation to Council, the Committee shall automatically be dissolved unless the City Council otherwise extends the period and/or responsibilities, in the Council’s sole discretion.

APPROVED this 12th day of February 2019 by the City Council of the Town of Horizon City.

TOWN OF HORIZON CITY

Rafael Mendez
Mayor

Elvia Schulte, Town Clerk

Approved as to Legal Form:

Bertha A. Ontiveros, Asst. City Attorney
A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.
Parks and Open Space Map
Existing Traffic Counts
Existing Crash Maps
Existing Crash Maps
Advisory Committee Mentimeter Responses

Land Use Actions

- Provide online permitting and development review process
- Develop funding strategies and incentives for affordable housing
- Create incentives for infill development and redevelopment
- Revise existing zoning categories to simplify and align with ETU
- Establish zoning to accommodate denser, walkable mixed-use development
- Enable neighborhood character through lot and home size variety
- Draft and adopt Unified Development Code

Parks and Open Space Actions

- Develop a community pool facility
- Renovate the senior center
- Build a multi-purpose community rec center
- Review and update the amount of parkland required per acre of new development
- Update 2010 Parks and Open Space Master Plan
- Establish and parks and rec department
- Build a multi-purpose sports park
- Create a hike/bike trail network

Transportation and Mobility Actions

- Conduct roadway/sidewalk condition and needs assessment
- Work with local transit providers to enhance regional connectivity
- Adopt a Complete Streets policy to develop a multimodal network
- Develop a direct transit route from Horizon City to Downtown El Paso
- Develop a circulator bus route connecting the Mission Valley
- Implement Intelligent Transportation System technology
- Develop a master trails plan for active transportation

Economic Development Actions

- Develop a web-based GIS map with parcel data information
- Draft and adopt an Economic Development Strategic Plan
- Establish public/private partnerships to assist in growth and investment
- Partner with UTEP and TTUHSC to develop workforce
- Enable sports tourism through regional sports park
- Promote and facilitate the development of a Transit-Oriented Development
- Attract and retain talent through investments in entertainment/culture

Community Services and Facilities Actions

- Develop a Sustainable Funding Plan for Infrastructure, facilities, and services
- Develop a stormwater/drainage utility system
- Develop a 10-year maintenance plan for streets and other city facilities
- Provide support and funding to establish a cultural/arts community
- Seek federal funds for public safety functions
- Create and fund programming within the existing Senior Center
- Incentivize low-impact development to limit stormwater runoff

Town Center and Design Standards Actions

- Designate a master developer for the Town Center
- Develop town branding and wayfinding signage
- Prepare a master plan for civic/community facilities in the Town Center
- Establish funding mechanisms for the development of the Town Center
- Create a Public Improvement District (PID) to fund Town Center infrastructure
- Develop uniform design standards for site development across the Town

Appendix