

NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN  
SPRING 2003



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## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN INTRODUCTION



In 1996, the College Station City Council adopted the Northgate Redevelopment Plan as produced by the consulting firm of Hellmuth, Obata & Kassabaum, Inc. (HOK). Since the plan was adopted, several recommendations involving public improvements have been implemented. The improvements that have been completed or are currently under development include the construction of public parking facilities, roadway and utility infrastructure, streetscape improvements, and various other public projects.

The purpose of this report is to incorporate implementations that have been made and make recommendations on strategies that will result in further private sector redevelopment in the Northgate area. To accomplish this task the Land Design Studio team employed the services of the following professional organizations: Branson Research Associates, based in College Station, specializing in professional market and economic research; Centro Development, an urban multi-family, retail, and mixed-use development practice; and the Celero Group, an economic development consulting firm. The team was specifically chosen to forge a market based approach to address the Northgate issues. Accordingly, many of the recommendations are different compared to everyday conventional development. We feel this type of extended thinking is necessary when 'business as usual' does not address, better yet, solve the complex issues facing urban development and redevelopment matters.

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## VISION STATEMENT: COMPONENTS OF THE IDEAL NEIGHBORHOOD

### LIVING/ WORKING

Stress-free balance



Walkable, transit-accessible, tel-working relationships between work and home allow employees/residents greater flexibility and control over their time and money, offering more attractive choices that previously never existed.

Benefit

Enjoy alternative to traffic congestion, long hours, cafeteria food, latch-key kids, expensive housing, and feelings of isolation.

### WORKING

face-face incubating



70% of workforce learning is achieved informally at casual meeting places. New Economists strategize that the ROI is much greater from facilitating business opportunities rather than increasing worker productivity.

Benefit

Meet clients, associates, and prospects in a "co-operative" business community infrastructure where fresh ideas and new allies come often and easily.

### WORKING

anywhere officing



AT&T was able to reduce its office space costs by 50%, estimating that since 1995, the company has saved \$500 million in office lease costs by promoting telecommuting. IBM saved some \$35 million in real property costs via telework. Pac Bell saved about \$20 million over five years.

Benefit

Be nearer to your customers, clients and family by decentralizing your office, slashing commuting and real estate costs.

### WORKING

telework center



Telework centers surrounded by business services and social spots are fast becoming the office space of choice for entrepreneurs seeking a more networked alternative to the monotony of working at home.

Benefit

Work in the hipness of a coffee shop and the amenities of copy centers nearby.

### WORKING

home office



After implementing a teleworking program, a major brokerage company was named one of the top places to work by both Business Week and Working Mother while Siemens reduced its turnover rate from 10% to 3%. Fortune 500 companies are estimated to increase productivity by 20-30%.

Benefit

Work on a flexible schedule, be near your kids, eliminate commuting and be nearer to business amenities.

### LIVING/ WORKING

night life



The LA Times reported that 40% of high tech workers have regretted their career decision because of poor quality of life. Many of them work in office parks that are too isolated from entertainment destinations to facilitate spontaneous meetings.

Benefit

Eat, drink, and be merry at a variety of restaurants, pubs, and theaters after work, even after 10:pm.

### LIVING

affordable homes



Walkable and transit-accessible neighborhoods that are higher in density reduce resident's automobile expenses, sometimes entirely. Statistics also clearly show that higher densities result in reduced crime (more "eyes on the street").

Benefit

Buy an attractive home whose innovative design increases both its livability and affordability even in the most desirable neighborhoods.

### LIVING

on-site daycare



"This is the key component in trying to attract the best employees."  
Motorola  
Motorola spent more than \$1 million to build space for each of the centers. The child care industry estimates that there were 1000 on site day-care centers in 1986. Today there are 8000.

Benefit

Transport your kids to and from day care conveniently. Spend more time with your kids, feel more secure when you're not.

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## VISION STATEMENT: COMPONENTS OF THE IDEAL NEIGHBORHOOD

### LIVING

on-site healthcare



The Mayo Clinic (rated as the #2 hospital in the U.S.) is pioneering a portable telemedicine station that will eliminate 80% of hospital trips. The national Center for Health Statistics reported the average home care visit costs \$88 VS. \$1,872 for a day of hospital care.

Benefit

Walk to your neighborhood clinic. Stay at home or work and receive hospital-quality care at a local telemedicine station.

### LIVING

natural retreats



The most livable towns and cities enhance the greatest natural features, not build on them. This provides more identity to a place. Within the town, everyone is within tow blocks of a park.

Benefit

Play, relax, and recharge in a recreational or wilderness oasis after work or even during the lunch hour.

### LIVING

sense of community



Worth Magazine did a study of the 50 most desirable neighborhoods in the country - nearly all of them are walkable places where people meet spontaneously and have a strong sense of identity and community. The demand greatly exceeds the supply.

Benefit

Live in a community where getting to know people on a first-name basis is a benefit rather than a liability.

### ENTERTAINING

places as portals



The whole is greater than the sum of its parts: The most profitable businesses cooperatively provide the patron with a rich selection as well as entertainment forums for public events and street 'theater'. They become tourist attractions and local hot spots.

Benefit

Enjoy a theater of stores and restaurants that create a wonderful hang out at lunch or after work.

### SHOPPING

shopping



The national Main Street Center conducted a study revealing that 60% of a local store owner's income stays within the community while 10% of a regional chain remains. National chain spend 3% of their profit in the local economy.

Benefit

Purchase goods and services that you usually find only at a "big-box" or shopping mall at a convenient on-site center.

### LEARNING

networked school



Children who can walk to school are less of a burden to their parents and knit a stronger neighborhood network. IBM at School is a portfolio of offerings that leverage the internet to help schools transform the way students learn, teachers teach and administrators manage.

Benefit

Provide freedom fro your kids through easy access to quality education physically and virtually.

### EXECUTION

work/live balanced towns



91% say personal life is the key to work/life balance, 52% say they'd drive an old care or live in a small home in exchange for more free time, 40% of tech workers regret career move and Silicon Valley firms lost \$3billion because of poor quality of life. 0.7% - the supply available to meet the above demand.

Benefit

Attract the best talent, the most innovate leaders, the hippest residents, the top students, the hottest business, the widest news coverage...

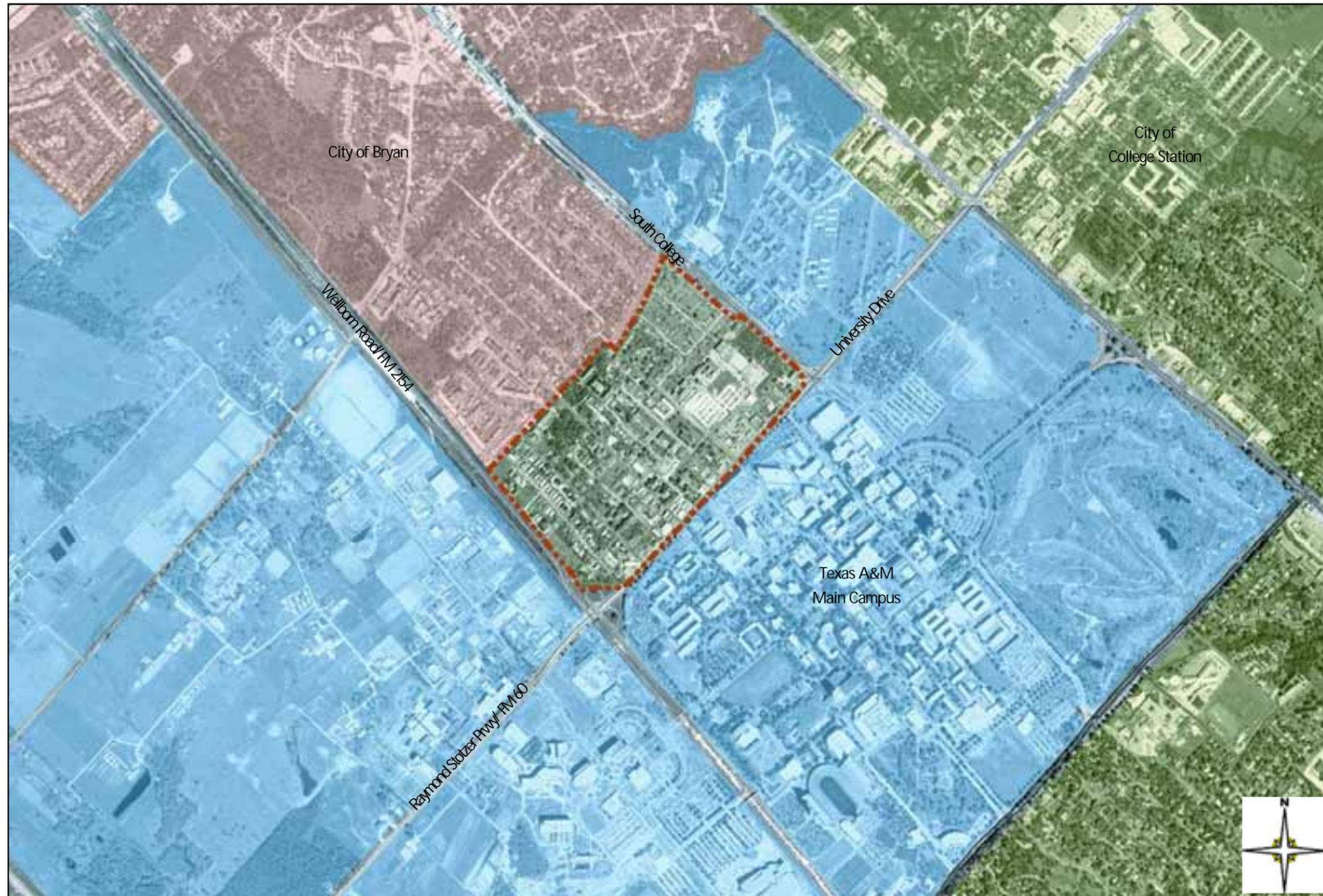


## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN STUDY BOUNDARIES



The Northgate area is generally bounded by University Drive on the south, Wellborn Road on the west, South College on the east, and the city limits of Bryan on the north. The district comprises approximately 145 acres, and serves as home for approximately 1,000 residents.

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN SURROUNDING CONTEXT



Northgate is essentially a service and residential district adjacent to Texas A&M University. The district is surrounded on three borders (east, south and west) by Texas A&M property. Married student housing is across South College Avenue to the east; the college's main campus is adjacent to the south; university operations, purchasing, and the physical plant are to the west; however the berm that elevates the railway parallel to Wellborn is a barrier preventing visual or physical connectivity across Wellborn Road. The north boundary of the district is less defined; Northgate residential housing blends into a City of Bryan neighborhood residential development without much distinction between the two.

In College Station there is little urban fabric. There is basically a low-density land use pattern, small lot developments interspersed with large institutions.

When the University was founded, it was largely a group of farms. There was some military housing that the University took over. The Brazos duplex area was recycled military housing, which has since been torn down.

NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN  
NORTHGATE AERIAL



# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN REDEVELOPMENT TO DATE



City of College Station Facade Improvement Program  
Past Project Comparisons

- (A) Spark's Campus Photo
- (B) University Book Store
- (C) 315 Church Street
- (D) Satchel's Restaurant
- (E) Loupot's Bookstore
- (F) Northgate Center

- Facade Improvement
- Unchanged Structures
- Structures That Would be Demolished
- Unbuilt Structures Proposed by HOK
- Completed New Structures
- Completed Street Improvements

NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN  
DEMOGRAPHICS & MARKET ANALYSIS



# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## BACKGROUND: PEOPLE & MONEY

### CURRENT & HISTORICAL ISSUES FOR NORTHGATE

There is little urban fabric to College Station.

Low-density, small lot developments interspersed with large institutions dominate the Northgate landscape.

Northgate is a service and residential district adjunct to Texas A&M.

When the University was founded, Northgate was a group of farms; the residential and retail uses in the district have always developed in response to Texas A&M.

Northgate has 1,000 - 1,200 residents.

Expected gain of 2,500 residents.

New residents are expected in the district and the surrounding walkable neighborhood in next two years. The completion of two new apartment complexes on Wellborn Road and the occupancy of Traditions Dorm will contribute to this gain.

Residential population is primarily students.

A higher than average number of international students live in Northgate.

Refer to up Appendix D and Appendix B. for more detailed information on population statistics.

### CURRENT & HISTORICAL ISSUES FOR BRYAN/ COLLEGE STATION

Consistently the lowest unemployment rate in Texas.

Higher than average population growth.

2002 population is estimated to be 167,000, up 5% from 2001, among the top rates in Texas. The projected population by 2010 will be approximately 200,000.

Population is young and dominated by the student market.

57% of College Station and 22% of Bryan's population is ages 18-24.

The next largest group is 25-34, with 13% in College Station, and 15.6% in Bryan. This is indicative of the fact that the large numbers of college students leave for first jobs in other cities.

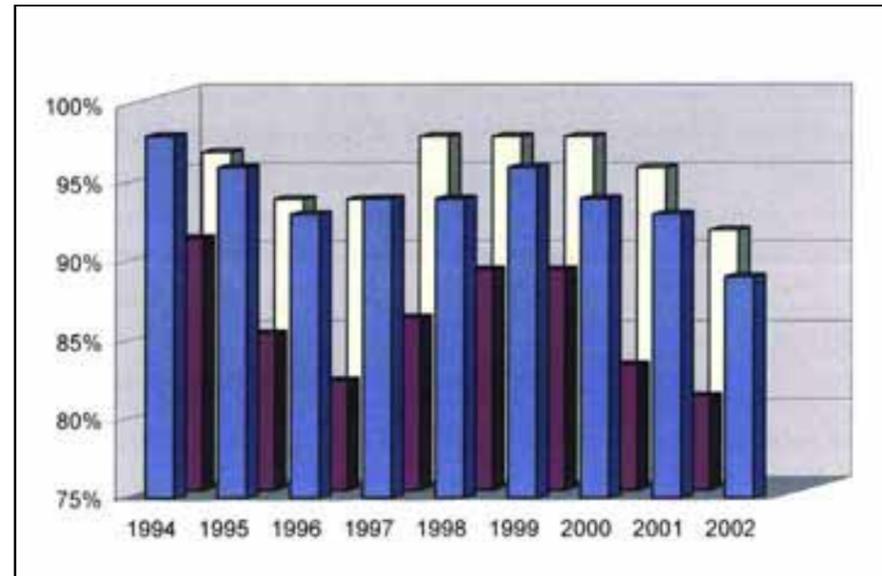
Median Incomes

The average household income within a 1-mile retail service area of Northgate is likely less than the median income for the area of \$29,000 per year.

Brazos county's median family income is just over \$29,000 while the statewide average is almost \$40,000. In Travis and Harris county, two competing markets, the median household income is almost \$46,700 and \$42,600 respectively.



## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN BACKGROUND: MULTI-FAMILY HOUSING



Overall Multi-Family Occupancy Rate  
Bryan/College Station 1994-2002

Spring  
Summer  
Fall

### Multifamily Market Driven by College Students

Garden apartment complexes, privately owned dorms, apartment complexes with two and four bedroom suites with individual or shared baths dominate the market. These are often leased by the bedroom.

### Multifamily Demand

The spring 2002 apartment occupancy rate was 89% down from the fall 2001 occupancy rate of 91%. Fall 2002 occupancy rate was 88%.

Occupancy has gone from highs in early 1990's of 99% and 96% in 1999 down to current levels because of higher than average supply increases. Average absorption is 600-650 units of multifamily housing per year over the last eight years.

One bedroom and efficiency apartments have much higher occupancy rates than the 2-4 bedroom units that dominate new construction.

### Multi-Family Supply

The average number of apartments and two-four unit properties permitted from 1997-2001 was 600 units per year.

January to August 2002 totaled 548 units with 572 units expected by the end of the year for an expected total of 1,120 units.

The area supply is larger than would be expected in a city this size due to a steady supply of new students and availability of inexpensive land.

### Multi-Family Form Type

Low-density apartment development is the norm in Bryan/ College Station due to seemingly unlimited available land, low land prices, and one dominant customer market segment.

### Multi-Family Future Trends

As TAMU strives to recruit and keep research faculty and graduate students from other more urbanized parts of the United States and abroad, the housing market will need to adapt to meet that market.

Given the lack of diversity of the housing product and changes in the demographics, there may be opportunities for more diverse multi-family property types in Northgate. Examples include lofts, live/work, apartments over retail, townhouses and lofts. These new Products may lease more quickly due to their unique nature in this market.

### New Single-Family Trend

There has been an increase in single family unit needs and a larger than expected number of empty nesters and retirees migrating from other parts of Texas.

### The Forecast

Given an average adsorption rate of approximately 600 units per year and a supply of approximately 1,120 of apartment units and 750 empty private dorm rooms one could calculate that there is a three year inventory of multifamily housing units in the pipeline.

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN BACKGROUND: RETAIL

### Bryan/College Station Retail

#### Rents

Market rents range from \$10-24 per foot per year NNN (triple net). Suburban strip centers range from \$15-18. Northgate retailers and restaurants pay from \$7 to \$15 per square foot. Northgate leases are shorter term than comparable suburban leases, probably, to give landlords more control over rates. This lag in rates will likely continue unless Northgate reinvents itself as a preferred location.

#### Vacancies are up.

Tenants are relocating to newer construction along Texas Avenue and Highway 6 bypass. Big box retailers are located along these throughways and will continue to increase their market share over time exerting pricing pressure on local merchants. The pattern of suburbanization in both Bryan and College Station will continue to exert pressure on retailers to go where the action is, ie. the suburbs. Rising vacancies will likely continue until, and unless, Northgate establishes itself as an urban retail destination. This phenomenon will continue to have a negative effect on rents in terms of both price and turnover.

#### Larger Size Brings National Tenants

Population growth rate, the City's size, and increasing affluence are bringing new retailers and restaurants to Bryan/College Station. Preferred locations are on south Texas Avenue and along the Highway 6 bypass.

#### Economy Strength

Locally based retailers and restaurants, many of them unique to the area, seem to be doing well in spite of a statewide recession. This could be in part due to the status of some commercial establishments as local cultural icons.

### Northgate Retail

Northgate has seen the arrival of several new establishments in the past few years: Freebirds, Excell, Texadelphia, a sushi restaurant, and the New York sub shop.

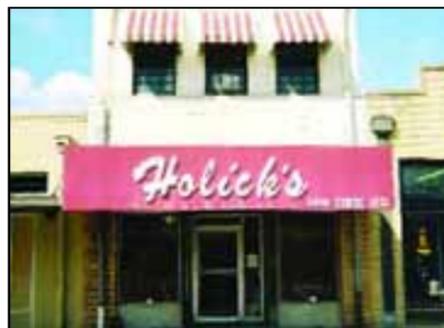
The new Traditions dormitory and new residential housing planned on Wellborn Road will bring 2,500 new student residents to the neighborhood in the next few years.

#### Existing Retail Issues for Northgate:

- A. *There is a perception of lack of parking.*
- B. *Lack of on street parking for convenience retailers.*
- C. *Discontinuous street grid makes moving through the district somewhat difficult.*
- D. *Separation from TAMU by nine lane major arterial (University Drive)*
- E. *Small number of large property owners with fragmented ownership patterns.*
- F. *High number of limited land uses: for example: bars and churches; by contrast, a larger number of diverse businesses would make the area more successful and probably ease tensions between those two uses.*
- G. *Dilapidated physical appearance of much of the older retail and stock housing.*
- H. *Institution property owners are buying land at inflated prices which in turn artificially inflate the land market, takes land off of the city/district tax rolls, and prevents more uses from establishing themselves in Northgate.*
- I. *Lack of a strong retail anchor in the district.*

#### Recommendation

To offset the gap between low rental rates and high land prices the city should look to subsidize the purchase of land in the district. This subsidy could be in the form of a long-term loan with low repayment terms in the early years.



## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

### BACKGROUND: COMPONENTS OF A GOOD MAINSTREET ENVIRONMENT

The following are excerpts from an article written by Robert Gibbs, a nationally authority on retailing. The full article is available in the appendix of this report.

1. Retail follows fashion, and fashion changes frequently. Shoppers will not believe a store has fashionable, new clothing on the inside if it is outdated and worn on the outside.

2. The downtown setting does not necessarily need large retail department stores to serve as anchors. Many other attractions can function in the same way as department stores to be a regional draw for shoppers. These include line theatres, movie theatres, art and convention centers, and farmers' markets.

3. Most importantly, every retail district must have one main shopping path.

4. Every shopping district should also have a main intersection, approximately halfway along its length, to allow people to orient themselves. This intersection should have an interesting focal point that draws people toward the middle of downtown. Often a strong vertical element aids in this task. Most downtowns have such dramatic landmarks that can, with imagination, be integrated into a total retail strategy. This area is equivalent to the main court of a shopping mall. Here, we should find an information booth, a play area for children, stroller rental, and signage leading to other shops. Views from three or four directions must possess strong visual interest to pull shoppers by stores along each direction.

5. A major impediment to the smooth circulation of shoppers through a retail district is the "dead" space of empty storefronts or non-retail storefronts like offices or branches of a bank. A frontage of 30 feet without retail is often enough to cause shoppers to stop in their tracks and turn around.



- Red: Retail Anchor
- Purple: Primary Retail
- Yellow: Secondary Retail
- Green: Public Space for Orientation

Retail Diagram

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

### BACKGROUND: COMPONENTS OF A GOOD MAINSTREET ENVIRONMENT



6. It should feature stores that thrive on impulse buying, like shoe stores, fashion stores, and toy stores. In contrast, destination shops should be at the end of shopping avenues.

7. If possible, restaurants should be carefully located to encourage movement past storefronts.

8. Service stops should be at the outer edges of downtown shopping districts. Examples include barber shops, shoe repair shops, bakeries, and dry cleaners.

9. Sidewalk and pedestrian mall paving, benches and trees are all important elements of the downtown shopping experience. But they can have an extremely negative impact on shoppers if not done properly. Contrary to many current projects and ideas, these treatments need not and should not be ornate or overly expensive.

10. Surface parking must be plentiful, secure, close to shopping, and free or inexpensive. Employees must be encouraged to park in the more distant spots, through enforcement with employee parking stickers or a shuttle system during peak shopping times.

11. When possible, reinstall diagonal parking so shoppers know they can have a good chance of finding a parking space. While driving down Main Street, shoppers will view storefronts and window displays and begin their retail decisions. With modern merchandising, many purchasing decisions are actually made before the customer ever crosses the threshold of a store.

12. We are creatures of habit. People turn to the same parking spot again and again.

13. Downtowns cannot continue to simply tear up old lots and expect users to find somewhere else to park. They won't. Many of these shoppers will never come back. High profile, intensive efforts must accompany any change in parking locations. Clean and safe can never be overdone in retail, especially with parking, which tends to be the most intimidating part of the shopping experience. Sidewalks should be steam cleaned daily. Parking lots should be cleaned daily, resurfaced or repaved regularly, and feature good lighting and attractive landscaping. Security must be visible at all times.

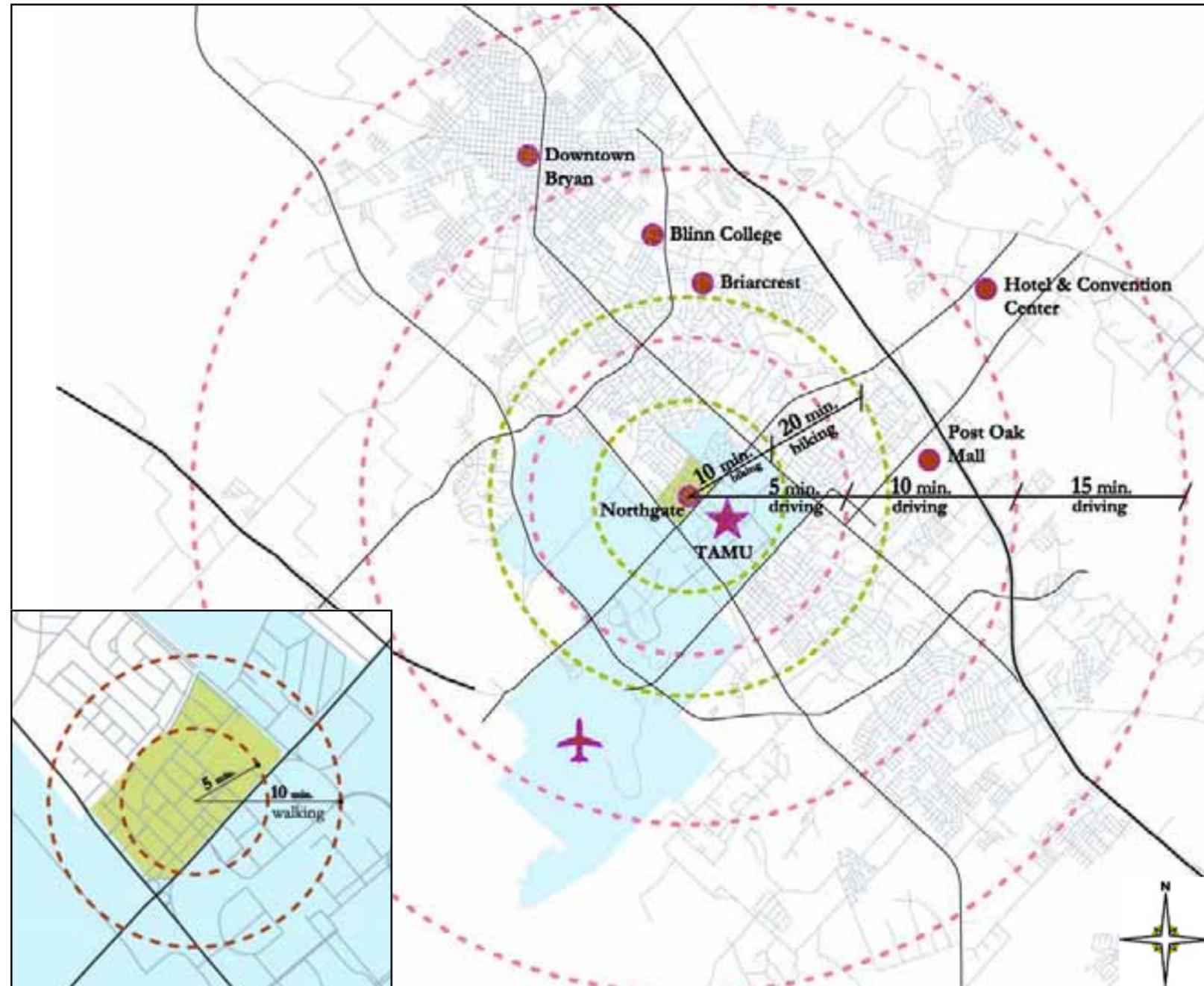
14. Street lights should be simple rather than ornate and their placement must not obstruct storefronts.

15. All stores in a downtown retail district should have the same hours and days of operation. Never let one tenant close while the others remain open. Sunday hours should also be strongly encouraged and all stores should have their hours of operation clearly posted. Today's time-stressed, two-income families can't afford and won't tolerate hit-or-miss shopping. They shop at malls or strip centers as multiple errand destinations because they know that all stores will be open.

NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN  
NORTHGATE CONTEXT



## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN COLLEGE STATION TRANSPORTATION MODES



Due to the proximity to Texas A&M's main campus the district has an above average use of bikes and more pedestrians than College Station in general. This section explores the various ways of moving around the district and around town.

Biking distances are indicated in green and show how far one can bike from Northgate in five to ten minutes. Most areas of the campus are accessible within an easy ten minute bike ride from Northgate.

Automobile travel times are indicated in orange; five minute, ten minute, and fifteen minute drives are measured from Northgate. What this diagram shows is that one can drive virtually anywhere in College Station or Bryan in less than one half an hour, and less than fifteen minutes from Northgate. All suburban commercial and retail development is surrounded with ample parking, thus making retail destinations convenient to drivers. These same factors generate a low-density building environment, discourage walking, and decrease the efficiency and interest in public transit.

Northgate, on the other hand, is quite walkable. As the diagram indicates one can get from any origin in Northgate to any destination in five to seven minutes.

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN DISTRICT DENSITY

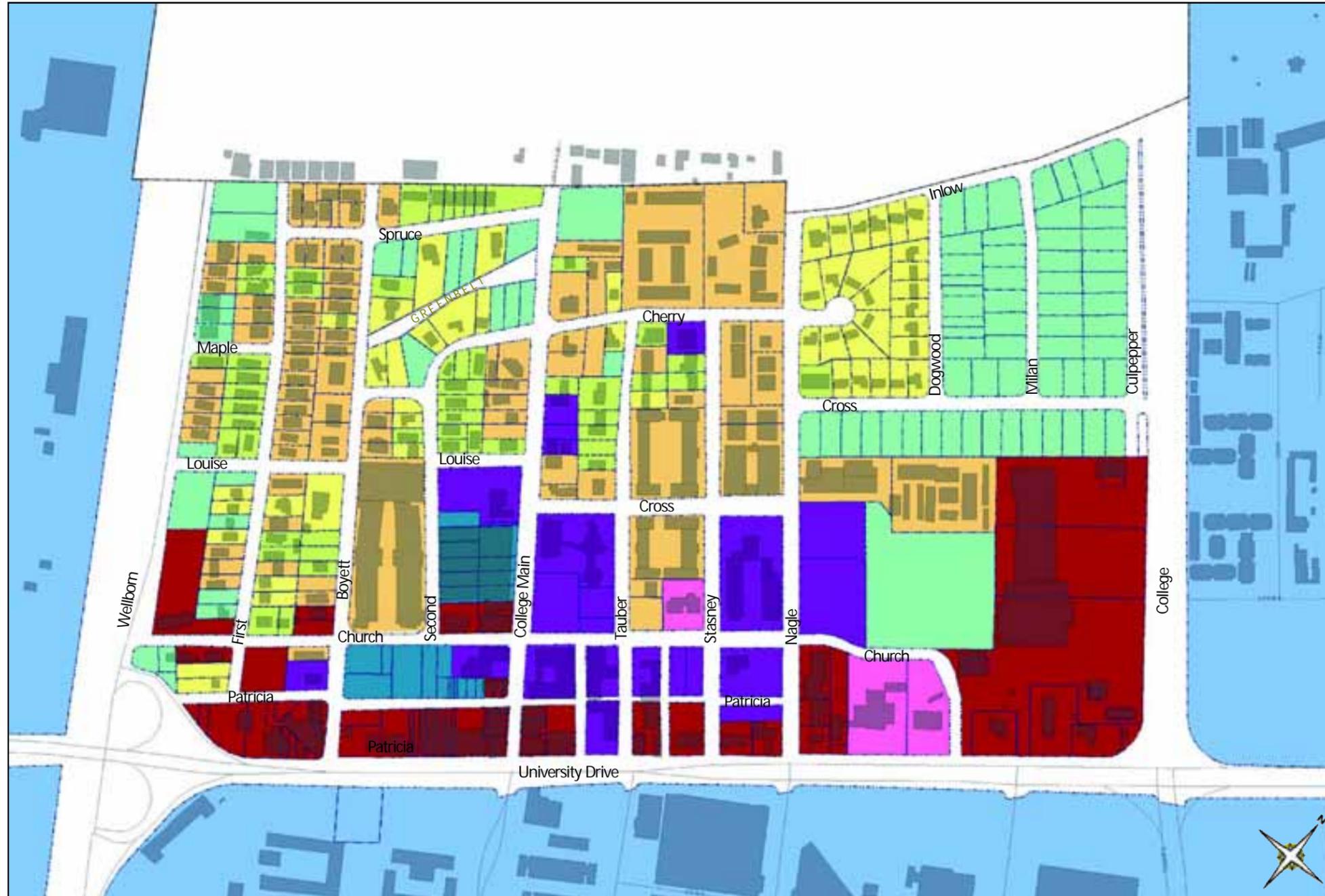


There is little urban fabric in College Station. Low-density land use patterns dominate the city which include small lot developments interspersed with large institutions. However, Northgate is still the most mixed-use neighborhoods in Bryan/College Station. Keeping in mind the goal of developing the Northgate district into a dense, mixed-use neighborhood, one must realize that Northgate never was a truly urban neighborhood. This figure ground drawing reveals the low-density development pattern of the district.

Most of the district is developed in the form of single or two-story buildings on individual lots. There is very little vertical mixed-use development and the overall density is quite suburban. The exceptions to this pattern are mostly large institutional users and the recent construction of Traditions dormitory.

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

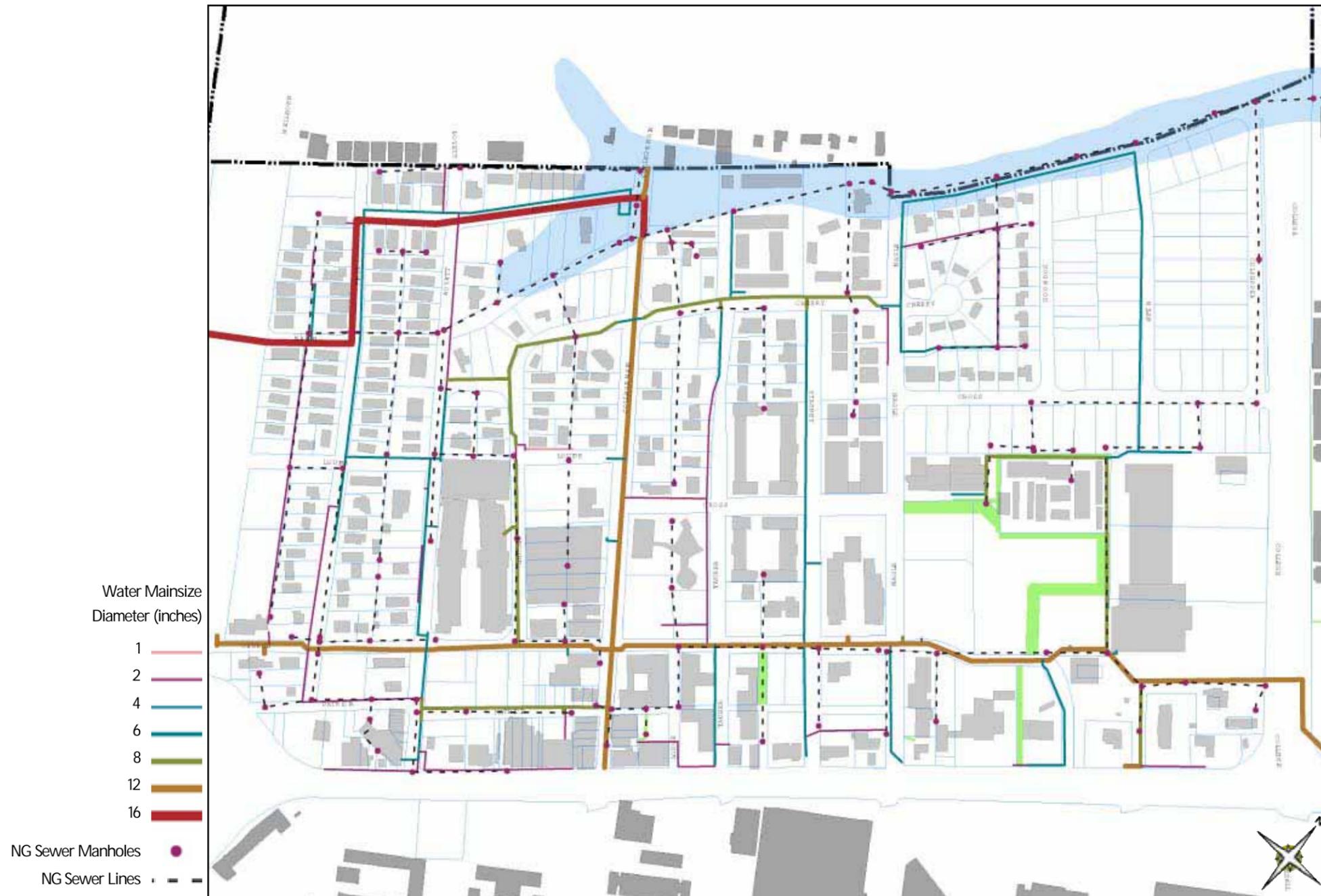
## LAND USE



Observing that Northgate is mostly a residential district with commercial and mixed-uses along the two blocks west of University generally summarizes the district land-use. However, there are two important points to notice that this map illuminates. First, the light green color represents vacant land (much fallow land remains available for development) Second, the purple and red represent religious and commercial land uses (commercial and religious land use are similar in area) This underscores the significance of the institutional owners in the district and their ability to influence land use patterns.

- Civic/ Local Government
- Daycare/ Private Teaching
- Duplex
- General Retail
- Multi-Family
- Office
- Parkland, Greenways
- Religious & Fraternal Organizations
- Single Family Residential
- Texas A&M University
- Vacant Land

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN INFRASTRUCTURE & CONSTRAINTS



Northgate maintains the oldest infrastructure in College Station. At the moment the infrastructure does not meet existing demand and is unsuitable for proposed densification. Furthermore, if Northgate is to progress with denser development, the ROW to provide improved infrastructure will need to be determined and acquired.

In residential areas, the city should negotiate rear lot utility easements in exchange for upgraded services to the owners. To this would prepare the area for redevelopment. Along streets with rights-of way which are too narrow to accommodate streetscape improvements, the city should pay for, and construct improvements in exchange for streetscape easements granted by the property owners.

The topography in the area is generally flat and presents no significant obstacles to development, but a dry creek bed runs along the Bryan City boundary that is a FEMA 100-year flood plain zone. The risk of flood hampers development and the opportunity to reconfigure streets and lots in this area. The drainage ditch should be re-engineered and rebuilt to provide a regional detention basin for the district. Those projects that have been required to provide on site detention should be allowed to redevelop their sites once this regional detention facility is in place. New utility mains and services lines could be routed down access easements at the rear of the existing properties.

Where the 100-year floodplain intrudes into the district near College Main channelization of the creek should be pursued to free up adjacent land for neighborhood park development.

Electric service will likely need upgrading as well. An overall demand analysis should be performed to assess the excess capacity in the district.

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN BUILDING CONDITIONS



Condition judgments were made based on two windshield surveys in September and August of 2002. Structures were assigned to categories on a subjective basis intended to show general conditions. This information can only be used to make generalizations for groups of structures. These judgments do not represent official inspection results of the College Station Building Department, Development Services, or Economic Development.

**New / Nearly New:** Structures constructed in the last 5 to 10 years, or structures which have undergone major renovation so as to warrant nearly "new" status.

**Well Maintained:** May include aged structures that have been maintained or renovated, repaired to prevent minor structural problems.

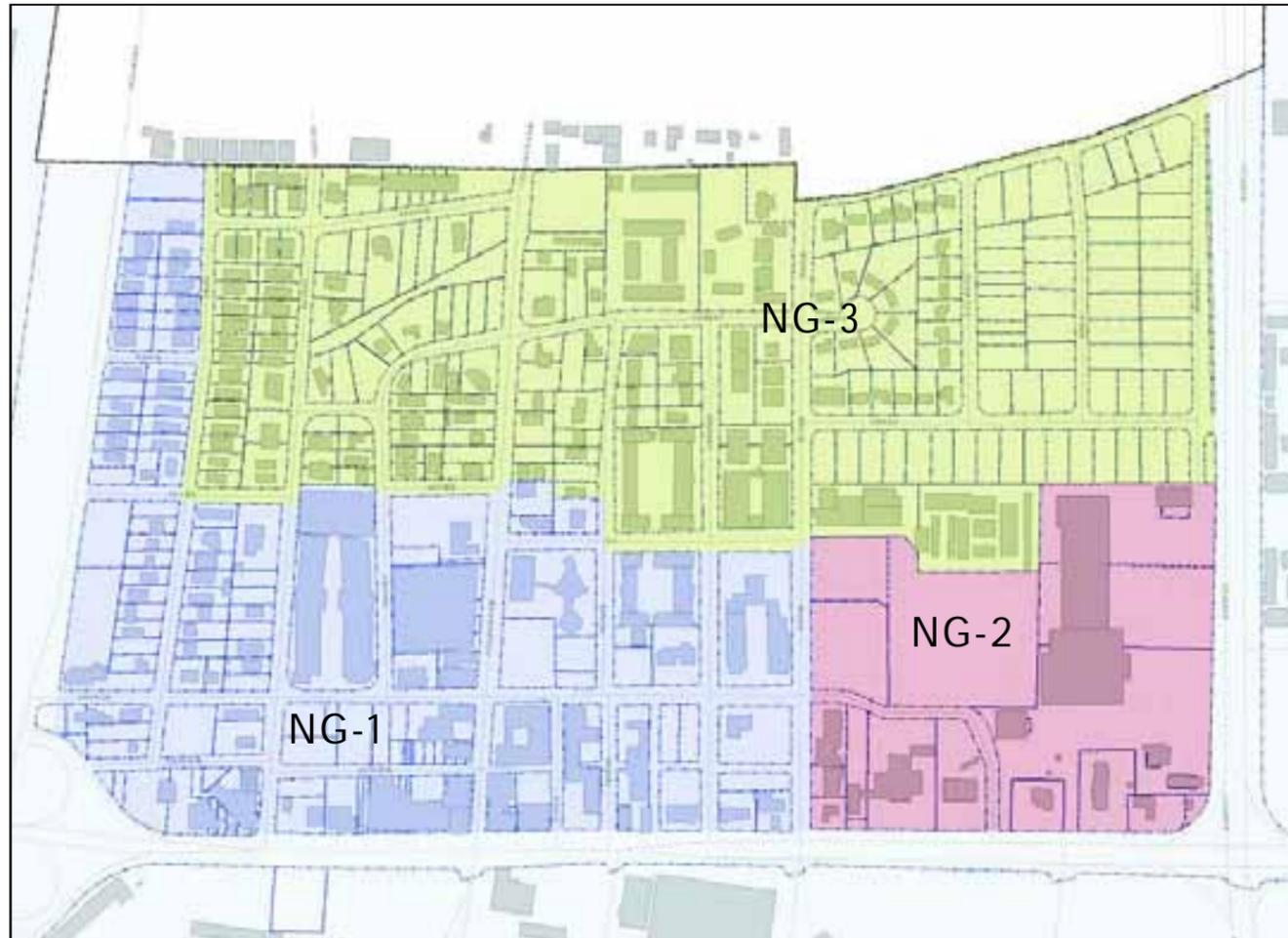
**Aged/Poorly Maintained:** Structures that are relatively old for the Northgate area and have minor structural or maintenance problems.

**Candidate For Removal:** May include structures that have major structural or maintenance problems. This may also include structures that demonstrate some physical problems in addition to inconsistent structural design or type.

When combined with the vacant land inventory, this assessment supports the case for significant redevelopment over the next several years.

- New/ Nearly New
- Well Maintained
- Aged/ Poorly Maintained
- Candidate for Removal

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN ZONING



The following prescriptive zoning is in place, dividing Northgate into three zoning sub-districts: Historic Northgate NG-1, Commercial Northgate NG-2, and Residential Northgate NG-3. The three districts are loosely described below with the zoning intentions in quotes.

### NG-1

#### Historic Northgate:

Mostly retail, entertainment, commercial and residential uses. Differentiated from other sub-districts by a ban on motel/hotel, large retail (over 7500sf), shopping centers, medical/institutional, and drive-in restaurants.

"Flexible zone overall, compatible with 'Village' concept desired for this area (assume area of Northgate nearest to University Drive). Promotes a denser, more pedestrian scale of mixed-use area than exists."

### NG-2

#### Commercial Northgate:

Allows for many drive-in activities, hotel, motel, large retail and shopping centers.

"Significantly omits many of the small shops, studios, galleries, and incubator type retail included in the historic district allowing a much more auto-oriented type of development."

### NG-3

#### Residential Northgate:

Specifically allows apartments, convalescent homes, dorms, boarding houses and town-homes. Commercial uses are limited to 30% of total square feet, to first floor only, and must

have at least one floor of residential above. No drive-through uses are allowed.

"Encourages work/live/studio arrangements. Focus on ensuring a 'residential' appearance (limits to commercial facades, windows on side property lines)."

#### District Bulk Restrictions:

No minimum lot size, dimension, or setback.

Maximum front/side setback of 10'

Minimum 2 stories. Maximum 5 stories.

"This section encourages much denser development than existing, more urban setback conditions, and infill activity (no minimums). No single story structures allowed.."

These zoning subdistricts should be accompanied by an overall district Regulating Plan and Development Code to promote urban form. Such a plan and code would clarify for all the vision for district and provide a means to guide and regulate future development. Refer to the Implementation Tactics for further discussion.

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN UNDER-UTILIZED SITES



- Under-utilized Sites**  
 Land which supports a regular use. The use may not contribute to the overall vision for the district; or the use may be compatible with the district but needs to densify in order to help fulfill the district vision.
- Undeveloped Sites**  
 Open or fallow land in the district.



Vacant land in Northgate provides the easiest and most immediate opportunities for development. Large parcels, such as the University's cleared Brazos duplexes blocks, could be a catalytic project for the district if built in the spirit of the master plan's goals.

It is imperative that more of Northgate does not become large parking lots for institutions or any other use. Parking lots kill the street frontage vitality. Parking is unavoidable, but the street edges must be left to buildings and parking located in less prominent locations. In this way, streets will be given active frontage that encourage pedestrian activity.

This point is so critical to the success of the district, that the city, other development agencies, and existing parking lot land owners need to engage in a process of land reclamation which would convert existing parking lots to higher uses. This would not require eliminating all current parking spaces, but could veneer parking lots fronting important streets with commercial and residential structures leaving parking behind the buildings.

Institutional owners who have developed large parking lots in key areas along Church Street should be encouraged to develop buildings along the street edges of these lots. These buildings should contain uses of the type that can share the parking which is already in place.

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN COLLEGE STATION CHARACTER



Most of College Station is developed as one to three story building of inexpensive techniques. Most of the retail stock is national or regional franchises. The typical site development pattern is a building set behind a parking lot which is sized to serve that building only. This pattern encourages driving from destination to destination.



## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN NORTHGATE CHARACTER



Northgate is composed of a mixture of old 'downtown' type structures and small single family houses and rental apartments. Most structures are one to two stories. Most of the buildings on College Main and University Boulevard are placed on the front of the lot near the street which gives the district a more pedestrian friendly character. This "human scale" character coupled with reasonable walking distances and shaded sidewalks make Northgate feel like a 'small town.'

NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN  
NORTHGATE CHARACTER CONTEXTUAL OBSERVATION: A STUDY OF OPPOSITES

COLLEGE STATION

Homogenous population with small town feel.

Auto-centric, short drive time with ample near-by parking.

Walking is not encouraged in physical environment and distances are too great.

Students and student services are mixed with local residents.

Transit is a rare opportunity. Land uses are distinctly separated, often by physical barriers such as fences.

Rents are at market rate.

Land is plentiful and cheap.



NORTHGATE

Diverse, international population with urban feel.

Pedestrians, bike and auto mix with parking clusters.

Walking is pleasant and distances are manageable.

Students and student services dominate.

Mass transit is a common mode of transport. Land uses are intermingled and intimate.

Rents are generally below market rates.

Land is scarce and expensive.



NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN  
CONSULTATION AND PARTICIPATION



## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN CONSULTATION AND PARTICIPATION



Land Design Studio began by having several interviews with stakeholders in the district. The stakeholders included property owners, public officials from Bryan and College Station, staff, faculty, and students from A&M University, and business operators. Student groups represented undergraduates, graduates, and international students. Also consulted were the Brazos Transit Authority, district churches, the Parks Board, the 4B Board, Planning and Zoning Commission, City Council, and TxDot.



Centro Development of Austin conducted market supply and demand analysis for rental and for sale properties, interviewed stakeholders and informed the design process as an experienced private sector developer.

Branson Research Associates provided market assessments of Bryan/ College Station including demographics and job growth, as well as assessing the housing, retail, office, and entertainment alternatives.



The Celero Group is an economic development consulting firm based in Austin, Texas. Celero provides business development solutions to public sector organizations and private sector businesses.

This information was sorted into several categories including transportation, environmental, real estate development, political concerns, design issues, and economic & market influences. The stakeholder data gleaned from each group was then distilled into common issues and restated as "big ideas" that began to influence the solutions.

### NEW DEVELOPMENT SHOULD APPEAL TO MANY MARKETS...

#### 1. Create a Sense Of Place

Strive to deliver a pedestrian district of mixed-uses that beckons one to linger and return.

#### 2. Remember Affordability

A portion of Northgate's housing, entertainment, and restaurants need to remain affordable to students.

#### 3. Mixed Income Housing

As the district develops more housing diversity, reasonably priced housing should remain to sustain the cultural diversity of the place.

### CREATE A MULTI-FACETED ENTERTAINMENT DISTRICT...

#### 4. Add More Varied Entertainment Venues

Northgate needs more destination venues such as a theatre or cinema, lounge or piano bar, hang-out joints, themed restaurants, etc. These venues should attract families as well as the university crowd.

#### 5. Extend Entertainment Venue Hours

Extending operating hours will encourage patronage of Northgate venues and improve the viability of new businesses.

#### 6. Expand Music as a Theme for Northgate

The "Live From Northgate" show provides an immediate catalytic opportunity. Give it a permanent and landmark venue and use it as an anchor for additional performing arts.



People Place



Entertainment District

When consulting with the various stakeholders, recurring ideas began to organize themselves into consistent themes. These "Big Ideas" are in effect a summary of the strengths, weaknesses, opportunities, and threats survey that Land Design Studio uncovered with all the stakeholders. Some of these are very specific suggestions about projects that might be done, and some are ideas that are less tangible but could be weaved into all the new development and redevelopment in the district.

## CREATE DISTRICT COHESION

### 7. Create Management District

Form a non-profit group funded by tiered property assessments to manage event programming, graffiti removal, litter control, common area maintenance, etc. Initial set-up and first year funding should be underwritten by the City of College Station.

### 8. Parking Management

The management entity should formulate rules and manage all of the Northgate parking. A district staff person should be a liaison between all interested parties and will have to win the respect and trust of all.



Parking Management

## IMPROVE CONNECTIVITY

### 9. Connect TAMU to Northgate

University Blvd. is not pedestrian friendly and intimidating, non-pedestrian friendly barrier to cross. Work with TxDOT and the University to formulate a plan which converts University into a mixed-use, mixed-mode Boulevard.

### 10. Transportation Node

Create a Transportation Node near the municipal parking garage for College Station, Bryan and Northgate to serve as a hub for all modes of transportation between the district, Bryan, TAMU, and College Station.



Connect to TAMU

## UPGRADE INFRASTRUCTURE

### 11. Infrastructure Requirements

The existing utility infrastructure is not adequate to support the proposed infill and development projects. In addition, the city does not own the necessary Right-of-Ways to construct or update the required infrastructure. Address this issue by requiring new projects to provide easements and creative swaps of services for easements in redevelopment areas.

### 12. Alleys

Alleys allow residents to park vehicles off the street behind buildings and would provide the city with a solution to the required easements to upgrade the utility infrastructure. New alleys will likely be configured as access/utility easements providing a win/win solution for the public and private sectors.



Alleys

## INCREASE AMENITIES

### 13. Bike/ Foot Patrols

Evening foot/bike patrols would increase the perceived security of the district. These might be district "Rangers" rather than City police.

### 14. Grocer

Incorporate a grocer to stay in the district for fresh produce and groceries. The district would benefit greatly from a retail anchor, such as a grocery store. An anchor located on the east end of Church would help invigorate retailing westward along Church.



Corner Grocery

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN DEVELOPMENT STRATEGY

## Development Strategy 1.

Increase residential density and housing diversity including for sale and for rent townhouses, condos, lofts, sideyard houses, vertical duplexes and work/live units.

- Tactic.** Construct a "Live from Northgate" pavilion in place of community dumpsters.
- Tactic.** Pursue a work/live project on City land on Wellborn. This is an immediate opportunity to take advantage of the positive effects of the restaurants on the west end of Church Street.
- Tactic.** Partner with TAMU to build an urban village on the Brazos Duplex site which embodies mixed-use, mixed income, and mixed housing types combined with neighborhood retail.
- Tactic.** Land recycling or reclamation should be pursued by increasing the density of uses in the district with each new project. Density bonuses and infrastructure upgrades should be awarded to those land owners who pursue redevelopment that meets the district's goals.
- Tactic.** Block Infill with Multiple Land Owners. When multiple landowners are involved in one block the syndication of properties is called for. This method would roll up the individual owners into a limited partnership that would then pursue common redevelopment and property management.
- Tactic.** Block Infill with City Sponsorship. Where the City already owns land, it could become the sponsor of redevelopment in the area through a redevelopment authority.
- Tactic.** Organize an Entity to Facilitate 1031 Exchanges & Land Swaps. This could become a function of the district management entity.

## Development Strategy 2.

Create significant Public Spaces and enhance the Public Realm on Key Streets.

- Tactic.** Pursue University Boulevard calming with TxDOT and TAMU.
- Tactic.** To encourage and guide redevelopment of the district an overall Regulating Plan and Development Code should be adopted. This plan and code should clearly illustrate the vision, prescribe specific uses, physical form, and design character of each component of the plan.
- Tactic.** Establish a District Management Coalition; and coalesce all common district functions.
- Tactic.** Channelize the creek between Boyette and the Bryan city limits. Purchase adjacent vacant lots and develop the reclaimed land as a neighborhood park.

## Development Strategy 3.

Enhance existing, and create new linkages, especially along Church Street.

- Tactic.** Pursue the infill project at the northeast and northwest corners of Church and First Streets.
- Tactic.** Replace metered parking on most streets, particularly those that are catering to quick turnover retailing.
- Tactic.** Promote retail projects at the corner of Boyette and Patricia to strengthen and anchor the promenade on the southwest corner of the existing parking lot.
- Tactic.** Retrofit the garage with a more user friendly exit payment sequence and sell the garage to the Brazos Transit Authority
- Tactic.** Continue Church Street Enhancements. The realignment of the east end of Church Street should be pursued along with construction of the streetscape improvements.

## Development Strategy 4.

Create an Anchor on the East End of The District.

- Tactic.** Block Infill with One Major Land Owner. This represents the least complex opportunities to reinvent the residential density and quality in the district
- Tactic.** The Mud lot represents a significant infill opportunity on the east end of Church Street to establish a pedestrian oriented mixed-use destination.
- Tactic.** Develop Anchor Tenant Action Plan. The city should engage the owners of Albertson's to retrofit the building as a District anchor by offering low interest loans and infrastructure upgrades such as the realignment of Church Street.

This Implementation Plan attempts to break down what is a very complex and daunting task into its essential components. These strategies relate back to and support the overall Goal, ie. "To re-invent Northgate as a preferred mixed -use destination in the Bryan/College Station region." To accomplish any goal it is important to develop supporting strategies and tactics. For purposes of the plan we will utilize the following definitions:

Goal = the end toward which effort is directed.

Strategy = a cleverly and carefully devised plan(s) or method(s) for gaining an end.

Tactics = limited and detailed actions or means carried out to accomplish a larger purpose.

The matrix at left summarizes the Strategies and Tactics which will be discussed in detail in the remainder of this Plan.



# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN EXISTING CONTEXT



The drawing to the left is a diagram that schematically illustrates existing elements and conditions of Northgate. The drawing is a base to help demonstrate on the following pages the goals and intentions of this implementation plan.

- Pedestrian Routes
- City Boundary
- Secondary Streets
- Primary Streets
- Rail Road
- Bus Route
- Alley
- 5 and 10 minute. Walk Circles
- Flood Plain
- Existing Public Space

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN DEVELOPMENT STRATEGY



**1. Increase Residential Density & Diversity**  
*Significant opportunity exists to redevelop land in the northern areas of the district with housing that adds diversity in terms of rental vs. ownership, family, grad student housing, and faculty and staff housing. These should include both attached and detached building forms.*



**3. Enhance Existing and Create New Linkages**  
*The district will be defined by its memorable destinations, (such as Church Street which becomes the premier retail street in Bryan and College Station) which should be identified, strengthened, and linked with obvious, pleasant, and compelling routes.*



**2. Create Public Space and Enhance the Public Realm**  
*The district would benefit from a significant public gathering space such as a square or plaza to serve as an anchor in which there is a sense of collective civic ownership. Additionally, key streets including Church, University, College Main, and Nagle should be brought up to a 'pedestrian seductive' quality. To become 'pedestrian seductive' they must be places where people want to be, not just places where people feel safe.*



**4. Develop an East End Anchor**  
*The existing anchor created by the existent entertainment venues generally around Boyette, College Main, University Blvd. and Church Streets need an opposing anchor on the east end of the district. This will set up Church Street to be a significant link between the two areas.*

- Pedestrian Routes
- City Boundary
- Secondary Streets
- Primary Streets
- Rail Road
- Bus Route
- Alley
- 5 and 10 minute. Walk Circles
- Flood Plain

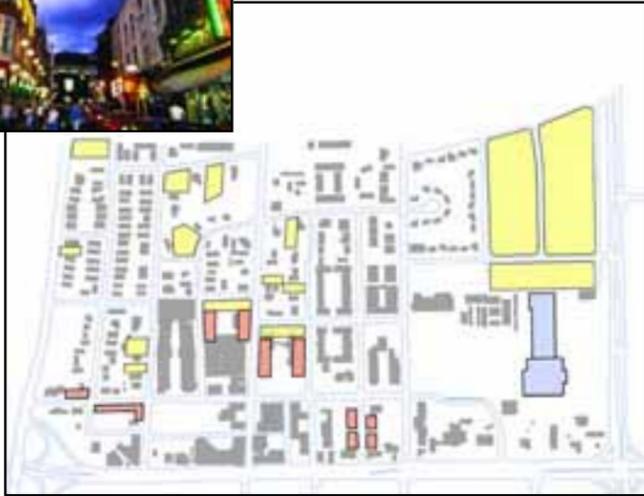
1. Increase Residential Density and Housing Type Diversity including for sale and for rent townhouse, condos, lofts and sideyards houses and vertical duplexes.
2. Create Significant Public Spaces and Enhance the Public Realm on Key Streets
3. Enhance Existing and Create New Linkages, especially along Church Street
4. Create an Anchor User on the East End of The District
5. **Resultant:  
Stronger District Identity**

*The district identity is fragile in that it is dominated by student services and entertainment. The District should pursue a multi-generational, mixed income "creative village" identity [To encourage family relocation to the area.] Opportunities for a K-12 Magnet school should be identified. This could become an international public academy as a supplement to the College Station Independent School District.*

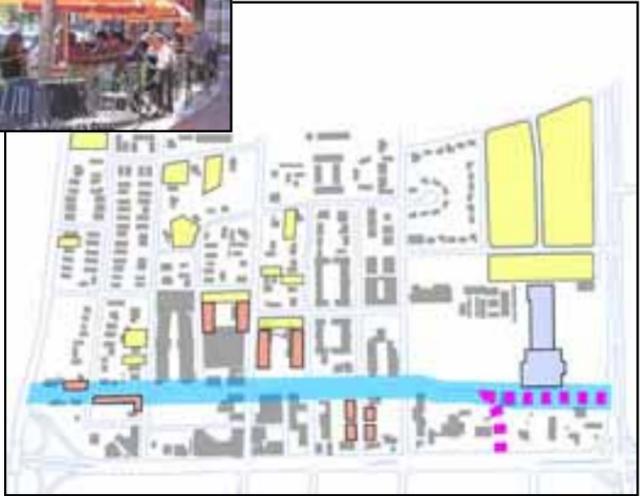
# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN BUILDING THE VISION



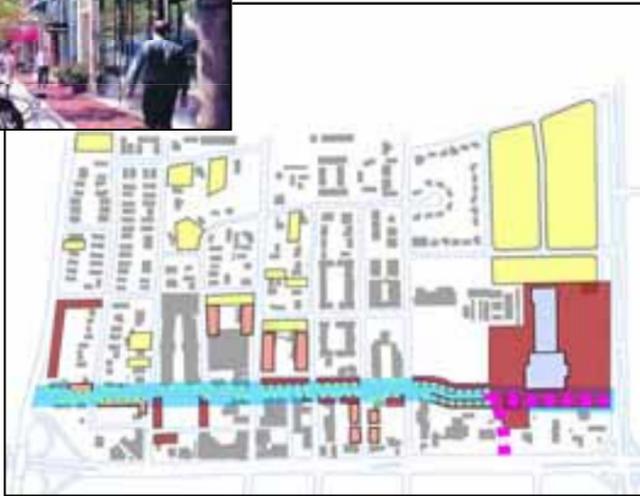
1. Pedestrian/Work-Live Infill



2. Anchor Tenant



3. Church Street as an 'A' Street



4. Key Commercial Infill



5. Public Open Space/ Gathering Space



6. University and District Linkages and Tree-lined streets

- Residential Infill
- Work/ Live Infill
- Anchor Tenant
- Commercial Infill

- New Public Space
- "A" Street Urban Design
- Traffic/ Street Redirection
- Key Store Frontage

- District Trolley
- University Shuttle
- Tree Lined Streets

1. Encourage infill of vacant residential sites to create a higher density and improve cohesion of the district. Individual residential sites might be infilled as indicated. Also develop the University's Brazos land as an urban village. Reduce the flood plain by channelizing the creek in the north end of the district to create an opportunity for a neighborhood park.

2. Redevelop the vacant Albertson's land and building with an Anchor Tenant. The use could be Commercial, Educational, Cultural, or a combination. This will add a new energy to the district pulling more people along the Church Street corridor.

3. Develop Church Street as an 'A' Street to link the new "Green Public Gathering Space" and the redeveloped Albertson's Anchor Tenant. An 'A' street is a primary retail or work/ live zone along with mixed commercial infill. The goal here is to create a pedestrian oriented zone along Church Street connecting the two nodes of activity on the east and west ends. Continue Church Street through to College Avenue.

4. Encourage infill in the District with key mixed-use sites. Exploit the opportunity along Church Street to create ground floor retail with mixed-uses above.

5. Create a green, public and gathering space in existing parking lot.

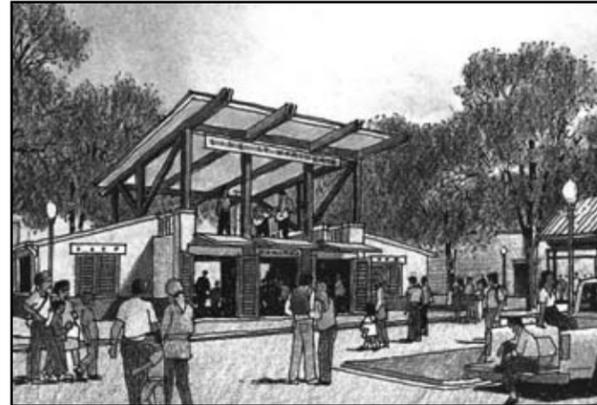
6. Enhance linkages. Make improvements to University Drive by adding bulb-outs at corners, reducing lane widths, adding medians, widening sidewalks, lowering the speed limit and tree-lining the streets. Add trees along Church Street and Boyette. Add trees along Nagle and College Main to improve pedestrian linkage between new developments and TAMU. Consider transportation links to University through Campus Shuttle to Bryan and other destination points in College Station through a District Shuttle.

NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN  
IMPLEMENTATION TACTICS



# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## IMPLEMENTATION TACTICS: SHORT TERM, ON-GOING, AND LONG RANGE GOALS



Short Term Tactic: 1-5 year turnaround.



On-Going Tactic: Consider today and continually build upon.



Long Range Tactic: More than 5 year time frame to achieve.

To implement the Northgate vision will require years of hard work focused on tactical steps which accomplish the strategies outlined previously. Recognizing the complexity and difficulty of this task, this chapter attempts to extract key projects and ideas that individually contribute to the realization of the master plan. These projects are classified as immediate or short term, ongoing, and long range tactics. Short term tactics are immediately available to undertake and should be accomplished over the next three to five years. "Ongoing" indicates endeavors that should be pursued immediately and for the foreseeable future as opportunities present themselves. Long range steps are developments that will depend on the immediate and short term district changes to promote their fulfillment.

Clearly the most complex issue in the district is land assembly. Redevelopment will be, at best, spotty and slow without an aggressive policy that involves the City in land assembly. The following ongoing tactics should be employed to aid the private sector in this endeavor. The structure behind each idea will need advice from the city attorney and others to creatively deploy these tactics.

1. Establish the revolving loan program with a group of local lenders as detailed in the last chapter with seed money of at least \$500,000.
2. Purchase key properties and resell them to developers to accomplish projects that reinforce the district vision. Subsidize each resale as necessary to ensure project feasibility.

3. Establish a redevelopment authority or utilize an existing one, to take temporary title to infill properties. Redevelop those properties according to the district plan and transfer title back to the original owner. During the redevelopment period (no longer than 18 months) subsidize the profit of the properties' owner to make the redevelopment program acceptable to non-resident owners.

4. Establish a property development consortium to purchase multiple contiguous properties and syndicate the ownership of all previous individual owners after redevelopment the consortium would lease and manage the property, treating the former individual owners as limited partners.

If steps one thru four above are not successful, use the city's power of eminent domain to acquire property. Caution will need to be exercised in this option to establish a 'public purpose' prior to the condemnation.

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN SHORT TERM TACTICS



1. Live From Northgate Pavilion



2. Replace Convenient Parking on All Streets



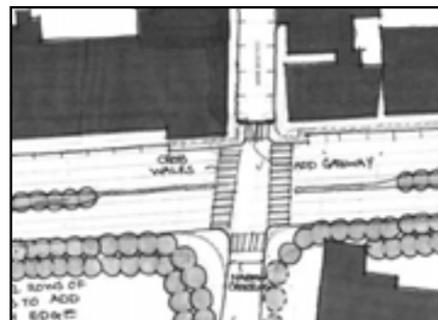
3. Develop Work/Live Project on Wellborn Ave.



4. Champion Work/Live Infill at Church and First Streets



5. Develop Retail Project at Boyette and Patricia



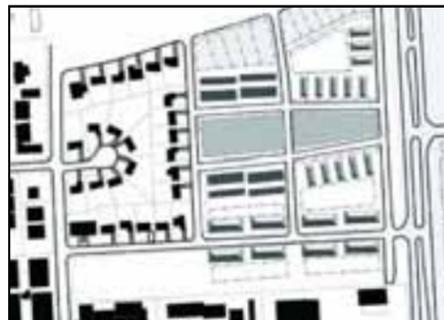
6. Pursue University Drive Calming Projects



7. Form a Northgate Management District



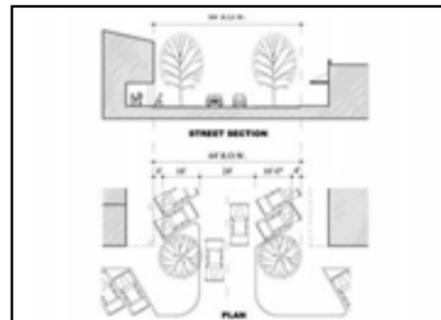
8. Retrofit Garage with a User Friendly Exit Payment Sequence



9. Partner with TAMU to Build an Urban Village on Brazos Site



10. Encourage Higher Density



11. Adopt a Regulation Plan



12. Mixed-use Infill on the Mud Lot

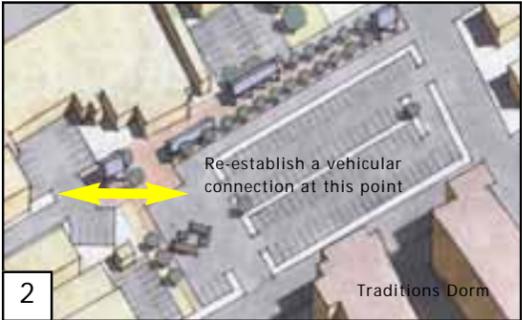
The next steps to be taken toward fulfilling this vision include:

1. Construct a "Live from Northgate" pavilion in place of community dumpsters.
2. Replace metered parking on most streets, particularly those that are catering to quick turnover retailing. This would not affect already existing bike lanes.
3. Pursue a work/live project on City land on Wellborn. This is an immediate opportunity to take advantage of the positive effects of the restaurants on the west end of Church Street.
4. Pursue the infill project at the northeast and northwest corners of Church and First Streets.
5. Promote retail projects at the corner of Boyette and Patricia to strengthen and anchor the promenade on the southwest corner of the existing parking lot.
6. Pursue University Boulevard calming with TxDOT and TAMU.
7. Establish a District Management Coalition; and coalesce all common district functions.
8. Retrofit the garage with a more user friendly exit payment sequence and sell the garage to the Brazos Transit Authority
9. Partner with TAMU to build an urban village on the Brazos Duplex site which embodies mixed-use, mixed income, and mixed housing types combined with neighborhood retail. Refer to page 45 for more details.
10. Land recycling or reclamation should be pursued by increasing the density of uses in the district with each new project. Density bonuses and infrastructure upgrades should be awarded to those land owners who pursue redevelopment that meets the district's goals.
11. To encourage and guide redevelopment of the district an overall Regulating Plan and Development Code should be adopted. This plan and code should clearly illustrate the vision, prescribe specific uses, physical form, and design character of each component of the plan.
12. The Mud lot represents a significant infill opportunity on the east end of Church Street to establish a pedestrian oriented mixed-use destination.

NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN  
 SHORT TERM TACTICS HIGHLIGHT: "LIVE FROM NORTHGATE" PAVILION



Conceptual illustration of the constructed pavilion.

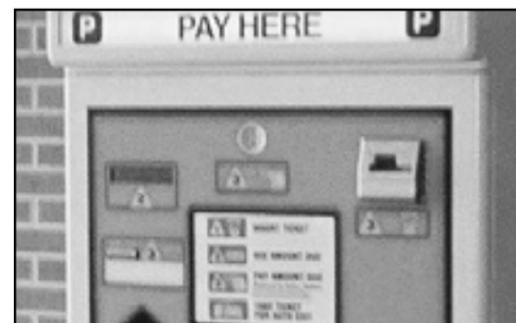


A significant opportunity exists to exploit music as a theme or tradition for Northgate. The "Live From Northgate" radio show that broadcasts from behind Dudley's and the Dixie Chicken emanates throughout the state to over twenty plus radio stations. The show in these cities is more popular in College Station. An activity with such regular publicity and draw should be exploited and celebrated. At the moment, the show and its guest bands set up between the public promenade and Dudley's back porch. The show could become more significant with a permanent home and this increased notoriety should equate to more interest in and notice of Northgate. An open-air pavilion could establish the show and strengthen the district's presence.

Illustrations

1. Aerial view looking over the parking through the public promenade to the back of several popular eating establishments. Community dumpsters are on the left.
2. Artist's tilt-up rendering of the existing conditions.
3. Same area illustrating the addition of the pavilion.
4. Same area created into a public green or square, anchored on the west end by new retail development.

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN SHORT TERM TACTICS HIGHLIGHT: PARKING POLICY



Parking in the district should be thought of as a common utility, just as water or sewer service, to serve all patrons, residents, and land-owners.

One must therefore create a clear and aggressive parking management policy under the proposed Northgate Management District which would combine all district parking under one entity. Whether it's the public garage, the on-street parking, church parking or private parking lots, parking must be organized as a whole, with usage access and hours made clear. This includes not only meeting the specific time demands of group like churches, but also the off-street versus on-street parking, and paid versus free parking. Parking was the issue that stakeholders most repeatedly expressed frustrations and concern about. However, a real lack of parking in the district seems not to be the issue as much as the need for carefully coordinated parking management.

Stakeholders also mentioned the need for a more user-friendly exiting sequence. It was pointed out that it is very difficult to get out of the garage after a major event due to the method of payment. This delay causes people to avoid the garage rather than use it regularly.

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

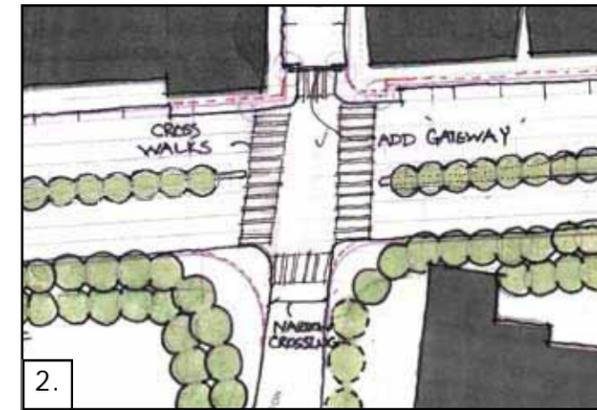
## SHORT TERM TACTICS HIGHLIGHT: UNIVERSITY DRIVE TRAFFIC CALMING



College Main and University Drive intersection after road enhancements and traffic calming



1.



2.



3.

### Illustrations

1. College Main and University Drive intersection existing.
2. College Main and University Drive intersection plan showing traffic calming and road enhancements.
3. University Drive plan showing traffic calming road enhancements including street trees, parallel parking, islands, and new A&M structures proposed by the university master planners.

At present University Drive is an intimidating, unfriendly barrier to pedestrians. Reworking the lane arrangement would:

1. Slow the speed of thru traffic allowing motorists to be more aware of both pedestrians and retail outlets in the corridor.
2. Lessen the crossing distance for pedestrians and provide a center median for refuge.
3. Visually improve the corridor adding to the image of both College Station and TAMU.
4. Provide opportunities and identify Northgate entry points.

Two key ideas could achieve this end. First the drive could be maintained as six lanes with a median separating the directions; the median would be continuously landscaped throughout the length of the district. In addition, narrowing the College Main and University Drive existing lanes by a foot each and allocating the space to the boulevard's north edge where the existing sidewalk widths are deficient would contribute to making University Drive a more pedestrian oriented urban boulevard. This would deliver between six to eight feet of sidewalk width which would enhance the retailer visibility and create pedestrian-queuing areas at the corners of the major north/south streets that connect the campus. TAMU should be approached to allow the roadway to expand along the south curb line enough to widen the center median by an additional ten feet. This would allow room for a pedestrian refuge in the median.

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN SHORT TERM TACTICS HIGHLIGHT: UNIVERSITY DRIVE TRAFFIC CALMING



After road and site improvements

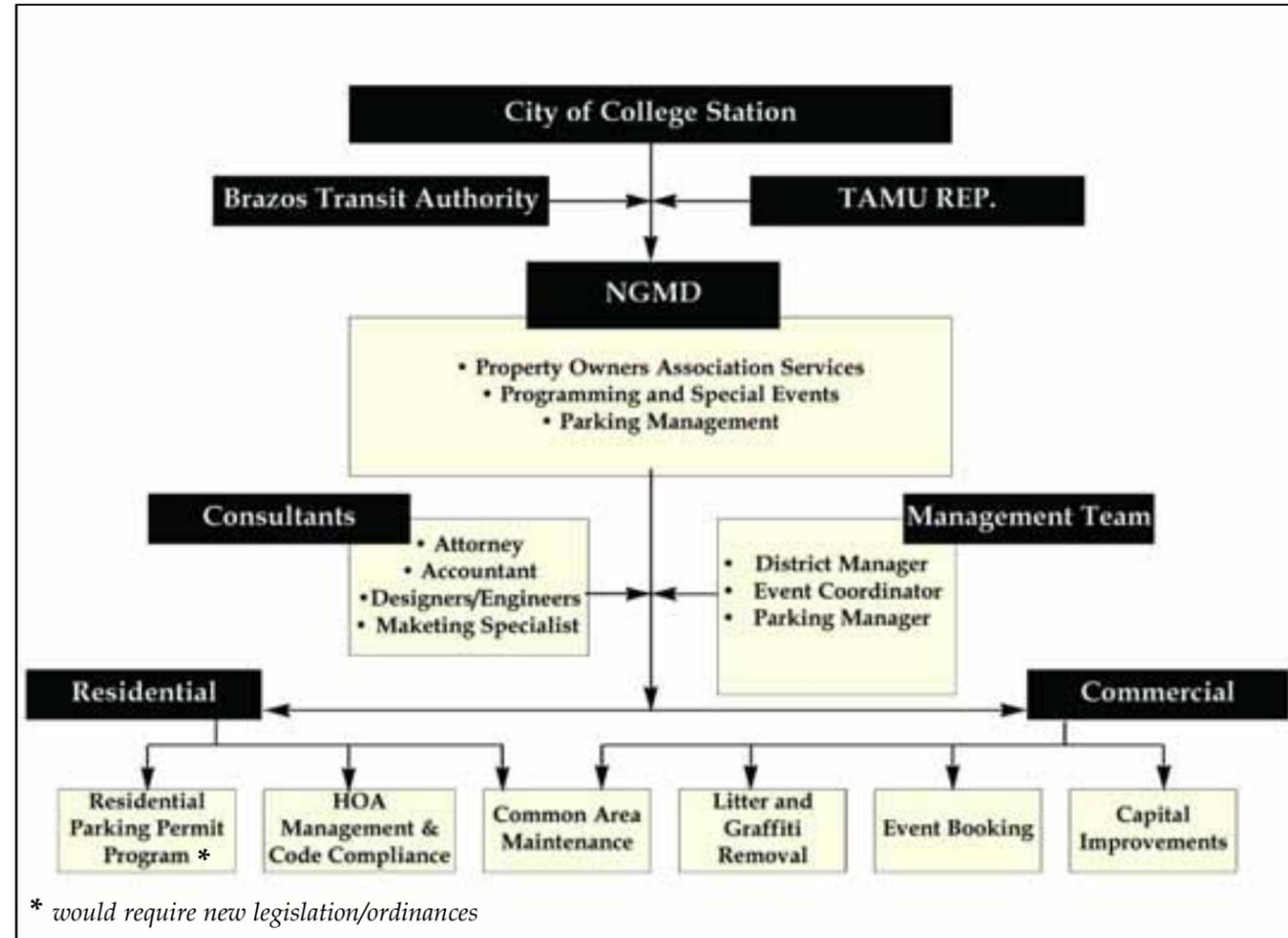
These computer renderings show the positive affect that could be achieved by modifying the University Drive corridor in the following manner:

1. Widening the pedestrian sidewalks.
2. Introducing street trees along the corridor length and sidewalk bulb-outs in to accommodate them where parallel parking is present.
3. Constructing a planting median offering pedestrians a half-way safety zone when crossing.



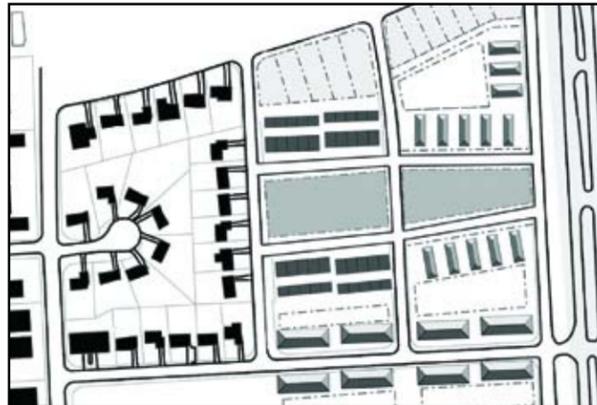
Existing Conditions

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN SHORT TERM TACTICS HIGHLIGHT: MANAGEMENT DISTRICT

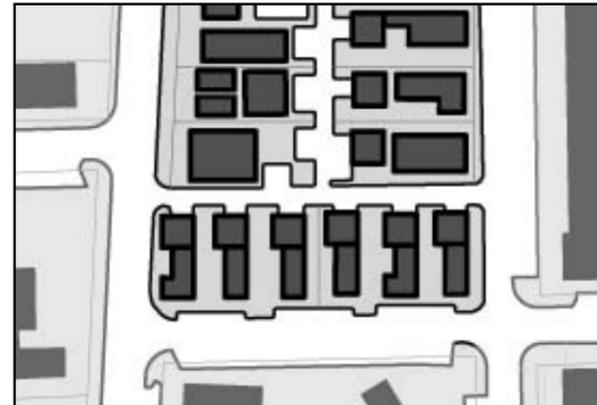


Create a management district or a Public Improvement District which is a “not-for-profit” entity funded by a tiered property assessment. The purpose of this entity is to manage the safety, programming, and advertising for the members. Typically, in such a district, smaller retailers and restaurants cannot afford aggressive advertising and promotion on their own. However, with a management district authority in place, all business entities in a district pay into a fund that would finance a district manager and staff. This staff and the collected funds not only promote the district at large but also deal with common neighborhood-wide problems like graffiti removal, litter management, and parking management. This commercially oriented district should have a parallel organization to deal with homeowner issues.

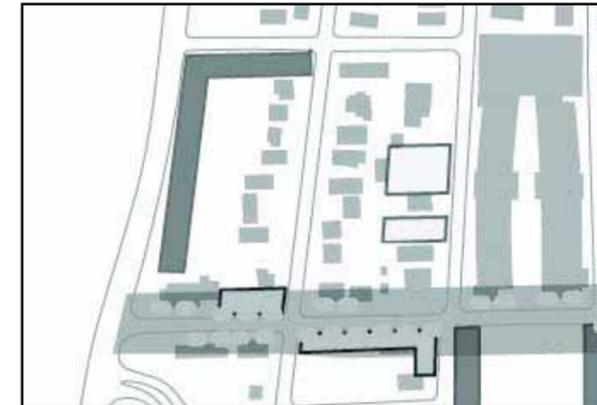
## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN ON-GOING TACTICS



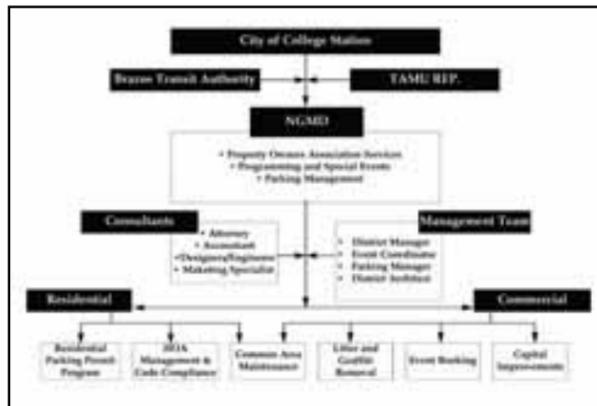
1. Block Infill with One Major Land Owner



2. Block Infill with Multiple Land Owners



3. Block Infill with City Sponsorship



4. Organize an Entity to Facilitate 1031 Exchanges & Land Swaps



5. Continue Church Street Enhancements



6. Develop Anchor Tenant Action Plan



7. Channelization of Creek and Creation of Neighborhood Park

The on-going steps which should be taken toward fulfilling this vision include:

1. Block Infill with One Major Land Owner. This represents the least complex opportunities to reinvent the residential density and quality in the district

2. Block Infill with Multiple Land Owners. When multiple landowners are involved in one block the syndication of properties is called for. This method would roll up the individual owners into a limited partnership that would then pursue common redevelopment and property management.

3. Block Infill with City Sponsorship. Where the City already owns land, it could become the sponsor of redevelopment in the area through a redevelopment authority.

4. Organize an Entity to Facilitate 1031 Exchanges & Land Swaps. This could become a function of the district management entity.

5. Continue Church Street Enhancements. The realignment of the east end of Church Street should be pursued along with construction of the streetscape improvements.

6. Develop Anchor Tenant Action Plan. The city should engage the owners of Albertson's to retrofit the building as a District anchor by offering low interest loans and infrastructure upgrades such as the realignment of Church Street.

7. Channelize the creek between Boyette and the Bryan city limits. Purchase adjacent vacant lots and develop the reclaimed land as a neighborhood park.

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## ON-GOING TACTICS HIGHLIGHT: BLOCK INFILL WITH ONE MAJOR LAND OWNER



Existing Brazos Site



Side Yard Houses



Side Yard House



Townhomes/ Apartments with Street Frontage



Townhomes/ Apartments with Street Frontage

Exploit the redevelopment and new development opportunities that exist. Pursue infill projects where there are significant parcels of land owned by one entity or where one owner holds the majority of a block. These redevelopment opportunities could radically change the form of the block and provide immediate models for more diverse blocks of ownership.

One such site is the property owned by A&M University that is currently vacant and subject to immediate redevelopment. The block west of the Brazos Duplex land where one owner owns the majority of the homes could be developed in tandem with A&M's property. Another such site is the City land that fronts Wellborn on the west end of the district. The pocket park indicated should be considered a public open space developed in tandem with the residential projects.

Another opportunity is the Mud lot on Church Street. The site is important because of its key location in the district. When combined with redevelopment of the vacant Albertson's store to the east these two could form an exemplary retail anchor

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## ON-GOING TACTICS HIGHLIGHT: RESIDENTIAL BLOCK INFILL WITH MULTIPLE LAND OWNERS



Existing Conditions (approx. 14 units)



Simple Land Owner Cooperation (approx. 28 units)



Complex Land Owner Cooperation (approx. 40 units)

Where multiple parties compose block ownership, the city should encourage redevelopment on a lot-by-lot basis by allowing property owners to rebuild more densely. In order to achieve the urban goals for the district, all single-family homes in the district should be encouraged to have a garage apartment associated with the property. Residences that do not have ancillary units (garage apartments) now should be required to build them as owners redevelop. This will help ensure affordability in the district.

Residences in these redeveloped blocks should be allowed to have home-occupation to encourage entrepreneurs to relocate in the district.



1.



2.



3.

### Illustrations

1. Existing street edge of redevelopment study block.
2. Existing lot densified on study block with three structures of multi-family units.
3. Garage apartment infill with redeveloped, rear-loaded, attached and detached single-family homes.

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN ON-GOING TACTICS HIGHLIGHT: CHURCH STREET RETAIL

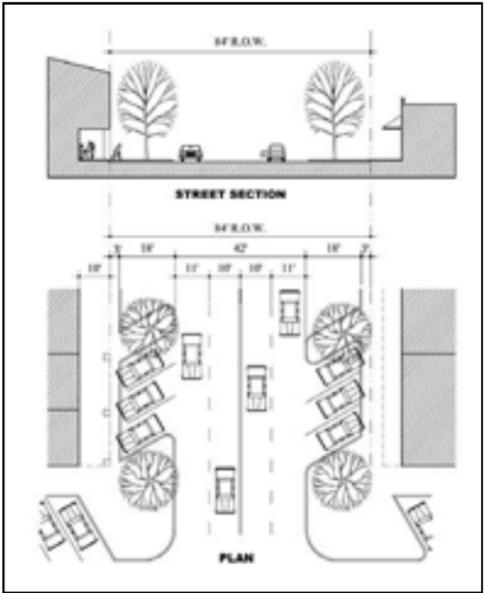
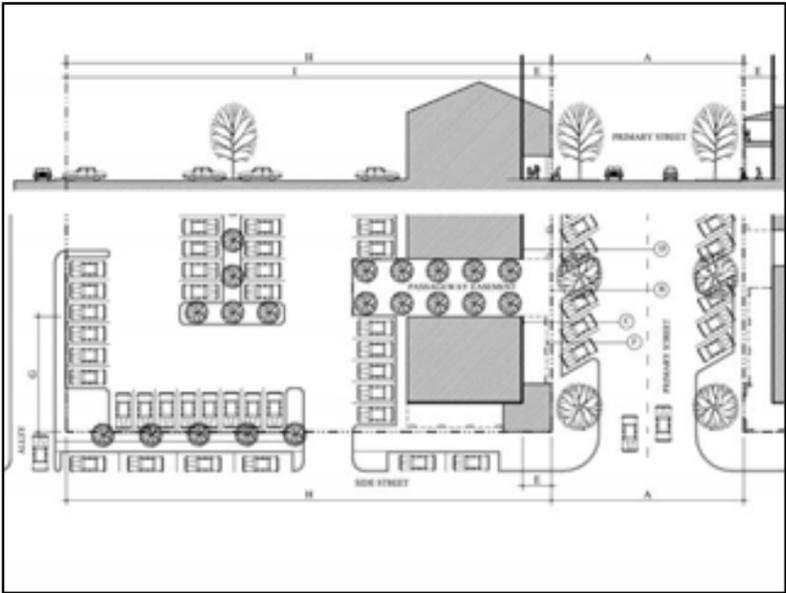


Church Street looking from Nagle toward the anchor develop near College Avenue.



Due to the amount of traffic that University Drive carries, Church Street represents the next best opportunity to develop a retail corridor within the district. This street would link the already successful restaurants to the west with the anchor project proposed to occupy the abandoned Albertson's site.

There has been a significant amount of streetscape development from Wellborn to College Main along the west end of Church Street. The City should continue these streetscape improvements along the length of Church Street. Ordinances must be put in place to require that the majority of ground floor space be developed as retail establishments. Additionally, these ordinances should allow a broad mix of uses over the ground floor retail, including residential, office, research and development, and more retail. Restaurants, bistros, and coffee shops should be encouraged by allowing such establishments to serve alcoholic beverages as a permitted use. These establishments would be required to adhere to the adopted statutes concerning proximity to churches and schools and should be allowed to serve during the hours allowed by state law.



Typical development code regulating the planning and build-out of ground floor retail, street widths, sidewalks, building frontages, and parking.

### Illustrations



Prototypical streetscapes that embody the Northgate vision for the district and Church Street.

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN LONG RANGE TACTICS: EAST END ANCHOR DEVELOPMENT



Cultural Science Center



TAMU Education Complex



Entertainment Cluster

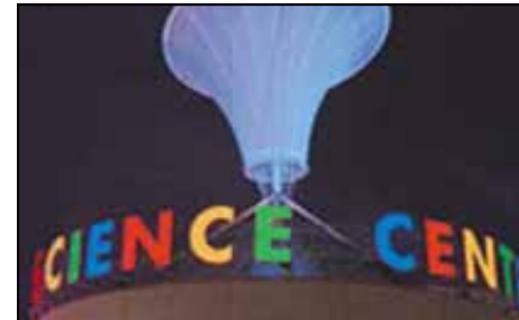


The existing vacant tenant site.

Good architecture and design alone cannot keep people interested in a locale. It is the human activities and events that give them reason to travel or live there. The street and building design will encourage people to meander, but the human events, meaning the uses in buildings such as dining, shopping, etc., will make people want to stay longer and return to Northgate. The new tenants who comprise this east end anchor must have strong public appeal and understand the importance of their presence in the district. The anchor's charisma is not just their economic contribution, but also how the buildings' orientations contribute to the Northgate vision.

The west end of the district with its "drive-in" restaurants and bars has some draw, however, the "auto-centric" nature of this retailing does nothing for the pedestrian environment. The east end is partially vacant and ripe for redevelopment. If the district is going to expand its appeal to market segments other than students, then Northgate needs to become a destination for College Station residents. Through the workshops and stakeholder interviews, three strong possibilities for east end anchors arose. A Cultural/Science Center, an education complex, and a Cinema/Restaurant cluster.

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN LONG RANGE TACTICS: CULTURAL/ SCIENCE CENTER ANCHOR



As a community, the combined populations of College Station and Bryan are exceeding 150,000 residents. Along with the physical growth, people's expectations for their city are expanding as well. Presently there are few cultural venues to partake of, and several stakeholders suggested this site could provide an opportunity where Northgate's identity and College Station's cultural birth complimented and might build on each other.

Funding for such a venture would be an extraordinary undertaking and would require cooperation of all regional players.

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN LONG RANGE TACTICS: EDUCATION COMPLEX ANCHOR



Education is clearly the economic engine for the region. At this point, the venue for most college course activity is the conventional campus or research park. Perhaps there is a market for a third campus derivative, the "Think Tank/Incubator". TAMU and the city should co-op such a place which could cater to graduate students and budding entrepreneurs. The primary role of such an enterprise would be to facilitate the creation and nurturing of new business ventures. It could literally be a place live, work & grow your dream.

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN LONG RANGE TACTICS: ENTERTAINMENT CLUSTER ANCHOR



The third opportunity is an entertainment anchor. This complex might be a grouping of national and regional themed restaurants in close proximity, plus a multi-screen cinema, lounges, piano bars and hangouts for various age groups. Family venue should be encouraged to add to the inter-generational attractions.

A fourth opportunity should be explored which combines one, two, and three:



Entertainment  
+  
Culture  
+  
Education  
=  
Edutainment



Edutainment is the premise behind many new ventures which co-locate these three venues into a truly great multi-generational event. Examples would be Herman Park in Houston or the River Walk Center in San Antonio.



## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN FINANCING VEHICLES

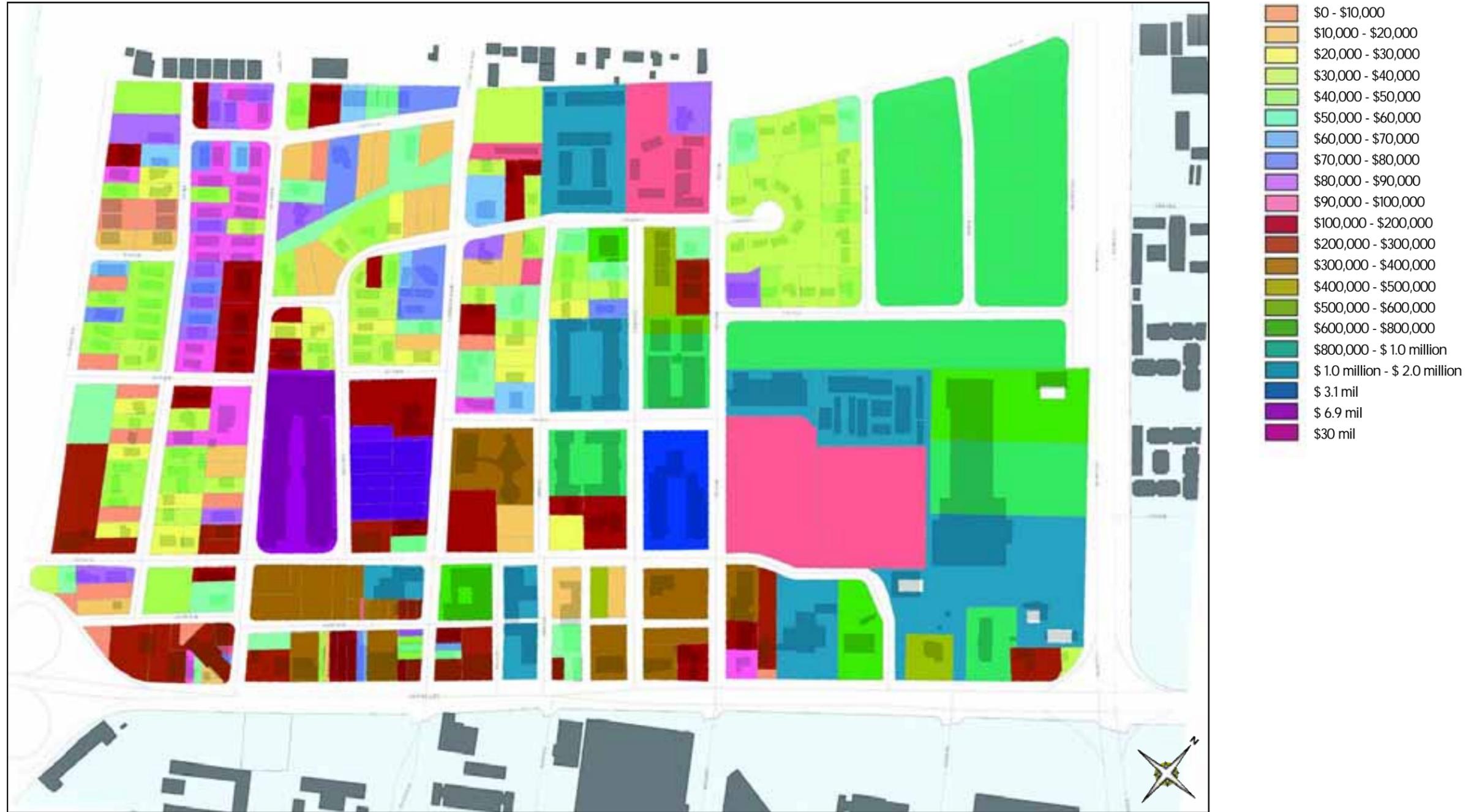
A multitude of financing vehicles are available for Northgate redevelopment. These range from traditional methods like bank loans to governmental sponsored approaches such as economic development financing authorized under Section 380 of Texas' Local Government Code, to legislatively created special financing districts. The following is a brief description of several Northgate redevelopment financing vehicles. The information contained in this report should not be considered all inclusive. There are a multitude of financing programs and scenarios not included within these pages because they do not merit further consideration. Although not exhaustive this chapter discusses options that may not have been considered previously.

### Northgate Financial Situation:

There are approximately 383 individual properties within Northgate. There are 261 separate properties identified within the Land Design Studios planning map. The Land Design Studio planning map shows a total assessed value for the property within Northgate is \$75,817,380. A significant number of properties are owned by governmental or nonprofit entities.



# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN ASSESSED PROPERTY VALUES



## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN COORDINATING LAND OWNERS



Two or three of the major landowners have indicated they would consider swapping land or they could amass a larger piece of land by trading land with other landowners. That could be done through a 1031 exchange, which is a way of exchanging property and avoiding the tax liability. This service can be handled by a variety of financial brokers who specialize in such transactions.

Another method would set up a “quasi-public” redevelopment authority who would take temporary ownership of property and redevelop it utilizing a Housing Finance authority approach. The redevelopment agent would offset the loss of revenue during redevelopment and transfer title back the original owner post development.

The **Land Assembly Tactics** outlined on page 37 could come into play as efforts to coordinate land owners get underway.

- Religious Organizations
- Aggie Inns, Ltd.
- Benning
- Bourgeois
- Boyett
- City of College Station
- Culpepper
- Forest
- Fu
- Harper
- Harris
- Mitchell
- Moore
- Nelson
- Szabuniewicz
- Texas A&M
- Vessali

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

### PUBLIC IMPROVEMENT DISTRICTS & TAX INCREMENT FINANCING OR TAX INCREMENT REINVESTMENT ZONES

	2002	2003	2004	2005	2006	2007	2008	2009
<b>Apr. Value</b>	\$75.82m	\$ 87.75 m	\$ 90.12 m	\$ 92.55 m	\$ 95.05 m	\$ 97.62 m	\$ 100.26 m	\$ 102.96 m
<b>Base Value</b>	\$678,641	\$ 678,641	\$ 678,641	\$ 678,641	\$ 678,641	\$ 678,641	\$ 678,641	\$ 678,641
<b>TIF Revenue</b>	\$ 0.00	\$ 109,838	\$ 128,046	\$ 149,826	\$ 172,195	\$ 195,168	\$ 218,760	\$ 242,900

Incremental revenue for Northgate produced

#### Public Improvement Districts (PID)

The City of College Station might create a Public Improvement District (PID) within the boundaries of the Northgate neighborhood. A PID is a financing vehicle that allows the city to levy an additional assessment on property within the area. The proceeds of that assessment can be used to construct and fund water/waste-water, streets/ sidewalks, mass transit, parking, cultural improvements, aesthetic improvements, landscaping, and supplement safety and business-related services.

A PID can only be created after establishing a plan for the Northgate redevelopment. The plan must include the nature of the proposed improvement, estimated costs, boundaries, identification of the property slated for the assessment, management, and indicate the improvement costs to be borne by the City. Once created, an advisory board made up of property owners governs this entity within the framework of the plan.

#### Tax Increment Financing (TIF) or Tax Increment Reinvestment Zone (TIRZ)

In this financing method, the City of College Station and Brazos County would establish a TIF for the Northgate area. The value of all property within the TIF as of Dec. 31, 2002 would establish a base year for the purpose of ad valorem revenue calculation. The incremental increase in revenue generated within Northgate is then available to fund public improvements within Northgate.

The revenue generated by a TIF can be used for any public purpose or to reimburse private developers for improvements they make to public infrastructure. However, this can only occur after the adoption of a comprehensive TIF development and financing plan.

Without a more complete and accurate assessment, it is impossible to accurately determine the likely revenue stream generated by a Northgate TIF. However, the Celero Group has made some basic assumptions and utilized preliminary information about Northgate to provide an illustrative example.

For the purpose of this example, we will assume the continuation of an historic 2.7% inflation rate. We will also assume that the Northgate community will develop via property value development / infill growth rate over the next several years. The table left indicates the incremental revenue increase generated by a TIF under the parameters described above.



The Waco Downtown Improvement District

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN SPECIAL FINANCING DISTRICTS & MUNICIPAL MANAGEMENT DISTRICT (MMD)

### Special Financing Districts

Multiple examples of special financing districts created by act of the Texas Legislature exist. These districts are created to foster economic development in a specific neighborhood or community like Northgate. These legislative districts are generally vested with a combination of economic development powers and funding mechanisms.

It is possible to create a Northgate Improvement District that would have all of the powers of an MMD, TIF, County Development District or economic development sales tax corporation. Examples of the entities that the City of College Station could emulate include the Old Town Spring Improvement District and the Frisco Square Management District.

To create a special financing district via the legislative process, The City of College Station and Brazos County must convince your representatives to file a local and consent bill no later than mid March of a legislative session. The language of the bill will be specific to the Northgate area and will not affect any other area of the state. The bill's language could be crafted in such a manner that the Northgate Improvement District is invested with the various powers and funding mechanisms that will benefit the economic development of the area.

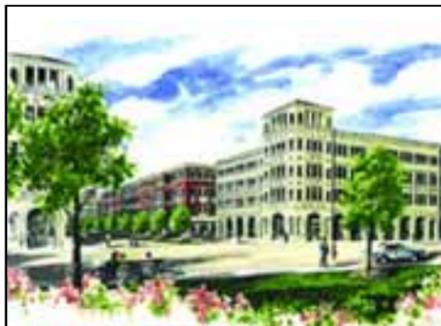
A financing district created using this method would not take effect until August of the year the bill was introduced. There is always a risk that the Legislature may not pass a bill of this nature or that the Governor will not sign the bill.

### Municipal Management District

The City of College Station could create a Municipal Management District for the Northgate area. This vehicle is primarily intended for commercial areas. It is unclear at this point if the substantial residential property within Northgate would be eligible for inclusion in a MMD.

The MMD is authorized to levy an assessment on commercial property within its boundaries and to levy certain impact fees or other development fees. The funds generated by an MMD are available for any public use within the MMD. A public use can include marketing of the district, administration, parks, public space, security, and public infrastructure. An MMD has the ability to bond out future revenue in order to fund development projects within its jurisdiction.

Note: A \$.05 assessment will generate \$5,000 in revenue for every \$10 million in assessed property value. At the present property value, a significant assessment would be necessary to generate a large enough pool to be meaningful. For instance, a \$.66 assessment applied district wide would generate approximately \$1,500,000/ year.



Frisco Square, 20 miles north of Dallas, created a special management district under Section 59 of the Texas Constitution to promote, encourage, and maintain the municipality's central business area. The subchapter that legally created the district is available to read in this report's appendix.

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN ECONOMIC DEVELOPMENT ADMINISTRATION

The U.S. Department of Commerce, via the Economic Development Administration (EDA), will often entertain grant requests for multi-modal revitalization projects. Awards made under this program are typically based on a percentage reimbursement schedule. In other words, the City of College Station would be required to expend \$1 million on qualifying projects within Northgate. EDA would then reimburse a percentage of that money, generally not more than 60%.

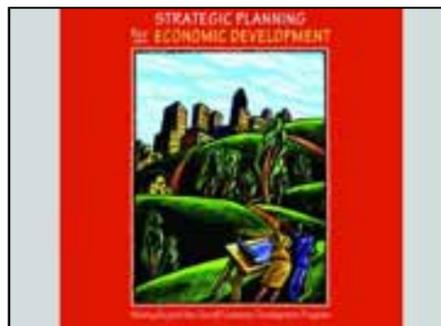
EDA money can be used for a multitude of projects but is generally confined to public infrastructure and business development infrastructure. Parking facilities, water/wastewater improvements, small business incubators, public transportation terminals and safety lighting improvements are generally the most common projects funded under an EDA grant.

EDA works with local government and community groups to generate new jobs, help retain existing jobs, and stimulate industrial and commercial growth in economically-distressed communities. EDA assistance is available to both rural and urban areas experiencing high unemployment, low income, or other severe economic distress. The grants are funded under EDA's Public Works and Development Facilities Grant Program, which is designed to assist distressed communities in attracting new industry, encouraging business expansion, diversifying the local economy, and generating long-term private sector jobs.

In 2001 the EDA awarded a \$1.089 million grant for to the city of Hillsboro, Ill. "The grant will help the city build roadways needed to ease access to their commercial area. The EDA grant will provide an access road to the commercial area, opening sites for development, encouraging business expansion, and create nearly 66 local jobs and \$1.7 million in investments," said U.S. Commerce Secretary Don Evans.

One specific item which sounds plausible is to create a district-wide storm water detention facility along the north edge of the area. An existing drainage ditch might be improved to allow existing sites to eliminate on site ponds and future development to avoid the need for on site detention. This is quite typical for high density, central business districts in most cities.

Another local incentive is the use of density bonuses to encourage developers to build products in line with the vision for the area. Such measures when coupled with reduced parking requirements often make expensive land more feasible to develop.



The U.S. Department of Commerce strives to create jobs and stimulate industry in economically depressed areas.

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN LOCALLY INITIATED INCENTIVES

The city and county governments involved in the Northgate area are able to offer various local incentive programs that can make Northgate redevelopment more attractive to private developers. In each case, the local authorities must weight the benefit of the development with the cost incurred to provide the incentive. However, these local incentives are, in most cases, the quickest and most effective development tool.

These local incentives include tax abatements, fee waivers, fast track permitting, and infrastructure participation. These are authorized under a variety of laws including chapter 380 of the local government code. The governmental entities involved in the Northgate redevelopment could encourage private sector development by restricting or waiving development and tap fees as well as by providing liberal tax abatement policies and guidelines specifically to the Northgate area.

Most local governments using these types of local incentives have developed a comprehensive set of incentive guidelines. The guidelines include the types of businesses that are eligible to participate in the programs, as well as the circumstances under which local incentives are offered. Most communities that have found success in an area like Northgate have ensured that the redevelopment of an existing area qualifies for the full range of incentives offered by the local community.

Many cities engaged in the redevelopment of an area similar to Northgate will take a proactive incentive stance by establishing a reinvestment zone with boundaries coinciding with the appropriate neighborhood or property. This allows the city greater flexibility when considering and implementing local incentives.



The City of Arlington grants economic incentives as a Chapter 380 Economic Development Program. The recipients must enter into an agreement with the City of Arlington to protect the public interest of receiving a public benefit in exchange for public funds, assets and services meant to stimulate economic development in Arlington.

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN HOUSING FINANCE AUTHORITY

The Northgate area could utilize the services of a Housing Finance Authority in order to provide low interest funding for residential development within the area. The Authority can issue tax-exempt bonds to finance residential development projects. The funds can be used by non-profit groups or governmental entities as well as for-profit developers.

A Housing Finance Authority can consolidate or acquire property, issue debt, build or redevelop residential housing units. Generally, a certain percentage of residential units financed under this type of program must be set aside for low-to-moderate income residents. Below is an award-winning example of this program:

Southwest Housing, the largest developer of affordable housing in Texas, developed Primrose of Shadow Creek in Austin, Texas. The property includes landscaped garden areas, community rooms and laundry rooms in each building. All units will be reserved for eligible persons and rents are based on Median Family Income (MFI).

The Austin Housing Finance Corporation (AHFC) used low-income tax credits, sold to an investor, to infuse cash into the project. The AHFC invested \$1 million to acquire the land in the project and will recover its investment by leasing the land over 40 years with annual payments of \$60,000. At the end of 15 years AHFC will have the right to acquire the property for the then outstanding debt.

The development meets the City of Austin's

S.M.A.R.T. (Safe, Mixed-Income, Accessible, Reasonably Priced, and Transit-Oriented) standards, promoting the creation of reasonably priced homes within the city limits and offers developers incentives, by way of advocacy, through the City's development process and fee waivers for developing affordable housing units.

HFA'S also play a significant role in developing workforce housing for moderate wage earners such as teachers, fireman, and policeman.



Oaks at Hampton - A mixed use project in Dallas where 250 affordable units for seniors in Phase I opened in the fall of 2001. The project received a \$9,535,000 tax exempt bond allocation from the Department. Southwest Housing Development served as the developer on the project.

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN SALES TAX ESTIMATE & OTHER PROGRAMS

### Sales Tax Estimate

Northgate is both a community and an entertainment destination. Entertainment venues typically bring in sales tax dollars from outside the Northgate area. Area residents also patron to the entertainment establishments within Northgate. However, the lack of a comprehensive retail community within Northgate limits the discretionary spending of the Northgate residents.

Residents of a pedestrian community like Northgate will typically expend a significant percentage of their discretionary income within a limited radius of their domicile. As Northgate adds more retail establishments, it will capture more taxable spending of its residents. The Land Design Studio report indicates that the Northgate residential population will almost double within the next two years. Below is an estimate of the potential residential sales tax revenue that might be generated within Northgate based upon population growth and general purchasing characteristics.

### Revolving Loan Fund

Many cities and governmental entities have established local revolving loan funds designed to encourage specific business development within a geographic area such as Northgate. These funds are made available to retail and other appropriate businesses for working capital and building improvements that coincide with redevelopment plans. These programs typically provide seed money by the local government and local lending institutions. They are able to truncate the application time and make lower interest rate, non-traditional loans to start-up and small businesses. A group of Northgate business owners along with appropriate financial experts could administer the

fund. As the loans are paid back, the fund then revolves that money to a new borrower within the Northgate community.

### Hotel Motel Tax

County Authorized: There are currently fifteen counties in Texas that are authorized to collect up to a 6% tax on hotel/motel occupancy. The County could utilize this revenue within Northgate to promote tourism, parks and recreation. An act of the legislature is required to allow Brazos County to collect this tax.

### Crime Control Prevention District:

A city or county may create a crime control prevention district for Northgate. A CCPD could be located within the Northgate area. The revenue generated by a CCPD must be used for crime control and prevention infrastructure and programs. A CCPD is able to contract with other governmental entities to provide services in a broad area. A Northgate CCPD could be utilized to offset governmental expenses in other areas, thereby releasing other governmental funds for use in the economic development of Northgate. A CCPD is also eligible for various state and federal grants.

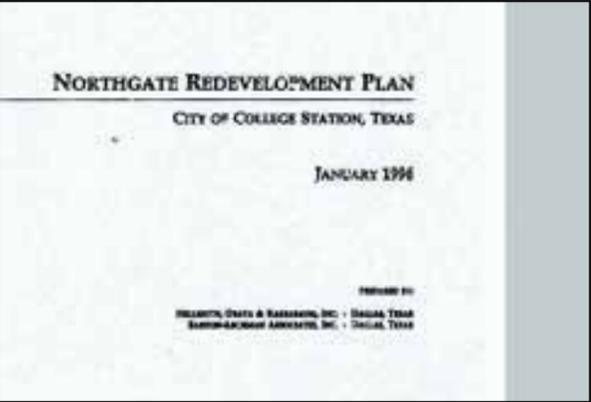
### Site Plan Assistance

It is not unusual find local business owners and developers intimidated by the prospect of redevelopment. They have seldom tried to navigate the planning, design, re-entitlement, finance and construction gauntlet. To assist in this daunting process the City of College Station will assist in funding concept design for key projects felt to accelerate the buildout of the Northgate Vision.

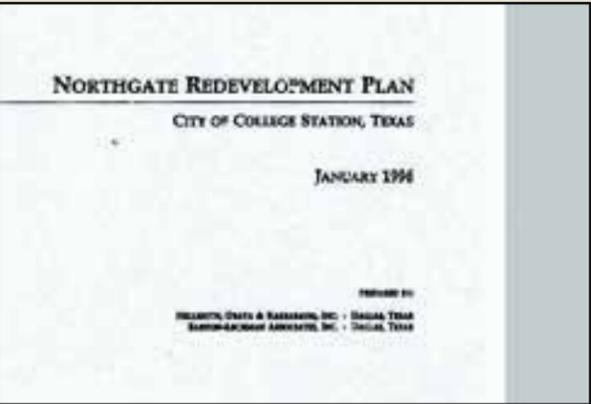


The City of Ennis receives revenues in excess of \$800,000 annually as a result of the 4B (0.05%) city sales tax.

NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN  
APPENDIX

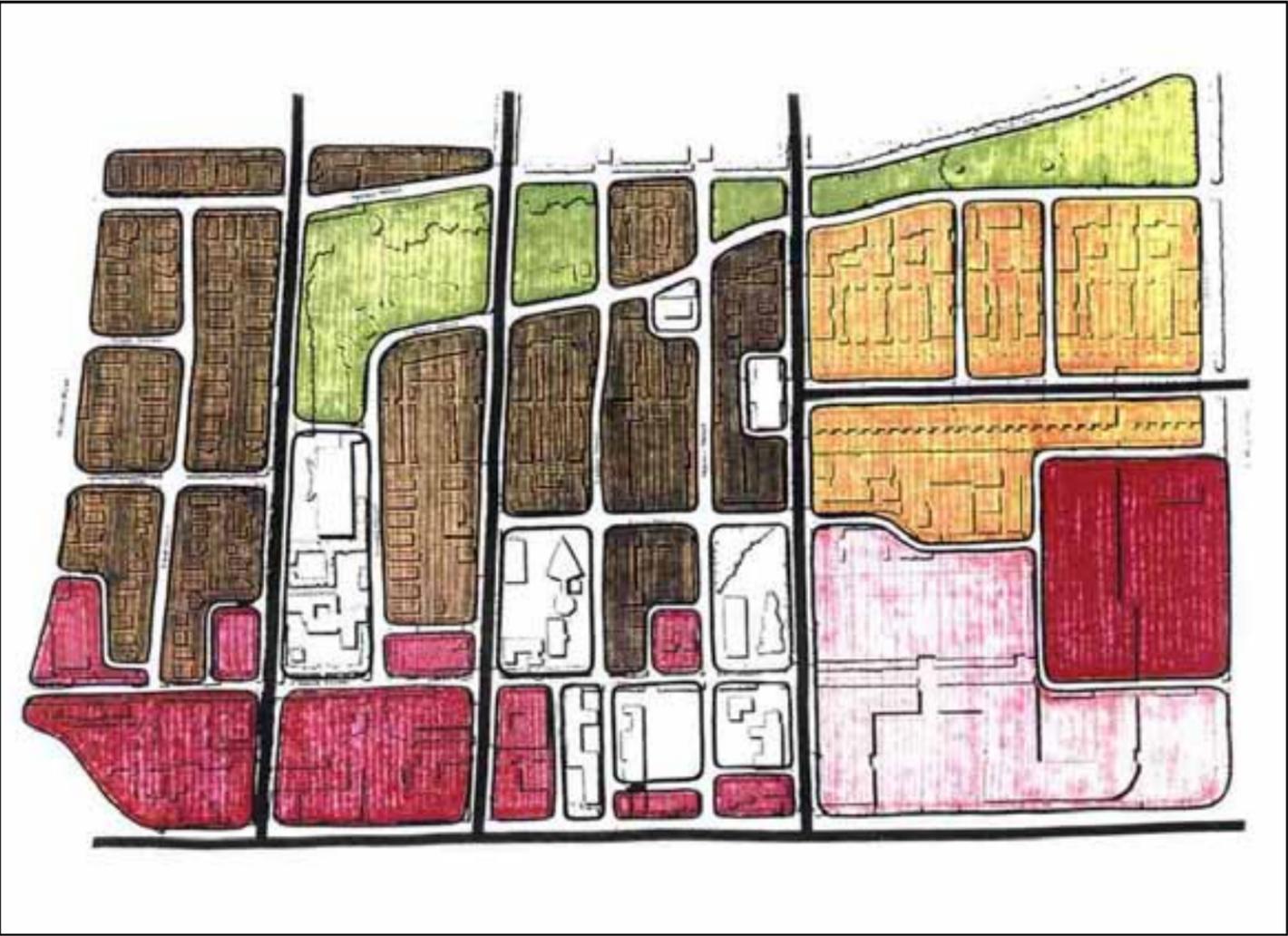


NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN  
APPENDIX



# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## HOK PLAN INTENTIONS



- Multi-Family
- Townhomes
- Park
- Public/ Institutional
- Retail
- Mixed Use
- Type "A" Streets

### REDEVELOPMENT GOALS

- Revitalize as campus neighborhood.
- Encourage development of owner-occupied residential units.
- Encourage development of retail/commercial/office.
- Provide opportunities for businesses to expand and relocate within district.
- Create safe, secure, attractive neighborhood.

### ISSUES AND OPPORTUNITIES

- District has no "sense of place".
- Strong relationship with University.
- Existing retail along University acts as buffer to residential areas.
- Drainage easement acts as buffer to City of Bryan.
- Primary opportunity areas at Core Area, Mud Lot, and NE Corner.

### REDEVELOPMENT PLAN

- Develop mixed use hotel/conference center at University & Nagle.
- Improve core area pedestrian and parking facilities, add retail uses.

Develop linear park in northern portion of district to act as buffer, add park space, provide drainage easement.

- Develop market housing for sale in NE corner.
- Develop private dorm's and dense apartments.

### ACTION PLAN

- Pursue available grants.
- Establish Northgate TIF.
- Establish Northgate District Association
- Encourage public/private sector participation.
- Encourage City/University joint ventures: develop parking deck, fund NDA, develop linear park.
- Implement City projects: add off-street parking, implement guidelines, repair streets, widen University, upgrade water/wastewater.
- Implement University projects: sell vacant property, patrol core area.

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## HOK SUBAREA PLAN



Sub-area I is roughly defined by University Drive/FM 60, Wellborn Road/FM 2514, College Main, and Church Avenue and contains some of the most patronized businesses in Northgate because of its proximity to on-campus dorm's and its development of retail and entertainment uses.

The City and the Northgate Steering Committee identified the desire for the development of a "gathering place" behind the businesses located along University Drive/FM 60 between College Main and Boyett Street (in the vicinity of Patricia Street).

An implication of development of the promenade and plaza would be the elimination of some existing off-street parking areas. The plan would allow for consolidation of existing underutilized areas into more efficient off-street parking lots.

The removal of existing off-street parking spaces and the development of new retail space will further increase parking demand in the core area. Should the core area be developed as shown, there will be a deficit of approximately 100 spaces. Satellite lots north of Church Avenue would be necessary to accommodate the increased demand.

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## APPENDIX: DEMOGRAPHIC SNAPSHOT

<b>POP-FACTS: DEMOGRAPHIC SNAPSHOT</b>		
Prepared For: CITY OF COLLEGE STATION		
Project Code: 989404-405		Order #: 962292838
Type: Radius Coord: 30.62 -96.3475	CROSS ST AND COLLEGE MAIN COLLEGE STATION, TX	Site: 01

Description	1.00 Mile Radius	3.00 Mile Radius	5.00 Mile Radius
<b>Population</b>			
2007 Projection	17,275	84,524	139,941
2002 Estimate	16,648	78,517	128,290
2000 Census	16,257	76,050	123,572
1990 Census	17,103	65,813	102,731
Growth 2002-2007	3.77%	7.65%	9.08%
Growth 2000-2002	2.41%	3.24%	3.82%
Growth 1990-2000	-4.95%	15.55%	20.29%
<b>2002 Est. Population by Single Race Classification</b>			
White Alone	73.17%	76.36%	73.29%
Black or African American Alone	3.01%	7.46%	10.40%
American Indian and Alaska Native Alone	0.27%	0.36%	0.38%
Asian Alone	16.26%	6.35%	4.87%
Native Hawaiian and Other Pacific Islander Alone	0.12%	0.09%	0.08%
Some Other Race Alone	4.92%	7.24%	8.92%
Two or More Races	2.25%	2.15%	2.06%
<b>2002 Est. Population Hispanic or Latino by Origin</b>			
Not Hispanic or Latino	89.20%	85.10%	81.20%
Hispanic or Latino:	10.80%	14.90%	18.80%
Mexican	71.31%	73.19%	76.37%
Puerto Rican	2.78%	1.55%	1.09%
Cuban	1.02%	0.82%	0.55%
All Other Hispanic or Latino	24.89%	24.45%	21.99%
<b>2002 Est. Hispanic or Latino by Single Race Class.</b>			
White Alone	49.23%	45.60%	46.84%
Black or African American Alone	0.04%	0.66%	0.63%
American Indian and Alaska Native Alone	0.11%	0.70%	0.70%
Asian Alone	0.23%	0.14%	0.18%
Native Hawaiian and Other Pacific Islander Alone	0.00%	0.15%	0.16%
Some Other Race Alone	43.53%	47.55%	46.74%
Two or More Races	6.86%	5.20%	4.76%

<b>POP-FACTS: DEMOGRAPHIC SNAPSHOT</b>		
Prepared For: CITY OF COLLEGE STATION		
Project Code: 989404-405		Order #: 962292838
Type: Radius Coord: 30.62 -96.3475	CROSS ST AND COLLEGE MAIN COLLEGE STATION, TX	Site: 01

Description	1.00 Mile Radius	3.00 Mile Radius	5.00 Mile Radius
<b>2002 Est. Pop. Asian Alone Race by Category</b>			
Chinese, except Taiwanese	33.58%	27.62%	27.90%
Filipino	2.46%	3.12%	3.26%
Japanese	0.99%	2.42%	2.59%
Asian Indian	27.69%	25.35%	25.98%
Korean	15.62%	21.45%	20.03%
Vietnamese	5.83%	6.99%	6.68%
Cambodian	0.07%	0.06%	0.08%
Hmong	0.04%	0.02%	0.02%
Laotian	0.11%	0.16%	0.14%
Thai	1.86%	1.94%	1.69%
Other Asian	10.85%	9.72%	10.38%
Two or more Asian categories	0.91%	1.15%	1.26%
<b>2002 Est. Population by Sex</b>			
Male	56.48%	51.15%	50.28%
Female	43.52%	48.85%	49.72%
<b>2002 Est. Population by Age</b>			
Age 0 - 4	2.51%	4.82%	5.85%
Age 5 - 9	1.20%	3.64%	5.13%
Age 10 - 14	0.77%	3.17%	5.06%
Age 15 - 19	39.31%	16.42%	13.38%
Age 20 - 24	36.73%	35.04%	26.97%
Age 25 - 34	12.56%	13.99%	14.39%
Age 35 - 44	3.24%	7.27%	9.97%
Age 45 - 54	1.21%	5.67%	7.88%
Age 55 - 59	0.70%	2.40%	2.94%
Age 60 - 64	0.62%	1.82%	2.07%
Age 65 - 74	0.52%	2.62%	3.07%
Age 75 - 84	0.41%	2.06%	2.23%
Age 85 and older	0.22%	1.08%	1.06%
Age 16 and older	95.34%	87.70%	82.93%
Age 18 and older	94.86%	86.25%	80.85%
Age 21 and older	40.60%	61.52%	63.00%
Age 65 and older	1.15%	5.75%	6.36%
<b>2002 Est. Median Age</b>			
	20.85	23.13	23.81
<b>2002 Est. Average Age</b>			
	22.99	28.40	29.62

NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN  
APPENDIX: DEMOGRAPHIC SNAPSHOT

<b>POP-FACTS: DEMOGRAPHIC SNAPSHOT</b>		
Prepared For: CITY OF COLLEGE STATION		
Project Code: 989404-405		Order #: 962292838
Type: Radius Coord: 30.62 -96.3475	CROSS ST AND COLLEGE MAIN COLLEGE STATION, TX	Site: 01

Description	1.00 Mile Radius	3.00 Mile Radius	5.00 Mile Radius
<b>2002 Est. Male Population by Age</b>	9,403	40,161	64,505
Age 0 - 4	2.21%	4.71%	5.93%
Age 5 - 9	1.19%	3.68%	5.27%
Age 10 - 14	0.72%	3.16%	5.17%
Age 15 - 19	32.85%	14.91%	12.58%
Age 20 - 24	42.39%	37.25%	28.77%
Age 25 - 34	13.70%	15.42%	15.23%
Age 35 - 44	3.68%	7.52%	9.91%
Age 45 - 54	1.21%	5.28%	7.58%
Age 55 - 59	0.69%	2.23%	2.87%
Age 60 - 64	0.50%	1.68%	1.90%
Age 65 - 74	0.43%	2.22%	2.60%
Age 75 - 84	0.26%	1.54%	1.70%
Age 85 and older	0.17%	0.40%	0.44%
<b>2002 Est. Median Age, Male</b>	21.54	23.16	23.66
<b>2002 Est. Average Age, Male</b>	23.18	27.45	28.57
<b>2002 Est. Female Population by Age</b>	7,245	38,356	63,785
Age 0 - 4	2.90%	4.93%	5.77%
Age 5 - 9	1.22%	3.60%	5.00%
Age 10 - 14	0.83%	3.18%	4.96%
Age 15 - 19	47.68%	18.01%	14.19%
Age 20 - 24	29.39%	32.72%	25.14%
Age 25 - 34	11.09%	12.50%	13.55%
Age 35 - 44	2.67%	7.01%	10.03%
Age 45 - 54	1.21%	6.08%	8.19%
Age 55 - 59	0.71%	2.57%	3.01%
Age 60 - 64	0.77%	1.98%	2.24%
Age 65 - 74	0.64%	3.03%	3.48%
Age 75 - 84	0.61%	2.60%	2.75%
Age 85 and older	0.28%	1.79%	1.69%
<b>2002 Est. Median Age, Female</b>	19.72	23.10	23.99
<b>2002 Est. Average Age, Female</b>	22.73	29.38	30.69

<b>POP-FACTS: DEMOGRAPHIC SNAPSHOT</b>		
Prepared For: CITY OF COLLEGE STATION		
Project Code: 989404-405		Order #: 962292838
Type: Radius Coord: 30.62 -96.3475	CROSS ST AND COLLEGE MAIN COLLEGE STATION, TX	Site: 01

Description	1.00 Mile Radius	3.00 Mile Radius	5.00 Mile Radius
<b>2002 Est. Population Age 15+ by Marital Status</b>	15,901	69,388	107,702
Male, Never Married	47.96%	33.15%	27.52%
Female, Never Married	35.09%	26.80%	22.49%
Total Married	14.39%	30.89%	38.88%
Male, Previously Married	1.13%	2.68%	3.39%
Female, Previously Married	1.42%	6.48%	7.73%
<b>2002 Est. Pop. Age 25+ by Educational Attainment</b>	3,242	28,984	55,940
Less than 9th grade	1.65%	4.64%	8.08%
Some High School, no diploma	2.98%	7.57%	10.02%
High School Graduate (or GED)	7.30%	15.13%	18.15%
Some College, no degree	14.24%	20.60%	19.50%
Associate Degree	4.17%	4.36%	4.24%
Bachelor Degree	32.82%	23.66%	20.82%
Graduate or Professional Degree	36.84%	24.03%	19.19%
<b>Households</b>			
2007 Projection	3,696	33,235	52,142
2002 Estimate	3,350	30,404	47,395
2000 Census	3,080	29,222	45,468
1990 Census	3,012	24,337	37,220
Growth 2002-2007	10.33%	9.31%	10.02%
Growth 2000-2002	8.77%	4.04%	4.24%
Growth 1990-2000	2.26%	20.07%	22.16%
<b>2002 Est. Average Household Size</b>	1.99	2.22	2.44
<b>2002 Est. Households by Household Type</b>	3,350	30,404	47,395
Family Households	33.39%	40.05%	49.73%
Nonfamily Households	66.61%	59.95%	50.27%
<b>2002 Est. Group Quarters Population</b>	9,984	10,991	12,760

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## APPENDIX: DEMOGRAPHIC SNAPSHOT

<b>POP-FACTS: DEMOGRAPHIC SNAPSHOT</b>		
Prepared For: CITY OF COLLEGE STATION		
Project Code: 989404-405		Order #: 962292838
Type: Radius Coord: 30.62 -96.3475	CROSS ST AND COLLEGE MAIN COLLEGE STATION, TX	Site: 01

Description	1.00 Mile Radius	3.00 Mile Radius	5.00 Mile Radius
<b>2002 Est. Households by Household Income</b>	3,350	30,404	47,395
Income Less than \$15,000	37.86%	28.00%	23.59%
Income \$15,000 - \$24,999	26.47%	18.66%	17.15%
Income \$25,000 - \$34,999	16.42%	12.41%	12.14%
Income \$35,000 - \$49,999	9.49%	12.69%	13.10%
Income \$50,000 - \$74,999	6.39%	11.76%	14.49%
Income \$75,000 - \$99,999	2.00%	7.37%	8.91%
Income \$100,000 - \$149,999	0.98%	5.35%	6.39%
Income \$150,000 - \$249,999	0.09%	2.86%	3.21%
Income \$250,000 - \$499,999	0.07%	0.69%	0.75%
Income \$500,000 and over	0.23%	0.21%	0.26%
<b>2002 Est. Average Household Income</b>	\$47,286	\$49,201	\$53,130
<b>2002 Est. Median Household Income</b>	\$19,589	\$27,685	\$32,622
<b>2002 Est. Per Capita Income</b>	\$11,494	\$19,668	\$20,045
<b>2002 Est. Household Type, Presence of Own Children</b>	3,350	30,404	47,395
Single Male Householder	24.86%	15.85%	13.40%
Single Female Householder	14.30%	15.89%	14.37%
Married-Couple Family, own children	11.91%	12.20%	17.67%
Married-Couple Family, no own children	14.56%	16.21%	18.60%
Male Householder, own children	0.73%	0.95%	1.18%
Male Householder, no own children	1.80%	2.44%	2.38%
Female Householder, own children	2.41%	4.85%	6.00%
Female Householder, no own children	1.98%	3.39%	3.91%
Nonfamily, Male Householder	18.53%	15.35%	12.22%
Nonfamily, Female Householder	8.92%	12.86%	10.28%
<b>2002 Est. Households by Household Size</b>	3,350	30,404	47,395
1-person household	39.16%	31.74%	27.77%
2-person household	36.34%	37.79%	35.13%
3-person household	15.15%	15.77%	17.03%
4-person household	6.72%	9.52%	11.90%
5-person household	1.74%	3.24%	4.85%
6-person household	0.56%	1.20%	1.95%
7 or more person household	0.33%	0.74%	1.37%

<b>POP-FACTS: DEMOGRAPHIC SNAPSHOT</b>		
Prepared For: CITY OF COLLEGE STATION		
Project Code: 989404-405		Order #: 962292838
Type: Radius Coord: 30.62 -96.3475	CROSS ST AND COLLEGE MAIN COLLEGE STATION, TX	Site: 01

Description	1.00 Mile Radius	3.00 Mile Radius	5.00 Mile Radius
<b>2002 Est. Households by Presence of Children</b>	3,350	30,404	47,395
<b>Households with Children less than Age 18:</b>			
Married-Couple Family	12.04%	12.73%	18.49%
Other Family, Male Householder	0.82%	1.15%	1.44%
Other Family, Female Householder	2.62%	5.33%	6.74%
Nonfamily, Male Householder	0.31%	0.26%	0.24%
Nonfamily, Female Householder	0.02%	0.13%	0.12%
<b>Households with no Children less than Age 18:</b>			
Married-Couple Family	14.43%	15.69%	17.77%
Other Family, Male Householder	1.71%	2.24%	2.12%
Other Family, Female Householder	1.77%	2.91%	3.17%
Nonfamily, Male Householder	43.09%	30.94%	25.37%
Nonfamily, Female Householder	23.19%	28.62%	24.53%
<b>2002 Est. Households by Number of Vehicles</b>	3,350	30,404	47,395
No Vehicles	11.46%	5.94%	6.10%
1 Vehicle	49.20%	40.19%	36.63%
2 Vehicles	34.64%	40.89%	43.43%
3 Vehicles	3.18%	10.05%	10.68%
4 Vehicles	1.37%	2.59%	2.75%
5 or more Vehicles	0.15%	0.33%	0.40%
<b>Family Households</b>			
2007 Projection	1,189	13,039	25,445
2002 Estimate	1,119	12,177	23,570
2000 Census	1,071	11,812	22,788
1990 Census	1,225	10,787	19,755
Growth 2002-2007	6.26%	7.08%	7.96%
Growth 2000-2002	4.48%	3.09%	3.43%
Growth 1990-2000	-12.57%	9.50%	15.35%

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## APPENDIX: DEMOGRAPHIC SNAPSHOT

<b>POP-FACTS: DEMOGRAPHIC SNAPSHOT</b>		
Prepared For: CITY OF COLLEGE STATION		
Project Code: 989404-405		Order #: 962292838
Type: Radius Coord: 30.62 -96.3475	CROSS ST AND COLLEGE MAIN COLLEGE STATION, TX	Site: 01

Description	1.00 Mile Radius	3.00 Mile Radius	5.00 Mile Radius
<b>2002 Est. Family Households by Household Income</b>	1,119	12,177	23,570
Income Less than \$15,000	20.62%	12.08%	10.84%
Income \$15,000 - \$24,999	22.34%	13.37%	12.05%
Income \$25,000 - \$34,999	27.54%	11.56%	10.29%
Income \$35,000 - \$49,999	12.81%	13.60%	14.25%
Income \$50,000 - \$74,999	10.66%	18.96%	20.81%
Income \$75,000 - \$99,999	3.64%	12.63%	13.82%
Income \$100,000 - \$149,999	1.23%	10.37%	10.64%
Income \$150,000 - \$249,999	0.27%	5.94%	5.72%
Income \$250,000 - \$499,999	0.22%	1.09%	1.12%
Income \$500,000 and over	0.69%	0.40%	0.45%
<b>2002 Est. Average Family Household Income</b>	\$39,789	\$70,072	\$71,576
<b>2002 Est. Median Family Household Income</b>	\$27,557	\$49,326	\$53,088
<b>2002 Est. Families by Poverty Status</b>	1,119	12,177	23,570
<b>Income Above Poverty Level:</b>			
Married-Couple Family, own children	31.38%	29.34%	34.32%
Married-Couple Family, no own children	29.85%	34.75%	32.34%
Male Householder, own children	1.78%	1.97%	1.89%
Male Householder, no own children	2.60%	3.37%	2.92%
Female Householder, own children	4.30%	6.00%	6.77%
Female Householder, no own children	3.19%	5.73%	4.92%
<b>Income Below Poverty Level:</b>			
Married-Couple Family, own children	13.27%	4.27%	4.25%
Married-Couple Family, no own children	4.75%	2.58%	2.01%
Male Householder, own children	1.50%	0.92%	0.87%
Male Householder, no own children	1.71%	2.20%	1.48%
Female Householder, own children	2.53%	6.05%	6.21%
Female Householder, no own children	3.13%	2.80%	2.03%
<b>2002 Est. Families by Number of Workers</b>	1,119	12,177	23,570
No Workers	10.71%	7.28%	7.61%
1 Worker	42.72%	28.65%	28.32%
2 Workers	42.66%	53.70%	53.70%
3 or more Workers	3.91%	10.38%	10.37%

<b>POP-FACTS: DEMOGRAPHIC SNAPSHOT</b>		
Prepared For: CITY OF COLLEGE STATION		
Project Code: 989404-405		Order #: 962292838
Type: Radius Coord: 30.62 -96.3475	CROSS ST AND COLLEGE MAIN COLLEGE STATION, TX	Site: 01

Description	1.00 Mile Radius	3.00 Mile Radius	5.00 Mile Radius
<b>2002 Est. Population Age 16+ by Employment</b>	15,872	68,859	106,391
In Armed Forces	0.28%	0.40%	0.40%
Civilian - Employed	34.26%	52.82%	56.69%
Civilian - Unemployed	2.79%	3.35%	3.58%
Not in Labor Force	62.67%	43.43%	39.33%
<b>2002 Est. Employed Pop. Age 16+ by Occupation</b>	5,438	36,370	60,309
Managerial and Professional Specialty	35.25%	34.71%	33.80%
Technical, Sales and Administrative Support	39.15%	36.28%	33.23%
Service	14.15%	14.00%	14.43%
Farming, Forestry and Fishing	1.47%	1.88%	1.92%
Precision, Production, Craft and Repair	3.36%	5.61%	7.26%
Operators, Fabricators and Laborers	6.62%	7.51%	9.37%
<b>2002 Est. Employed Pop. Age 16+ by Class of Worker</b>	5,438	36,370	60,309
For-Profit Private Wage or Salary Workers	37.24%	48.16%	50.62%
Not-For-Profit Private Wage or Salary Workers	4.86%	5.96%	6.14%
Local Government Workers	8.12%	6.17%	6.94%
State Government Workers	44.15%	32.12%	28.61%
Federal Government Workers	1.57%	2.05%	2.02%
Self-Employed Workers	3.77%	5.19%	5.38%
Unpaid Family Workers	0.29%	0.34%	0.29%
<b>2002 Est. Workers Age 16+, Transportation To Work</b>	5,285	35,915	59,704
Drove Alone	37.23%	67.76%	71.21%
Car Pooled	7.68%	12.70%	13.95%
Public Transportation	1.10%	2.76%	2.32%
Walked	30.08%	7.41%	5.01%
Motorcycle	2.27%	1.72%	1.41%
Bicycle	13.61%	4.34%	2.86%
Other Means	0.81%	0.33%	0.73%
Worked at Home	7.21%	2.97%	2.53%
<b>2002 Est. Workers Age 16+ by Travel Time to Work</b>	4,904	34,847	58,197
Less than 15 Minutes	74.52%	62.27%	56.53%
15 - 29 Minutes	22.04%	30.47%	34.98%
30 - 44 Minutes	2.21%	4.41%	4.94%
45 - 59 Minutes	0.68%	1.11%	1.42%
60 or more Minutes	0.56%	1.75%	2.14%
<b>2002 Est. Average Travel Time to Work in Minutes</b>	10.54	13.33	14.38

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## APPENDIX: DEMOGRAPHIC SNAPSHOT

<b>POP-FACTS: DEMOGRAPHIC SNAPSHOT</b>		
Prepared For: CITY OF COLLEGE STATION		
Project Code: 989404-405		Order #: 962292838
Type: Radius	CROSS ST AND COLLEGE MAIN	Site: 01
Coord: 30.62 -96.3475	COLLEGE STATION, TX	

Description	1.00 Mile Radius	3.00 Mile Radius	5.00 Mile Radius
<b>2002 Est. Tenure of Occupied Housing Units</b>	3,350	30,404	47,395
Owner Occupied	9.91%	26.76%	38.24%
Renter Occupied	90.09%	73.24%	61.76%
<b>2002 Est. Owner Occupied Housing Values</b>	265	6,781	14,546
Value Less than \$25,000	0.70%	0.81%	2.62%
Value \$25,000 - \$49,999	4.58%	3.22%	6.06%
Value \$50,000 - \$74,999	22.64%	11.26%	11.00%
Value \$75,000 - \$99,999	32.08%	21.63%	17.72%
Value \$100,000 - \$149,999	29.67%	36.94%	32.61%
Value \$150,000 - \$199,999	6.14%	14.31%	14.27%
Value \$200,000 - \$299,999	3.27%	8.27%	10.44%
Value \$300,000 - \$399,999	0.59%	2.18%	3.04%
Value \$400,000 - \$499,999	0.20%	0.79%	0.99%
Value \$500,000 or more	0.12%	0.59%	1.26%
<b>2002 Est. Median Owner Occupied Housing Value</b>	\$92,297	\$117,698	\$119,324
<b>2002 Est. Housing Units by Units in Structure</b>	3,483	32,514	50,618
1 Unit Attached	2.91%	4.78%	5.05%
1 Unit Detached	18.26%	30.54%	39.94%
2 Units	4.74%	5.43%	6.92%
3 to 19 Units	58.24%	41.81%	31.95%
20 to 49 Units	9.15%	6.12%	5.04%
50 or More Units	3.51%	6.51%	4.31%
Mobile Home or Trailer	2.00%	3.78%	5.80%
Other	1.18%	1.02%	0.99%
<b>2002 Est. Housing Units by Year Built</b>	3,483	32,514	50,618
Housing Unit Built 1989 to present	8.87%	17.90%	20.19%
Housing Unit Built 1985 to 1988	1.73%	4.45%	5.67%
Housing Unit Built 1980 to 1984	14.87%	20.43%	21.35%
Housing Unit Built 1970 to 1979	34.23%	32.09%	28.09%
Housing Unit Built 1960 to 1969	21.64%	12.49%	10.08%
Housing Unit Built 1950 to 1959	11.90%	7.78%	7.60%
Housing Unit Built 1940 to 1949	3.40%	3.39%	4.00%
Housing Unit Built 1939 or Earlier	3.36%	1.47%	3.03%



NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN  
APPENDIX: BRANSON RESEARCH COLLEGE STATION/BRYAN MARKET ANALYSIS

Bryan-College Station Market Analysis  
For Northgate Land Use Project

December 2, 2002

Prepared for:  
Land Design Studio

Prepared by:  
Branson Research Associates, Inc.

Preface

This report was developed to provide an overview of the College Station and Bryan market. The information will be related by Land Design Studio to improve development potentials for the Northgate area of College Station. Northgate is a mixed-use area adjacent to University Drive, which is one of the border streets to the Texas A&M University campus. Northgate is an old section of College Station and the goal is to improve its character and value to its community.

Appreciation is expressed to those who assisted in providing data and information concerning Northgate as well as the city of College Station and city of Bryan.

This report was under the direction of Robert E. Branson, PhD. Economist. Major assistance was provided by Virginie Blum, research associate in Branson Research Associates, Inc.

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## APPENDIX: BRANSON RESEARCH COLLEGE STATION/BRYAN MARKET ANALYSIS

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### Executive Summary

- College Station and Bryan are growing twin cities. Fall 2002 combined population is estimated at 167,000. It was 155,000 as of the U.S. Census, April 2000.
- Both twin cities have aggressive leadership. The B-CS Economic Development Corp. seeks new commercial businesses. Both cities are left on their own regarding finding new retailers.
- Northgate is the older section of College Station and lies adjacent to the Texas A&M campus. As such it is a mixed-use area of retail stores, eating places, and bars. It is also the location of several churches.
- Several streets in Northgate need to be upgraded by repaving and where possible putting sidewalks and curbs.
- A number of older houses need to be replaced because they downgrade the community.
- A new private dormitory, the Tradition, has just been built. It has 410 bedrooms. It is not yet fully occupied but most private dorms take a while to become totally rented.
- A new parking garage was built by the city. There is a conflict between short term and long term parking in the streets at stores, bars and restaurants.
- Improved landscaping is being added but more is needed.
- Tenants in Northgate housing are those who wish to walk or bike to campus. A number of foreign students are among the tenants.
- Two new multifamily complexes are being developed near the area in the Bryan city side. This will increase demand for eating and shopping. But students predominantly move around in their own cars. Thus they can shop and eat elsewhere as they like.
- Texas A&M University has about 45,000 students and Blinn, a junior college, has 10,125. A&M enrollment is limited, but Blinn is still expanding with rising enrollment each year.
- Multifamily housing continues to be built. The recent rate exceeds the absorption rate. Therefore, occupancy has dropped from 97% down to 89%. This fall it is 91%, caused by more Blinn growth and more than expected enrollment at Texas A&M. With the new construction of 804 units, occupancy will likely drop back to 88 to 89%.
- Rental prices, on average, have increased only slowly over the past several years.
- Building of duplexes has increased. Private off-campus dormitories are appearing. For a long time there was only one. At the present time, four off-campus private dorms are located in College Station, including one that is currently under development.
- There appears to be an opportunity to improve the Northgate area though it will take time to make the transition and will require city involvement.

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## APPENDIX: BRANSON RESEARCH COLLEGE STATION/BRYAN MARKET ANALYSIS

### Overview of the Bryan-College Station Market, 2002

#### Introduction

The objective of this overview is to assess the present status and development or growth of the Bryan-College Station market. This is an initial step toward a planning program directed at that portion of College Station known as the Northgate. Northgate is an older section of College Station that lies adjacent to the Texas A&M University campus. Portions of the Northgate area have been redeveloped but it remains one with considerable sub-standard housing and a poor street infrastructure.

A business strip lies at the southern edge, along University Drive. Beyond that, to varying degrees, it is predominantly a multifamily housing area. Housing is occupied almost totally by students. Its advantage is that it is within walking or easy bike riding distance of the campus.

Northgate, a 145-acre area, is bounded on the west by Wellborn Road and a main line railroad. On the south is University Drive, and on the east is South College Avenue. At the north, the Northgate area boundary is the city limits of College Station, which lies about four to five blocks north of University Drive, **Appendix I**. Another section of Northgate lies between South College Avenue on the west and Texas Avenue on the east, but part is A&M University housing property.

It would be best to consider the Northgate area as being bordered on the north by Old College Avenue and Brookside Street. But that would require a cooperative effort between both Bryan and College Station. In order to adequately consider redevelopment possibilities for the Northgate area, attention needs to be given to the status and trends in the total Bryan-College Station metro area and how Northgate redevelopment can fit in.

#### Population

Bryan-College Station is a dynamic market with continued population growth. The BRAI estimate of the 2002 population is 167,000 versus 155,000 from the 2000 U.S. Census. The forecast for 2010 is approximately 200,000, **Table 1**. Growth has come from three sources. One is the increased number of college students attending Texas A&M University and Blinn College. TAMU is endeavoring to hold enrollment at or near 45,000. Blinn, on the other hand, is continuing to grow, with 10,125 students for the fall of 2002. Blinn already has purchased additional property to provide for further building expansion. It already has expanded buildings once to accommodate growth.

Table 1. Population, Bryan-College Station and Brazos County

Year	Bryan	CS	Rural	Brazos
1995	57,195	51,025	21,190	129,410
1996	58,900	53,628	21,705	134,233
1997	59,870	52,827	22,238	134,935
1998	60,546	55,929	22,779	139,254
1999	62,488	61,017	22,911	146,416
2000	63,471	63,128	23,811	150,410
2001	64,771	69,750	24,500	159,021
2002	66,189	74,716	26,187	167,092
Forecast 2010	76,062	99,059	30,340	202,176

Source: BRAI estimates based on residential electric accounts

Table 2. Population by Age and Sex, Brazos County, January 2001

Age	Male	Female	TOTAL
0-5	6,437	6,192	12,529
6-11	6,132	6,106	12,240
12-17	5,175	4,961	10,136
18-24	23,916	19,962	43,880
25-34	12,238	10,191	22,429
35-44	9,529	9,271	18,800
45-54	9,440	7,690	15,130
55-64	4,015	4,149	8,164
65-74	2,394	3,080	5,474
75 + over	2,028	3,792	5,820
Total	79,304	75,396	154,700

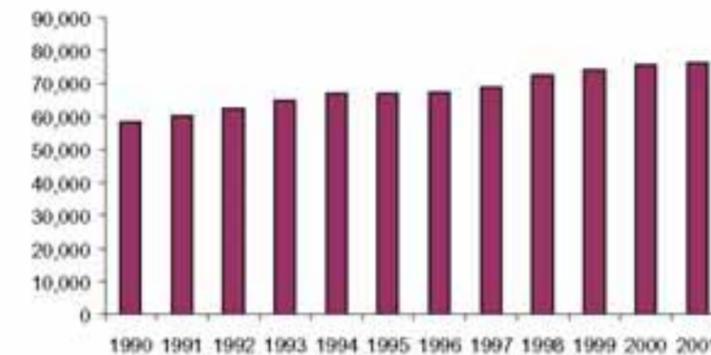
Source: Demographics U.S.A. 2001

Population, by sex, is balanced, **Table 2**. Males lead females at the 18-24 age level. That reflects the gender of college student enrollment. Sex is not an influencing factor in the Bryan-College Station market as a whole.

The second source of population growth has been a relocation of retired persons. Recently, many former A&M students have been returning to College Station as a retirement destination because of the University, lifestyle amenities, and healthcare and entertainment facilities. Most of these appear to be upper-income householders who are escaping the heavy traffic congestion of the larger cities.

The third factor has been the growth in employment, **Figure 1**. In 1990, the annual average employment estimate was 58,292. It was 76,285 in 2001, a 31% increase.

Figure 1. Brazos County Employment 1990-2001



Source: Texas Workforce Commission, Labor Market Review, 2002

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## APPENDIX: BRANSON RESEARCH COLLEGE STATION/BRYAN MARKET ANALYSIS

### Employment

All industry categories reported gains between July 1996 and 2002, **Table 3**. Economic stability in the Bryan-College Station area is due to the importance of TAMU and Blinn College, government regional or district offices, and a major medical center located there. All of these serve a surrounding multicounty market. Combined, these areas of employment represent about two-thirds of the total workforce. As Texas A&M is the region's principal employer, most College Station residents work either directly for the University or for a business that directly (or indirectly) supports the University market (students, faculty, and staff). The non-University development in College Station - banks, hotels, shopping centers, medical offices, industries, restaurants, etc. - provide employment opportunities for both College Station and Brazos County residents alike. Construction employment is influenced in part by building programs at Texas A&M.

**Table 3. Employment by Industry Area, Bryan-College Station, Texas, July 1996 vs. July 2002**  
(in thousands)

Industry	July 1996	July 2002
Mining	0.6	0.9
Construction	2.7	3.7
Manufacturing		
Durable Goods	2.5	2.6
Non Durable Goods	1.4	2.4
Trans., Comm. & Utilities	1.4	1.2
Wholesale and Retail Trade	13.8	15.4
Finance, Insurance, and Real Estate	2.5	2.8
Services	13.1	16.9
Federal, State, Local Govt.	24.3	30
<b>Total</b>	<b>62.3</b>	<b>76.1</b>

Source: Texas Workforce Commission, *Labor Market Review*, August 2002.

Texas A&M receives a substantial number of research grants. These allow the staff to expand even if students' enrollment is capped.

### Household Incomes

Income levels reflect the relatively diversified economy in the Bryan-College Station metro area. Aside from business managers, B-CS counts many professional staff at TAMU and Blinn College, medical profession doctors and specialists, and administrators in various government offices, plus accountants and attorneys. The Scott&White Clinic reportedly has around 100 physicians on its staff alone, not to mention doctors working in the three hospitals in the twin cities. The profile of the labor force exemplifies the situation, **Table 4**. The state and local workers include the Texas A&M staff.

**Table 4. Workforce Profile, Bryan-College Station Metro Area, Texas, 2001**

Occupation Class	Number of Employees
White collar	40,717
Blue collar	13,971
Services	15,162
Administrative Support	11,750
Operator, Fabricator, and Laborers	6,855
Professional Specialties	13,310
Precision Production and Crafts	7,116
Marketing or Sales	7,175
Executive, Administrative and Managerial	6,289
Agricultural and Forestry and Fishing	2,668
Federal Workers	979
<b>State and Local Workers</b>	<b>30,102</b>

Source: *Demographics U.S.A.* 2001

The occupation class profile, as shown in Table 4, lies behind the household income levels for Bryan and College Station shown in **Table 5**. The large number with an income under \$15,000 reflects the presence of college students. Our professional experience is that these data are good indicators but must not be taken literally.

**Table 5. Effective Buying Income per Household, Brazos County, Texas, 2001**

Annual Income Level	Number of Households
Under \$15,000	15,668
15,000-24,999	9,437
25,000-49,999	14,403
50,000-74,999	8,514
75,000-99,999	4,493
100,000-149,999	3,044
<b>\$150,000 + over</b>	<b>921</b>

Source: *Demographics U.S.A.* 2001

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

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### Building Construction

The record for the past three years provides an indication of the active construction pace, Table 6. The classifications used by the two cities are not identical. New residential lot development continues at a dynamic pace in Bryan and College Station. The figures in Table 6 do not include the new construction in the rural portion of Brazos County. Permits are not required in the county, but home construction is very active there as well.

Table 6. Building Permits Number, Bryan-College Station, Texas

Type	College Station			Bryan			Total		
	1999	2000	2001	1999	2000	2001	1999	2000	2001
Residential	433	461	577	268	236	228	701	697	805
Duplexes	101	48	76	30	43	212	131	91	288
Apartments	392	575	431	304	369	0	696	944	431
Hotel/Motel	0	125	0	0	0	0	0	125	0
Commercial	29	59	58	42	57	56	71	116	129
Remodel									
Residential	432	95	141	210	224	224	642	319	365
Commercial	98	95	80	128	170	170	226	265	250
<b>Total</b>							<b>2,467</b>	<b>2,557</b>	<b>2,268</b>

Source: City of Bryan and City of College Station, *Building Permits Reports*, December of respective year.

BRAI monitors rural county development by means of residential electric meter connections. As of April 2000, the rural count was 8,912. In August 2002, the total is 9,882 or a 10.8% increase in only 16 months.

### Economic Development

Growth of the Bryan-College Station area is the constant aim of the Chamber of Commerce and its Economic Development Corporation. A very enthusiastic consortium of businesspersons maintains a continued community development drive. Work in progress, or in the planning stages, is mentioned in the summaries<sup>1</sup> noted by the Texas Real Estate Center regarding College Station and Bryan.

“Ground has been broken on a new headquarters for SourceNet Solutions. The company, a third party accounting firm, is relocating from Houston and is building a 100,000-square-foot building in the Business Center on Highway 6 near the Pebble Creek subdivision. The builder is CF Jordan. The firm will employ 300 full-time workers and about 100 part-time. The completion date is set for November 2002. Compaq and Schlumberger will share a new 65,000-square-foot building at the Texas A&M University Research Park. Caldwell Watson is the developer. The building is expected to be finished at the end of May. Compaq will use its half of the building for a development center. In addition to its full-time staff of eight, the center employs 58 students who work part time. The new building will double Compaq’s space. Schlumberger will bring 16 jobs to the area. Lynntech, Inc., a research and development company, plans to expand into 18,000 to 20,000 square feet of new space in Texas A&M University’s Research Park. The building is in the approval process. The company will add about 33 full-time employees. The developer is Caldwell Watson. Bryan Coca-Cola plans to build a 33,000-square-foot regional distribution center in the Bryan Business Park. The project will keep about 80 jobs in Bryan. Bryan Lumber Remanufacturing plans to build two 15,000-square-foot buildings in the Bryan Business Park. One building will be used for office and manufacturing and the other for storage. The company will add 14 employees.

St. Joseph Regional Hospital and Health Center is planning a 2,650- square-foot inpatient cancer center. The \$440,000 addition will be located on the first floor of the hospital. The physical therapy department currently occupies the space, but will be moved to new offices downstairs. The unit will have 11 beds and is expected to be completed by mid-2001.

The new Park Hudson Business Park, with 350 acres located at FM 158 and FM 60, is home to Decision One Corporation and the Brazos Valley Physicians Organization (BVPO). The BVPO’s \$25 million facility includes a 120,000-square-foot office building and a 40,000-square-foot hospital that opened in 2000.

The College Station Medical Center (The Med) on Rock Prairie Road opened a new cancer center in the fall of 2000. The 11,000-square-foot center cost \$3 million. A nuclear medicine center is planned at The Med.”

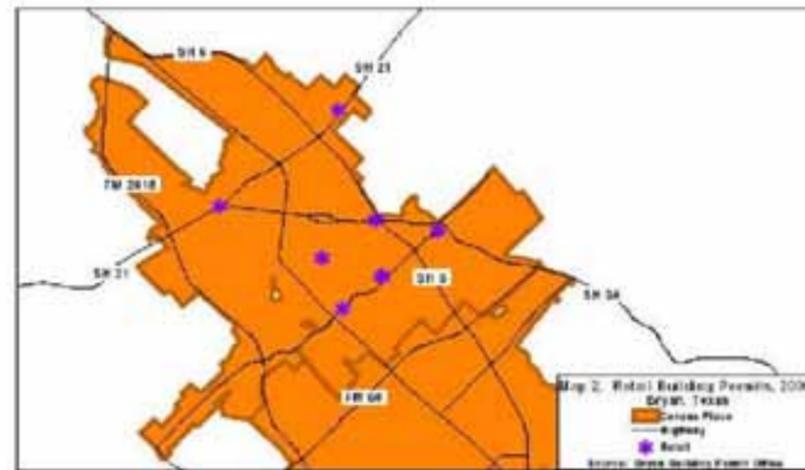
In addition to the above, BRAI is following these other developments:

- A major expansion of St. Joseph hospital is now underway at a cost of \$34.5 million.
- Home Depot will open a store in the Gateway Plaza Center in College Station. A Lowe’s is already in Bryan.
- A 13-story hotel is planned on University Blvd. Also a conference center with 29,000 sq. ft. will be adjacent.
- An exhibition center is to be built in Bryan on Highway 47 at Leonard Rd. It will be a multi-function facility including provision for rodeos.
- The Tradition golf course will begin development. Also the Miramont golf course is under construction. These will be surrounded by new residential developments.
- A new medical building, Fountain Place, is under development on Copperfield Street in Bryan across from the Physician Center.
- Texas A&M is more actively pursuing further development of its Research Park, which is a multi-acre development.

<sup>1</sup> Real Estate Center, Texas A&M University, *Bryan-College Station Market Overview*, 2001

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## APPENDIX: BRANSON RESEARCH COLLEGE STATION/BRYAN MARKET ANALYSIS



### Entertainment

A wide variety of entertainment is available in the local area. A list of these events is given in Table 7. The OPAS program each year brings nationally recognized events ranging from music to Broadway plays. Stage Center is presents plays by local talent and they do a superb job every year. The Aggie players are principally TAMU students in the Department of Theater at Texas A&M. The Brazos Valley Symphony Orchestra is a full fledged symphony group that presents a schedule of programs each year and has guest musicians featured from time to time. It is obvious that a diverse schedule of entertainment events is provided to the community. This is part of the attractions drawing retired persons to the area.

Table 7. 2002-03 Performing Arts Schedule, Bryan-College Station, Texas

<b>MSC OPAS (MSC Box Office, 845-1234)</b>	
Sept. 5-7	- Greater Tuna, Rudder Auditorium, 7:30 p.m.
Oct. 1-2	- La Boheme, Rudder Auditorium, 7:30 p.m.
Oct. 29-30	- Rent, Rudder Auditorium, 7:30 p.m.
Dec. 14	- Sing Along Santa, Rudder Auditorium, 2 p.m. and 7:30 p.m.
Jan. 24-25	- South Pacific, Rudder Auditorium, 7:30 p.m.
Feb. 7	- Girls Choir of Harlem, 7:30 p.m.
Feb. 11-12	- Grease, Rudder Auditorium, 7:30 p.m.
March 18-19	- Lord of the Dance, Rudder Auditorium, 7:30 p.m.
April 3	- Moscow Soloists, Rudder Auditorium, 7:30 p.m.
April 22-23	- The Music Man, Rudder Auditorium, 7:30 p.m.
<b>OPAS Intimate Gatherings</b>	
Oct. 10	- Tom Chapin & Friends, Rudder Theater, 7:30 p.m.
Nov. 14	- Claire Bloom in Shakespeare's Women, Rudder Theater, 7:30 p.m.
Feb. 13	- Debussy Quartet, Rudder Theater, 7:30 p.m.
March 4	- Eighth Blackbird, Rudder Theater, 7:30 p.m.
<b>OPAS Jr.</b>	
Oct. 6	- Ferdinand the Bull, Rudder Theater, 2 p.m. and 4 p.m.
Nov. 2	- Not Afraid of the Dark, Rudder Theater, 2 p.m. and 4 p.m.
Feb. 2	- The Snow Queen, Rudder Theater, 2 p.m. and 4 p.m.
March 1	- Jim West's Dinosaurs! Rudder Theater, 2 p.m. and 4 p.m.
<b>StageCenter, 701 N. Main St., Downtown Bryan (823-4297)</b>	
Oct. 10-12, 17-19, 24-26	- Noises Off, 7:30 p.m.
Dec. 5-7, 12-14, 19-21	- The Best Christmas Pageant Ever, 7:30 p.m.
Feb. 6-8, 13-15, 20-22	- For Her C-h-e-ild's Sake, 7:30 p.m.
April 3-5, 10-12, 17-19	- Steel Magnolias 7:30 p.m.
May 29-31, June 5-7, 12-14	- The Fourth Wall, 7:30 p.m.
<b>The Theatre Company of Bryan-College Station, Manor East Mall, Texas</b>	
Avenue and Villa Maria Road (MSC Box Office, 845-1234)	
Performances are 7 p.m. Fridays, 2 p.m. and 7 p.m. Saturdays and 2 p.m. Sundays.	
Aug. 30-Sept. 1, 6-8	- Oklahoma!
Oct. 11-13, 18-20	- The Wizard of Oz
Nov. 22-24, 29-30, Dec. 1	- Mame
Feb. 21-23, 28, March 1-2	- Zorba the Greek
April 4-6, 11-12	- Jesus Christ, Superstar

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<hr/> <p>June 6-8, 13-15 - The Secret Garden</p> <p><b>Aggie Players</b> (MSC Box Office, 845-1234)          Nov. 13-16, 20-23 - A Midsummer Night's Dream, Rudder Forum, 8 p.m.          (Matinees Nov. 23-24 at 2 p.m.)          Feb. 12-15, 19-22 - The Shadowbox, Rudder Forum, 8 p.m.          April 9-13, 16-19 - Picasso at the Lapine Agile, Rudder Forum, 8 p.m.          (Matinee April 19 at 2 p.m.)</p> <p><b>Aggie Players Studio Series</b>          Oct. 24-26, 31, Nov. 1-2 - Minnesota Moon and Scooter Thomas Makes It to          the Top of the World, Fallout Theater, 8 p.m..          Dec. 5-7 - The Light: Reindeer Monologues, Fallout Theater, 8 p.m.          Feb. 6-8 - Student Playwrights' Showcase, Fallout Theater, 8 p.m.          April 16-19, 23-26 - And Miss Reardon Drinks a Little, Fallout Theater, 8 p.m.</p> <p><b>Brazos Valley Chorale</b>          Nov. 17 - Mozart's Requiem, 8 p.m., Rudder Auditorium          Dec. 15 - Our American Christmas Heritage, 4 p.m., Christ United Methodist Church          Feb. 22 - Yesterday Once More, Pops Concert, 6:30 p.m., College Station Hilton          May 4 - All's Well That Ends Well, 4 p.m., Covenant Presbyterian Church</p> <p><b>Brazos Valley Symphony Orchestra</b>          Oct. 13 - Bravo Beethoven, Rudder Auditorium          Nov. 11 - Opening of Veterans Memorial Park          Nov. 17 - The Magic of Mozart, 8 p.m., Rudder Auditorium          Dec. 7 - Holiday Concert, Rudder Auditorium          Feb. 9 - Symphonie Fantastique, Rudder Auditorium          March 2 - Sounds of the Century, Rudder Auditorium          March 3 - Children's Concert, Rudder Auditorium          April 6 - Marimbas from the World, Wolf Pen Creek Amphitheater          May 3 - Broadway Nights Pops Concert, 8 p.m., Lake Bryan</p> <p><b>Navasota Theatre Alliance</b>          Sept. 26-29, Oct. 3-5 - The Hand that Cradles the Rock Nov. 21-23, 28-30 - Parallel Lives          December - The Effect of Gamma Rays on Man-in-the-Moon Marigolds March - Geppetto</p> <p><b>St. Cecilia Consort</b>          Dec. 22 - Christmas Revels Concert, St. Thomas Episcopal Church, 7:30 p.m.          June 15 - Summer Solstice Concert, St. Thomas Episcopal Church, 3:30 p.m.</p> <p><b>A&amp;M Consolidated High School Tiger Theatre</b>          Oct. 18- 21 - Fiddler on the Roof</p> <p><b>Bryan High School Choir Department</b>          Dec. 5-7 - Feast of Carols</p> <p><b>Bryan High School Viking Theatre</b>          Oct. 3-7 - Kiss Me Kate</p> <p><b>Brazos Valley TROUPE</b>          Sept. 20-21 - Making Love in Public          Oct. 3-6 - Where There's a Will, There's a Play</p> <hr/>
<p>Branson Research Assoc. 9</p>

<hr/> <p>Nov. 3 - Hermes 2          Nov. 22-24 - Holidayze          Dec. 5-8 - MusicAmericana!          Dec. 12 - Happy Birthday, Mr. Chairman!          Dec. 19-21 - I'll Be Home for Christmas          TBA - Laugh Out Loud!          TBA - Much Ado About Murder          Feb. 14 - Ebony Overtures 3          April TBA - Cinemagic          May 9-11 - Mum's the Word!          June 27-29 - Midsummer Mayhem          July TBA - Broadway Follies 5</p> <p><b>Brazos Valley Chapter of the American Guild of Organists</b>          Oct. 20 - Organist Leon Couch, First Presbyterian Church, Bryan, 2 p.m.          Nov. 2 - Children's Choir Festival, First United Methodist Church, Bryan          Dec. 5, 12, 19 - Advent Recitals, St. Thomas Episcopal Church, College Station, 12:15 p.m.          March 2 - "Sounds of the Century" with Brazos Valley Symphony Orchestra, Rudder          Auditorium          April 24 - Members Recital, A&amp;M United Methodist Church, College Station</p> <p><b>Texas Film Festival</b>          Feb. 17-22 - Rudder Complex, TAMU</p> <p><b>A&amp;M United Methodist Church, 417 University Dr. in College Station</b>          Sept. 13-14 - God's Favorite, 7:30 p.m.</p> <p><b>Unity Theatre, 300 Church St. in Brenham</b>          Sept. 5-8, 12-15 and 19-22 - The Glass Menagerie</p> <p><b>Texas A&amp;M's Reed Arena</b>          Sept. 20 - Martin Short          Nov. 5-6 Sesame Street Live!</p> <hr/> <p><small>Source: Jim Butler, The Bryan-College Station Eagle newspaper</small></p> <p>Not included are those programs put on by many bars and dancing halls in College Station and Bryan.</p>
<p>Branson Research Assoc. 10</p>

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## APPENDIX: BRANSON RESEARCH COLLEGE STATION/BRYAN MARKET ANALYSIS

### Overview of the Housing Market

The housing market has been very active. Single family homes, in terms of building permits in the twin cities has averaged 734 per year over the 1999-2001 period. These range from starter homes at around \$50,000 up to over \$200,000. A few are in the half million dollars level.

Duplexes have faced a steady demand, averaging about 100 buildings per year. This market is driven in part by the college student occupancy. Three-bedroom per side duplexes are rented by the bedroom and have been an attractive interesting investment. A total of 390 duplex permits were issued in the first eight months of 2002.

Fourplexes usually are included, data-wise, with the apartments. The market absorption rate for multiple housing developments based on permits, averaged 906 units for the 1999-2001 period. However, the vacancy rate has slowly increased to about 9%. A 10% or more rate usually signals need for a reduction in new construction.

Students are attracted to new apartment complexes that offer amenities such as swimming pools and hot tubs, volleyball courts, exercise rooms, fast Internet connections, and fenced or so-called gated communities. TAMU provides good bus service among the apartment complexes. A university fee is assessed per semester on all students to allow everybody to ride the bus. However, students use their car extensively. This has led to increased parking permit costs to cover for construction of additional parking space or garage on campus. As noted earlier, two new apartment complexes with a total of 516 units are being built on Wellborn Road, just north of the Northgate area. Both are on the A&M bus route.

Off-campus dormitories have become a factor lately. Callaway House, in College Station, had a mixed success start with its 438 bedrooms but has overcome that. It has been sold and the previous owners are now constructing a second dormitory with approximately 200 rooms. The new Tradition dormitory with 410 bedrooms is also having a mixed success start but should level out within another year. University Tower's market has lost some strength because of the new off-campus dorms. The dormitories have associated parking space and each provides a meal plan.

Another further face of the housing market is that of parents with incoming students buying duplexes, townhouses or condominiums and older residences as a housing alternative for their college student. The extra space is rented as an income flow to meet the mortgage and operating expenses of housing ownership. Opportunities for new apartments will exist in Northgate if managed properly.

Residential building costs vary from around \$50 per square foot up to \$100 or more. The typical house with good kitchen and bathroom features costs about \$75 per square foot. Basic residential lots in the new developments in College Station are priced at about \$28,000. Costs of lot development have risen because of the higher costs of streets and utility lines construction. Prices of new houses vary from around \$55,000 to \$600,000. The most usual price is around \$125,000. The lower prices are for houses located in the north section of Bryan. The highest prices are for houses built in the new Castlegate development and Pebble Creek as well as some parts of Bryan.

Rental rates of apartments for 2-bedroom/1-bath range from \$395 to \$655. For 2-bedroom/2-bath apartments, prices are from \$515 to \$865. These are Fall 2002 prices from the BRAI Fall 2002 survey of multifamily market and do not count the upper 10% or lower 10% of the rental prices at that time. Upper prices are generally for gated community new apartments.

### Profile of Bryan-College Station Businesses

In order to have a complete overview of the B-CS business community, a complete listing of more than 1,300 individual records was obtained from the Brazos County Appraisal District. Each business was entered into BRAI's database according to categories used by the appraisal office. The categories are listed below.

#### ENTERTAINMENT

Bowling Alley  
Fast Food Restaurant  
Health and Fitness Club  
Nightclub Lounge  
Restaurant  
Theater

#### PROFESSIONAL

Banks  
Medical Office  
Large Office  
Small Office  
Veterinary Hospital

#### MERCANTILE

Convenience store  
Department store  
Discount store  
Grocery store  
Laundromat  
Retail store  
Neighborhood shopping strip  
Community shopping center

#### SERVICE

Auto Service Center  
Service Garage  
Mini-Lube Garage  
Daycare/Preschool  
Beauty shop

#### RESIDENTIAL

Hotel  
Motel  
Bed&Breakfast  
Fraternity Organization

The summary results are presented in a table format, **Table 8**. Some categories obviously not suited for the Northgate redevelopment were not included, such as car dealership, warehouses, etc.

**Table 8. Number and Size of Commercial Establishments, Bryan- College Station, Texas, as of Jan. 2002**

Type of Business	Location	Number	Bldg. Main Area Size (sq. ft.)
Fast Food restaurant	College Station	34	105,258
	Bryan	36	84,077
Health and Fitness Club	College Station	2	63,814
	Bryan	4	90,004
Nightclub/Lounge	College Station	11	51,128
	Bryan	46	142,049
Restaurant	College Station	40	194,387
	Bryan	44	176,381
Theater	College Station	1	61,300
Convenient store	College Station	26	70,136
	Bryan	54	130,103
Department store	College Station	8	413,354
	Bryan	1	16,000
Discount store	College Station	2	220,324
	Bryan	2	1,437,616
Grocery store	College Station	5	337,000
	Bryan	7	335,000
Retail store	College Station	64	812,546
	Bryan	206	995,954

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Shopping strips	College Station	3	43,317
	Bryan	18	93,883
Commu. shopping center	College Station	59	1,529,810
	Bryan	44	1,350,234
Banks	College Station	15	123,162
	Bryan	13	179,432
Convalescent hospital	College Station	4	123,471
	Bryan	6	368,391
Medical office	College Station	13	40,391
	Bryan	58	181,585
Large office	College Station	65	1,177,528
	Bryan	85	1,512,276
Hotel	College Station	14	876,663
	Bryan	1	29,184
Motel	College Station	4	116,536
	Bryan	10	149,429
Laundromat	College Station	4	33,691
	Bryan	10	116,536
Auto service center	College Station	7	38,532
	Bryan	5	12,049
Daycare/preschool	College Station	6	34,419
	Bryan	21	86,102
Beauty shop	College Station	3	2,582
	Bryan	13	23,935
Bed&Breakfast	Bryan	2	9,353
Fraternity	College Station	19	223,773
	Bryan	4	17,818

Source: Brazos Appraisal District Office

Square footage is reduced to a per 1,000 population basis in order to better directly compare the relative importance of each business category, Table 9. Unfortunately, the record does not indicate, for example, the specific kind of retail store. It only carries the property's owner for tax billing purposes.

This approach was necessary because building permits records do not include information as to the kind of business going into the space. The community shopping center reflects the number of businesses there and not shopping center per se. The database at the Appraisal office was not usable and therefore had to be recompiled by BRAI.

Table 9. Number of Commercial Establishments, Bryan-College Station, Texas, January 2002

Type of Business	Number	Total Sq. Ft.	Sq. Ft. per 1,000 Pop.	Number per 1,000 Pop. <sup>1</sup>	Northgate Support Number <sup>2</sup>
<b>Entertainment</b>					
Fast Food restaurant	70	189,335	1.13	0.42	1.72
Health & Fitness	8	153,818	0.92	0.05	0.20
Nightclub/Lounge	47	193,177	1.16	0.28	1.15
Restaurant	86	370,768	2.22	0.51	2.11
Theater	1	61,300	0.37	0.01	0.02
<b>Mercantile</b>					
Convenient store	80	200,239	1.20	0.48	1.96
Department store	9	429,354	2.57	0.05	0.22
Discount store	4	1,647,940	9.93	0.02	0.10
Grocery store	16	223,413	1.34	0.10	0.39
Laundromat	15	48,522	0.29	0.09	0.37
Retail store	276	1,808,500	10.83	1.65	6.78
Shopping strip	21	137,200	0.82	0.13	0.52
Comm. Shopping center	106	2,860,044	17.25	0.63	2.60
<b>Residential</b>					
Bed&Breakfast	2	9,353	0.06	0.09	0.37
Hotel	15	905,847	5.42	0.08	0.34
Motel	14	265,967	1.59	0.01	0.05
Fraternity	23	241,591	1.45	0.14	0.56
<b>Professional</b>					
Banks	28	302,594	1.81	0.17	0.69
Convalescent hospital	18	511,862	3.07	0.11	0.44
Medical office	69	221,976	1.33	0.41	1.69
Large office	153	2,669,801	16.11	0.92	3.76
Small office	201	383,739	2.30	1.20	4.93
<b>Service</b>					
Auto service center	12	50,581	0.30	0.07	0.29
Beauty shop	16	26,517	0.16	0.10	0.39
Daycare/Preschool	27	120,521	0.72	0.16	0.66
Service garage	126	332,611	1.99	0.75	3.09

<sup>1</sup> Space in the buildings

<sup>2</sup> Based on population count within Northgate area and does not reflect A&M dormitories

Insight into the retailing sector is also available from Demographics U.S.A for the year 2001. Sales totals by merchandise line are presented for the county in Table 10.

Table 10. Retail Sales by Merchandise Line, Brazos County, Texas, 2001

Line	Sales (in millions \$)
Groceries and Foods	269
Packaged Alcohol and Beverages	32
Men's and Boys' Clothing	50
Women's and Girls Clothing	80
Drugs, Health and Beauty Care	82
Footwear	26
Television, Video Recorders and Tapes	7
Furniture	21
Floor Covering	10
Computer Hardware and Software	31
Jewelry	18

Source: Demographics U.S.A. 2001.

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## APPENDIX: BRANSON RESEARCH COLLEGE STATION/BRYAN MARKET ANALYSIS

### Recent Retail Market Activity

Activity in the retail market in 2001 is summarized in the following commentary from the Real Estate Center at Texas A&M.

"The City of Bryan has a total of 700,767 square feet of retail space. College Station has 1.5 million square feet of retail space, according to Coldwell Banker Commercial. Retail rents in neighborhood centers average \$10.80 per square foot. Retail rents for community centers average \$12 and regional retail at \$15 per square foot. Vacant retail land is currently selling for an average of \$8 per square foot. Map 2 shows retail building permits in Bryan, and Map 3 shows College Station commercial building permits.

Hotel occupancy and average daily rental rates were up for 2000. Several new hotels have been constructed. On University Drive, a new 74-room Holiday Inn Express opened. In Bryan, the historic LaSalle Hotel was renovated and opened in 2000. The hotel's parking lot and plaza were also developed.

Comfort Inn will be undergoing a renovation during 2001. The College Station Hilton will undergo a \$2.75 million renovation during 2001. A 125-room Courtyard by Marriott is under construction at Highway 6 near Rock Prairie Road in College Station. According to the Texas Restaurant Association (TRA), the Bryan-College Station area is expected to be the third fastest growing restaurant market in the state, growing more than 11 percent in 2001. Restaurant sales are expected to top \$218 million in 2001, according to the TRA.

Restaurants expected to open sometime in 2001 include Fazoli's Italian Restaurant on Harvey Road and Rooster's on Highway 6. Koppe Bridge Bar & Grill is planning a second location on Harvey Road. McDonald's is planning to build a new restaurant on Rock Prairie Road in College Station.

In 2000, several new restaurants opened in College Station including Texadelphia Sandwiches and La Bodega, both in the Northgate area. Rudy's BBQ on Harvey Road, the Texas Roadhouse and Cheddar's on University Drive near the bypass, and Jack-in-the-Box in a new Kroger shopping center on Highway 6 all opened during 2000.

A new shopping center, Wolf Pen Plaza Center, has been constructed at Holleman and Texas Avenue. The shopping center will include Ross Dress for Less and Hobby Lobby. Other tenants will include Shoe Carnival and Goody's.

Yes! Less Grocery Store has opened on South Texas Avenue. Wells Fargo Bank opened on University Drive. Stop and Store Mini-Storage is under construction on Harvey Road. Three gas stations and convenience stores are under construction. Champion Firearms is constructing a shooting range on University Drive.

Gold's Gym is building at a second location on Texas Avenue in College Station. Benjamin Knox Gallery is planned for University Drive.

In Bryan, Fred Brown Mazda-BMW/Volkswagen is expanding its dealership. A Saturn dealership opened in 2000 on Highway 6 south of Briarcrest. Allen Honda is adding a pre-owned sales store on Southwest Parkway adjacent to its existing location in College Station.

A Walgreen's pharmacy opened at 29th Street and Briarcrest. Cubby Hole Mini-Storage opened on 29th Street near Hollowhill.

The Townshire Shopping Center on Texas Avenue is undergoing renovation. When complete, the center will contain an Albertson's Food and Drug, EZ Pawn, Sav-On Discount Office Supplies, Domino's Pizza, a gas station, Hollywood Video, apparel shops, a hair salon and a card shop.

During 2000, a Kroger Signature store and shopping center was completed on Highway 6 at Rock Prairie Road in College Station. The 119,500-square-foot center has Fabricare Cleaners, General Nutrition Center, Karber's Custom Jewelers, Angel Nails, Freebird's and Classic Cuts. In October, Wells Fargo opened a branch on FM 2818."

Most of the new retailers are located in College Station where additional neighborhood shopping centers have opened. This is especially true along Highway 6 South. These are opening to serve the new residential development areas shown in the College Station New Development map, Appendix 1.

Restaurants abound in College Station in response to the TAMU faculty and staff and student population needs. Like in other cities, there is a tendency for eating places to cluster along main thoroughfares. Several restaurants are located in the Northgate area of College Station serving the student population as a major clientele.

A major HEB store is planned for the renovation of the old Manor East Mall at Villa Maria and Texas Avenue streets. It is one of the major traffic count intersections in Bryan-College Station. Texas Avenue at University Dr. is the main traffic point in College Station.

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## APPENDIX: BRANSON RESEARCH COLLEGE STATION/BRYAN MARKET ANALYSIS

### Recent Office Space Activity

With numerous medical and business offices in Bryan-College Station, considerable space has been required. The Texas Real Estate Center provided a 2001 summary of the office market.

"The Bryan-College Station area had more than 1.1 million square feet of office space with slightly more than 74,000 square feet available for rent as of December 2000, according to a survey by Coldwell Banker Commercial. Class A space in downtown Bryan is currently renting for an average of \$15 per square foot, while class B space rents for \$12 per square foot. Vacant land in an office park is selling for \$3.75 per square foot.

In College Station, Richard Smith Realtors built a new office building on Brothers Blvd. The Village at Crystal Park is a planned two-building office project on FM 2818. On Brothers Boulevard, an office building is planned. In the Castlegate development on Greens Prairie Road, a new office building is under construction.

The Brazos County Farm Bureau is constructing an office on Harvey Road. TeleTouch is opening an office on Longmire Drive. The Hope Pregnancy Center opened on Brentwood Drive in College Station at the beginning of 2001.

On the Texas A&M campus, the \$8.1 million Evans Library renovation project was completed. Construction on a new \$1 million urban search and rescue training center is expected to start in 2001. The E.L. Wehner building, home of the Lowry Mays College and Graduate School of Business, will undergo an expansion. Construction is set to begin at the end of 2001.

In the TAMU Research Park, the Coastal Engineering Laboratory plans to build a facility. The new building received approval from the Texas A&M University Board of Regents and will be built on Discovery Drive. University Pediatrics and Cole, Marsh and Nicowala are expanding into additional lease space on Rock Prairie Road. The University Park office complex has plans to add three office buildings at an existing gas distribution center on University Drive."

Information was requested by BRAI of Texas A&M as to the amount of off-campus space it is currently leasing. Results are as follows:

Texas A&M University	37,296 sq. ft.
TAMU System	64,449 sq. ft.

The system includes the following entities:

- System Administrative and General Offices
- System Health Sciences Center
- Texas Agriculture Experiment Station
- Texas Cooperative Extension
- Texas Engineering Extension Service
- Texas Forest Service

The question is: Could pre-leasing be arranged for placing some of this space in near office buildings in the Northgate area as a replacement of present undesirable buildings in the area?

### Retail and Office Market Update Field Survey

Since the reports by Coldwell Banker referred to 2001, a field survey of the present vacancy situation was conducted as of November 2002.

Leaving out the Bryan historic downtown district, a total of 32 vacancies were reported in the area including Villa Maria in Bryan and south of Harvey Road in College Station. These are counted as office/retail since either use is possible in 90% of these cases.

In the Bryan downtown historic district, about a third of the building spaces is unoccupied. Various factors contribute to this. There has been a failure to keep the buildings in first class condition. Redevelopment is hindered by new building codes the old structure can not meet. Recently some modifications have been made in these. Also, a effort is being made to remodel the exterior of buildings to make them more attractive. Business had left the old downtown area and places were often simply boarded up.

In College Station, new shopping centers are appearing. These are usually developed on the basis of pre-leasing before construction occurs. The Culpepper Plaza shopping center on Texas Avenue counts several vacancies. Post Oak Mall, a regional class shopping center, located in College Station, has six vacancies. In addition to that, a number of kiosks have closed since retail sales, in general, have come under pressure. However, Post Oak Mall is a very active shopping center. It has a food court occupied by several tenants. The mall is anchored by major department stores such as Sears, JC Penney, Dillard's, and Foley's.

Lowe's has a major store in Bryan. Reportedly, Home Depot is planning to open a store in College Station in the Gateway center. These stores draw customers from the nearby counties.

The old Townshire shopping center in Bryan has been remodeled by the Albertson's food chain and a major Albertson's grocery store was built there. The center is gradually being occupied. The open spaces were not included in the total vacancy counts.

Rental rates have been fairly stable. Top quality office space ranges mostly from \$1.30 to \$1.50 per square foot per month. Class B office space is \$1.10 to \$1.30 per square foot. Shopping center space varies widely depending upon the location class of the property. The strip center rents are \$0.70 to \$1.00 per square foot. In these cases, the tenant pays utilities. Post Oak Mall rents range from \$18 to \$25 per square foot on an annual basis plus a triple net basis. Triple net requires the tenant to pay utilities, real estate taxes, special assessments per common area maintenance, ordinary repairs and maintenance, plus cost of improvements. However, definitions of triple net vary. In some cases, triple net includes taxes, insurance, maintenance and utilities. The influence of the age of the center is seen in Culpepper Plaza (\$10-\$13 per square foot), Townshire (\$12 per square foot) and the new Rock Prairie Center (\$15 per square foot).

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## APPENDIX: BRANSON RESEARCH COLLEGE STATION/BRYAN MARKET ANALYSIS

### Shopping Centers

Since Northgate is in College Station, the list of shopping centers with a total of 3.2 million square feet and major national tenants there is as follows.

Shopping Center	National Tenants/Anchor Stores
Post Oak Mall	Dillard's Foley's Sears JCPenney Abercrombie & Fitch The Gap
The Gateway	Cheddar's Texas Road House Rockfish Wings & more (under construction)
Lone Star Pavilion	Best Buy Barnes&Noble Office Depot On the Border Red Lobster
2004 Texas Ave. South	Old Navy Target Outback Steakhouse Olive Garden Hastings
Post Oak Square	Toys "R" Us T.J. Maxx Pier One Imports Ninfa's
Wolf Pen Plaza	Ross Dress for Less Shoe Carnival Hobby Lobby Verizon Goody's Petco Starbucks Sprint
Parkway Square	Kroger Stein Mart
Albertson's Place Shopping Center	Albertson's Wal-Mart
Culpepper Plaza	Radio Shack Appletree SouperSalad Cici's Pizza
Rock Prairie Crossing	Kroger Signature Store GNC Hallmark

Source: City of College Station

### Recent Retail Business Activity

Information on new commercial building permits for 2002 is provided in **Table 11 and 12**. Most of the commercial construction is occurring in College Station with a total of 241,051 square feet of retail space compared to 99,255 square feet in Bryan.

Table 11. New Commercial Building Permits, Bryan, Texas, 2002

Business	Square Footage
Beauty Supplies	N/A
Sterling Auto	48,292
Lebo. Bus. Services	1,440
Drill Tube	840
Highland Interest	3,640
American Portable TV	118
Offices	7,560
A Plus Glass	7,311
Terrap Sales Office	720
Cubby Hole of Texas	1,100
Brazos Valley Affordable Housing	2,160
A.G. Edwards	5,648
Goodyear Tires	N/A
Auto Dealership	426
Bryan Lumber	20,000
<b>Total</b>	<b>99,255</b>

Source: City of Bryan, *Building Report*, 2002

**NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN**  
**APPENDIX: BRANSON RESEARCH COLLEGE STATION/BRYAN MARKET ANALYSIS**

**Table 12. New Commercial Building Permits, College Station, Texas, 2002**

Business	Square Footage
AT&T Wireless	3,722
Champions Firearms	4,000
Cingular/Sprint	400
Dalin Donuts	1,200
Eckerd's	N/A
Goody's	40,000
Harley Davidson	14,800
K&K Cuts	996
Kidsmart Toys	2,242
Kirks Cleaners	1,250
Lajlas	1,818
Must Be Heaven	2,390
New York Subway	1,200
Papa Johns	1,080
Party Time	1,600
Pelco	12,216
Rock Prairie Texaco	5,273
Shammy Car Wash	3,635
Sonic	1,356
Source Net Solutions	104,000
Sprint	2,500
Sprint Transmission Tower	180
Starbucks	700
Stars and Stripes Car Wash	5,000
Sylvan Learning Center	3,081
Total Tan	1,800
Walgreens	14,490
What A Burger	3,074
Wings & More	7,048
<b>Total</b>	<b>241,051</b>

Source: City of College Station, *Building Report*, 2002

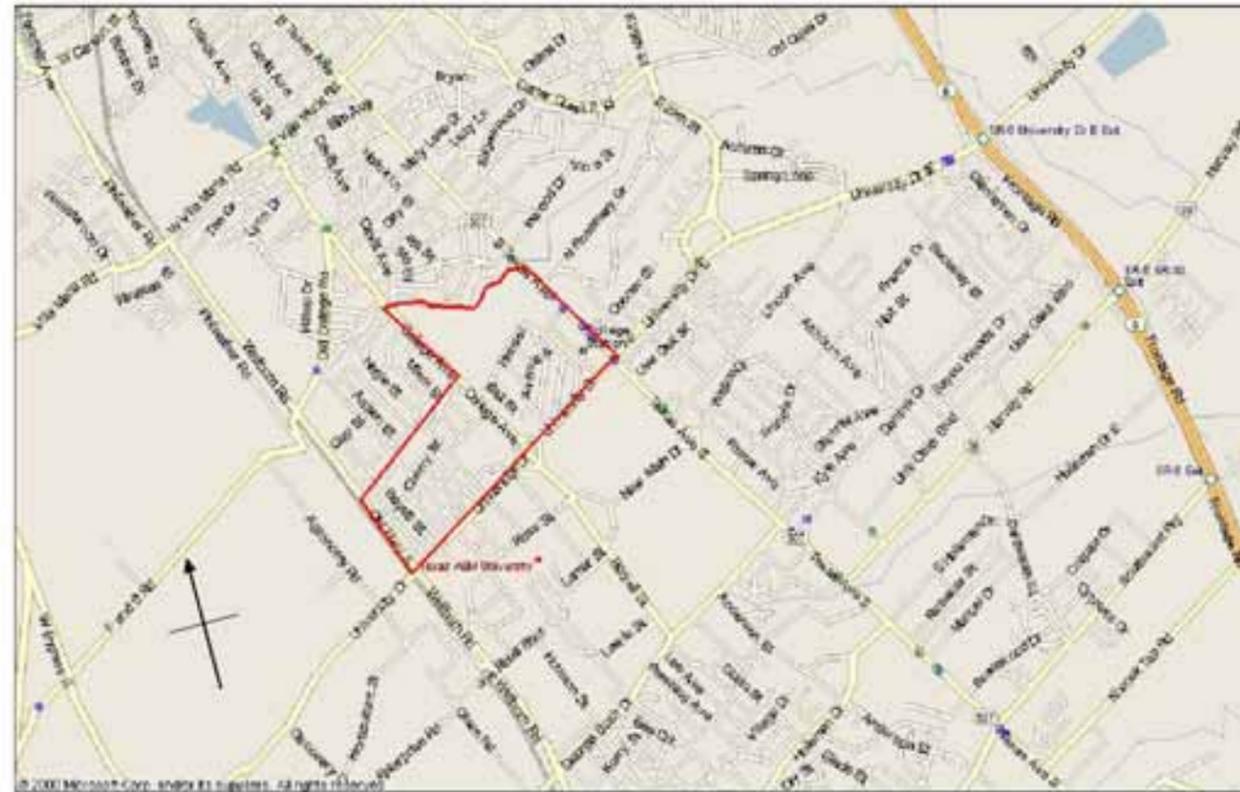
**Realtors Comments About Northgate**

1. It is an area poorly organized in terms of the matrix of streets. Some need to be redeveloped, some probably should be closed.
2. The sewer system has been inadequate. Recently improvements have been made. Some of it still is thought-to-be in substandard state.
3. Zoning policy has been a mess. Too much attention given to older single family residents. Residential zoning has held up redevelopments. Single family residence zoning prohibits redevelopment into multifamily or commercial use.
4. There are disagreements about allowing more bars.
5. A "buddy" system of individual lot zoning has been an obstacle to larger developments.
6. Parking requirement regulation has been inconsistent. A recent small apartment development allows only one space per apartment, which is entirely inadequate with several students living in an apartment.
7. Some say that TAMU should have earlier bought the whole area and planned its developments.
8. Area is too congested for good office space according to some opinions. However, the construction of the parking garage should make nearby office feasible.

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## APPENDIX: BRANSON RESEARCH COLLEGE STATION/BRYAN MARKET ANALYSIS

Appendix 1. Northgate Area, College Station, Texas



### Addendum Comments for Northgate Redevelopment Study

Given the finding that considerable space is being leased off-campus by TAMU and the University System, the question was raised as to the possibility of pre-leasing and building some office space for the TAMU consortium in the Northgate area.

Revisiting the area, it appears that one of the more feasible options would be to place them on College Main street. There are several substandard houses on the street north of the new parking garage. Cleaning up, so to speak, that street would be a good starting influence. Development can be on either the east or west or on both sides of the street. Parking could be provided either on the building lot or in the new parking garage.

Of course, this does not deny the option of replacing the current substandard residential buildings with attractive apartment structures.

BRAT's role in this project is not to propose land use, but these suggestions may be of some assistance.

No comments have been included pertaining to the historic downtown Bryan situation insofar as vacant buildings is concerned. That part of Bryan dates back to the "horse and buggy" days. Therefore many buildings are old and have not been remodeled into suitable condition. The current count of vacant building space is 49 in the space of about seven blocks on South Main and Bryan streets. So the extent of deterioration is substantial.

It must be recognized that Northgate is a student oriented area. That will be further enhanced by the two new apartment complexes being built in the Bryan area of Wellborn road. Northgate is not a general public shopping point and that is not likely to change. The exception is some of the restaurants, such as Café Eccel, that do have a general public draw. Café Eccel's advantage is that it has available parking space behind the restaurant, which is being expanded. Parking meters at Northgate help move traffic but they are not conducive to leisurely shopping by the general public. Shopping centers have the advantage.

NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN  
APPENDIX: BRANSON RESEARCH COLLEGE STATION/BRYAN MARKET ANALYSIS

**Further Update on Commercial Space Rental Rates**

Information cited in the retail and office sections of the Bryan-College Station market analysis was based primarily from the 2000 and 2001 period. A 2002 survey by BRAI has been made to determine if significant changes have occurred. It was felt that no important shift has occurred in the market. A recheck of the situation confirms that. Nonetheless the following notes on rental rates can be helpful.

Office rates vary from around \$1.00 to a maximum of \$1.50 per square foot. The latter rate is that in Wells Fargo Bank building and the Galleria Center high rise building. The \$1.00 rate is for space in buildings less well located and/or of lesser quality. These are mostly in the area of 29<sup>th</sup> Street between Villa Maria and University Blvd.

The Bryan historic downtown area is ignored since it is not really relevant to this analysis. Time has largely passed it by though efforts are being made to restore it. Property in several cases is held by absentee owners who are not properly responsive. The buildings in many cases are not up to code specifications at the present time. Restoration costs have been considered as too expensive.

The retail space market is essentially unchanged over the last few years. The range is from around \$1.00 to \$2.00 per square foot. The lower figure applies to the retail buildings in the older strip center known as the Culpepper plaza. The higher price is for buildings in the Post Oak Mall. And the mall price is a triple net lease in which the tenant is responsible for taxes, insurance, maintenance, and repair expenses. Rental space has allocated to it also a portion of the common area in the mall. A sense to the rent range is also available for the following comparison: Culpepper Plaza at \$10.00 to \$13.00 per square foot; Townshire at \$12.00 per square foot, and Rock Prairie Rd. Center at \$15.00 per square foot.

**Subdivision Plats 2000**

Subdivision Name	Location	Number of Lots Created
<b>Located in College Station</b>		
Castlegate Sections 1-4	Greens Prairie Rd.	540
Duck Haven	South of Wellborn	322
Woodland Hills Phase 1	Greens Prairie Rd.	111
Edelweiss Estates Phases 14 and 16	Rock Prairie Rd.	103
Sun Park Meadows Phase 1	Graham Rd.	100
Stone Forest Phase 1	Greens Prairie Rd.	60
Edelweiss Estates Phase 7B	Rock Prairie Rd.	57
Westfield Addition Phase 3	Greens Prairie Trl.	57
Pebble Creek Phase 8C	Greens Prairie Rd.	42
Steeplechase Phase 5	Pintail Loop	35
River Place	Koppe Bridge Rd.	32
Steeple Chase Phase 7	Navarro Dr.	32
Alexandria Phase 3B	Alexandria Ave.	18
Horse Haven Estates	Hwy 6	N/A
<b>Located outside the City Limits of College Station</b>		
Great Oaks Phase 1	Wellborn Rd.	55
Estates of Royder Ridge	Greens Prairie Trl.	37
Deerfield Estates	State Hwy 30	8
<b>Located in Bryan</b>		
Park Meadows	University Dr.	96
Austin's Colony Phase 5 and 6	Austin's Colony Parkway	32
Tiffany Park Phase 7	Copperfield Dr.	16
Oak Meadows	Villa Maria West	N/A
Western Oaks	Villa Maria	N/A
Cedarwood	N/A	N/A
<b>Located outside the City Limits of Bryan</b>		
High Country	N/A	19

Source: Real Estate Center at Texas A&M University, Bryan-College Station Market Report 2001

The above list totals over 1,700 lots, so availability of lots for construction is not a limitation in the College Station and Bryan market. Builders, therefore, have many choices.

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## APPENDIX: GIBBS ARTICLE ON MAIN STREET RETAILING

### URBANDIZING: A Primer on How Downtowns Can Compete With Retail Malls and Strip Centers

By Robert J. Gibbs, ASLA, Gibbs Planning Group, Inc., Birmingham

Americans are eager to return to Main Street U.S.A. They long for the community consensus and the sense of place that once ruled our commercial and civic lives. A maturing population, concern for the environment and economic realities are also slowing the once ceaseless "mall of America."

There has never been a better time for downtown shopping districts to regain the customers lost to strip centers and regional malls. And yet so many recent, expensive efforts to revitalize downtowns have failed.

What's missing?

Quite often, a solid foundation of everyday retail trade is missing. Downtown retailers must follow the same merchandising and retail principles used by the best major mall developers to satisfy consumer wants and needs. URBANDIZING applies the science of merchandising to the real life needs of downtowns. These include:

- " The need for great storefront design with exciting visual appeal.
- " Traffic patterns that guide people to stores. Strategic tenant mix.
- " An inviting, clean and secure shopping environment.
- " Ample, close-by parking.
- " Regular, generous shopping hours.
- " The best in marketing, advertising and management.

It is important, however, that downtowns not lose their distinctive physical and lifestyle qualities. The architectural details that can help blend the best of the old with the best of the new. The traditions and rhythms, the local heritage, the sense of place bringing us back downtown.

Still, many downtown redevelopments have failed due to the lack of everyday commerce. Downtowns need not look like malls or try to replace malls. Instead, they must adopt the best of mall merchandising principles to win back the retail dollar.

These are the steps to downtown retail redevelopment.

#### Step One - Storefronts

Winning stores attract and hold attention and indicate immediately the type and quality of merchandise. Proper window display, entry design, signage, lighting and fixturing are all part of the strategy to draw shoppers inside.

This must happen quickly. Retailers, indoor or out, have only about eight seconds to capture the attention of a shopper walking by a storefront. To attract those driving by downtown storefronts in their cars, this "window" of opportunity may only be two or three seconds.

Storefronts must always be up-to-date. Primary architectural treatments should be updated at least every five years. This is a generous schedule; in leading shopping centers, storefronts are redone as often as every two years. In addition, a common storefront team must work with all retailers on a downtown block.

Overall, keep storefronts simple and clean; let the merchandise take center stage. These merchandise displays should be rotated every one to five days; many leading national chains rotate merchandise daily. In the downtown setting, this will encourage people to drive by and see what's new. Unfortunately, conventional planning wisdom has often restricted vehicles from Main Street, eliminating the constant exposure to storefronts and merchandise displays that lead to sales.

Window displays don't have to be over-elaborate or expensive, just fresh and inventive. Downtowns must be always changing, always new, always interesting. Retail follows fashion, and fashion changes frequently. Shoppers will not believe a store has fashionable, new clothing on the inside if it is outdated or worn on the outside.

#### Step Two - Circulation

A typical regional mall has two to four large anchor stores to lure shoppers from its geographical territory. These are usually major national department stores. Through carefully developed sight lines and pedestrian traffic patterns, these anchors are then used to pull shoppers through the mall so they walk past the smaller shops and their merchandise.

The downtown setting does not necessarily need large retail department stores to serve as anchors. Many other attractions can function in the same way as department stores to be a regional draw for shoppers. These include line theatres, movie theatres, art and convention centers, and farmers' markets. Downtowns should look carefully at what they have to attract shoppers. Putting the unique features and qualities of a downtown at the service of businesses will help maintain these cultural resources for everyone.

Remember, the location of anchors or attractions is more important than their type. They should be at the periphery of the downtown retail district or the ends

of downtown blocks. This is contrary to the historic downtown setup that placed the anchor in the middle of a block of shops. Instead, corner anchors force shoppers to parade by all the smaller, more specialized stores in between.

Signage, storefront displays and windows must then work together to help lure shoppers along the retail path. The best shopping path leads people to walk down one side of a street, cross over at the end of a block, and then walk down the opposite side. Thus, the traditional downtown street running between stores is not necessarily bad; it keeps shoppers from zigzagging back and forth and skipping stores.

Most importantly, every retail district must have one main shopping path.

Parallel main streets or alleyways developed for shops distract from a productive pedestrian traffic pattern. The best malls direct shoppers in a path that brings the greatest number of stores to clearest view; they make it difficult to get off the retail "trail."

Every shopping district should also have a main intersection, approximately halfway along its length, to allow people to orient themselves. This intersection should have an interesting focal point that draws people towards the middle of the downtown. Often a strong vertical element aids in this task. Most downtowns have such dramatic landmarks that can, with imagination, be integrated into a total retail strategy.

This area is equivalent to the main court of a shopping mall. Here, we should find an information booth, a play area for children, stroller rental and signage leading to other shops. Views from three or four directions must possess strong visual interest to pull shoppers by stores along each direction.

Fortunately, most downtowns do have a main cross-street intersection that can act like a magnet to pull people, creating such a focal point. Traffic patterns must be organized, however, so people can park or be dropped off at the necessary access to this area. Once shoppers reach this focal point, pedestrian pathways, tenant mix, signage and storefront design will all be used to move shoppers through the retail district.

A major impediment to the smooth circulation of shoppers through a retail district is the "dead" space of empty storefronts or non-retail storefronts like offices or branches of a bank. A frontage of 30 feet without retail is often enough to cause shoppers to stop in their tracks and turn around.

Empty storefronts should be filled immediately with merchandise from other stores or local displays. When non-retail spaces do occur on a block, shoppers must be pulled past this point by strong merchandising and design by the stores on either side. Retail flow must not be interrupted.

#### Step Three - Strategic Tenant Mix

Leading shopping centers carefully arrange their tenant types and positions.

The main shopping strip is where all shoppers begin their retail journey. It should feature stores that thrive on impulse buying, like shoe stores, fashion stores and toy stores. In contrast, destination shops should be on the end of shopping avenues.

Stores will have higher sales if grouped by type of merchandise as well as price point. Examples include men's clothing, housewares or restaurants. This encourages the comparison shopping needed to ensure value and stimulate spending.

Not every type of shop, however, needs to be on the main shopping streets. Many businesses, like used record shops or a coin dealer, do well on second level or side streets. These are usually destination shops owned by one or two individuals. They have less staff available to monitor for shoplifting or other potential problems.

If possible, restaurants should be carefully located to encourage movement past storefronts.

Sidewalk seating and benches can often distract or impede shoppers as much as restaurant or food court seating. Avoid locating benches or seating too close to the pedestrian walkway. Also, avoid excessive grouping of seats. It is very uncomfortable and intimidating for pedestrians to have to pass a gauntlet of inspectors. An uncomfortable shopping experience leads to a permanently lost customer.

Service stops should be at the outer edges of downtown shopping districts. Examples include barber shops, shoe repair shops, bakeries and dry cleaners. In this way, service shops can be easily reached by people coming from their cars or nearby residents on foot. Items can be left off on the way into the heart of the retail district or picked up on the way out.

#### Step Four - Streetscape and Landscaping

Sidewalk and pedestrian mall paving, benches and trees are all important elements of the downtown shopping experience. But they can have an extremely negative impact on shoppers is not done properly. Contrary to many current projects and ideas, these treatments need not and should not be ornate or overly expensive. Otherwise, they will compete with and distract from storefronts. The

business of downtown retail districts should be businesses, not to awe or overwhelm.

Paving, for instance, should be of a quality material but kept fairly simple. Busy, trendy and colorful or intricate designs disorient shoppers. Well-done brushed concrete will succeed over expensive granite.

Benches should be oriented to afford clear views of storefronts. They must also be placed far enough from regular shopping circulation routes so that transients or rowdy teenagers don't intimidate or frighten shoppers.

Not too rich, not too gaudy applies to street trees as well as paving and benches. Trees make a downtown inviting and provide shade and human scale. But, again, we have often overused them in downtown schemes. What looks good on a site plan often contradicts good retail practice. Trees must be landscaped to fit the stores, not the other way around. Generally, fewer will do, smaller clusters, to avoid obstructing storefronts or signage.

Main developers have tended to two paths in recent years. One group follows the principles outlined here. The other, at great expense, build the ornate and trendy. Typically, these "showcase" malls have much lower sales per square foot than the more practical, focused ones.

#### Step Five - Parking

The epitaph of our day may eventually be "my kingdom for a parking spot."

The most successful shopping centers have learned this lesson well. Surface parking must be plentiful, secure, close to shopping, and free or inexpensive. Employees must be encouraged to park in the more distant spots, through enforcement with employee parking stickers or a shuttle system during peak shopping times. Nearby overflow parking must be available on these peak shopping days.

Unfortunately, many downtown redevelopments of the sixties and seventies ended up reducing the total parking count by converting head-in diagonal parking to parallel parking. This was a serious mistake because it reduced the number of parking stalls on Main Street and the likelihood that shoppers would find a place to park.

When possible, reinstall diagonal parking so shoppers know they can have a good chance of finding a parking space. While driving down Main Street, shoppers will view storefronts and window displays and begin their retail decisions. With modern merchandising, many purchasing decisions are actually made before the customer ever crosses the threshold of a store.

Head-in parking is better than parallel parking in the downtown setting as it permits a greater parking density. Overflow parking must be available behind the stores but it should not be the primary parking area. We want people viewing and walking past storefronts. Overly aggressive downtown parking enforcement only thwarts retail plans.

We are creatures of habit. People turn to the same parking spot again and again, usually the first one they used at a particular mall, strip center or shopping district. These patterns are almost impossible to change.

This has been borne out at many shopping malls. At one grand opening, in particular, only a temporary lot was available. Afterward, shoppers persisted in using this lot, instead of the intended main lots, even though it was difficult to reach and use.

Downtowns cannot continue to simply tear up old lots and expect users to find somewhere else to park. They won't. Many of these shoppers will never come back. High profile, intensive efforts must accompany any change in parking locations.

Clean and safe can never be overdone in retail, especially with parking, which tends to be the most intimidating part of the shopping experience. Sidewalks should be steam cleaned daily, resurfaced or repaved regularly, and feature good lighting and attractive landscaping. Security must be visible at all times.

Retail parking garages must be more user-friendly, less intimidating than garages for office workers. Pedestrian stairwells and elevators should be centrally located with clear signage and graphics.

The rush to mall over downtowns was a terrible mistake. The exclusion of all automobile traffic in favor of pedestrian traffic was counterproductive. Successful downtowns need people driving by downtown storefronts to stimulate impulse and latent buying.

Too often, pedestrian malls broke all the retail rules. Elaborate "state park" landscaping, for instance, blocked the views to stores and intimidated shoppers by creating spaces where people could hide. In one retail survey after another, consumers continue to cite security and safety as the number one potential negative in the shopping experience.

#### Step Six - Lighting

Lighting is extremely important in retail but is often misused in a downtown

shopping district. Street lights should be simple rather than ornate and their placement must not obstruct storefronts.

A down light of cut-off lens should be used whenever possible to avoid excessive glare, especially common with globe-type lighting. Glare from building lights and signage must not be allowed to compete with storefront design or presentation of merchandise.

The downtown setting presents special lighting problems. The inside of a store must be brighter than the outside environment to draw attention, but daylight or street lights and their reflections foil this principle in many downtowns. This is solved by generous use of indoor lighting, even during the day. Similarly, the use of energy-saving bronzed or darkened glass should be removed in favor of a clear view to merchandise.

#### Step Seven - Management

Most malls benefit from single ownership or management. They are leased, maintained and marketed as a unit. This is undoubtedly one of the greatest challenges facing downtown development districts. To prosper, downtown districts must start thinking and acting like the best shopping centers, where stores help each other.

All stores in a downtown retail district should have the same hours and days of operation. Never let one tenant close while the others remain open. Sunday hours should be strongly encouraged and all stores should have their hours of operation clearly posted.

Today's time-stressed, two-income families can't afford and won't tolerate hit-or-miss shopping. They shop at malls or strip centers as multiple errand destinations because they know that all stores will be open.

Landlords often compete for the same tenants. At the same time, business owners may have to deal with as many as 10 to 15 landlords in the search for space. The result is unstable rental rates and no coherent scheme for tenant placement.

One solution is a central leasing agent to negotiate rents, coordinate tenant mix and promote downtown business districts.

A top-notch leasing agent can draw in a significant number of new stores, including major national tenants. Often, one national chain will only come into a retail venue if certain other stores are present. An experienced leasing agent can put together these deals.

Don't be overly intimidated then national chains join the Main Street picture. Many of these retailers are the best in the business. Other downtown retailers can learn from their sophisticated merchandise presentation and marketing techniques. Do insist, however, that these national design storefronts are suited to regional architecture, materials and culture. Downtown stores must share in maintenance of sidewalks, trash cans, windows and storefronts as well as security. Police officers or security guards must always be visible to shoppers. Even when there are no apparent threats, they will be available to help shoppers locked out of their cars or with flat tires.

Like mall tenants, downtown stores must be willing to share expenses for these efforts. An empty downtown storefront hurts every other store. Cooperation on promotional efforts, common store hours and signage can go a long way towards increasing retail activity.

City zoning and planning boards must also be more flexible in order for downtowns to grow and change with new retail trends. Examples include outlet centers or the so-called category killers for items like office supplies, home furnishings or health and beauty aids.

These stores often open in strip centers or malls, where the needed space is available. Unless downtown development districts find ways to accommodate such new retailing formats, they will continue to lose out to malls. A way must also be found to introduce flexibility into rent structures, making it easier for stores to expand or contract as business dictates.

In the 1990's, shoppers are expecting good service and value for their retail dollar. Downtowns cannot survive solely on boutique shopping of festival and holiday celebrations. All downtowns, new or old, malled or open to traffic, must embrace the best in modern retailing. This will lead to the everyday retail traffic that builds sales and sustains downtown development. This is the route back to Main Street U.S.A.

*About the Author*  
*Robert J. Gibbs, ASLA, is principle of Gibbs Planning Group, Inc., Birmingham, Michigan. Gibbs is a licensed landscape architect and has extensive experience in retail consulting for national developers and leading retail chains. He also has been involved with urban design and master planning for cities throughout the Midwest and eastern United States. In addition, he has recently completed two major urban design projects for Brown University and downtown Providence in Rhode Island associated with the firm of Andres Duany and Elizabeth Plater-Zyberk Architects.*

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## APPENDIX: OLD TOWN SPRING IMPROVEMENT DISTRICT

### SUBCHAPTER K. OLD TOWN SPRING IMPROVEMENT DISTRICT

#### § 376.451. Creation of District

(a) The Old Town Spring Improvement District is created as a special district under Section 59, Article XVI, Texas Constitution.

(b) The board by resolution may change the district's name.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

#### § 376.452. Declaration of Intent

(a) The creation of the district is necessary to promote, develop, encourage, and maintain employment, commerce, transportation, housing, tourism, recreation, arts, entertainment, economic development, safety, scenic beauty, and the public welfare in the Old Town Spring area of Harris County.

(b) The creation of the district and this legislation do not relieve the county from providing the level of services, as of the effective date of this subchapter, it has to provide to the area in the district. The district is created to supplement and not replace the county services provided in the area in the district.

(c) The creation of the district is essential to accomplish the purposes of Section 52, Article III, Section 59, Article XVI, and Section 52-a, Article III, Texas Constitution, and other public purposes stated in this subchapter.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

#### § 376.453. Definitions

In this subchapter:

(1) "Board" means the board of directors of the district.

(2) "County" means Harris County, Texas.

(3) "District" means the Old Town Spring Improvement District.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

#### § 376.455. Findings Relating to Boundaries

The boundaries and field notes of the district form a closure. If a mistake is made in the field notes or in copying the field notes in the legislative process, the mistake does not in any way affect the district's:

(1) Organization, existence, or validity;

(2) Right to issue any type of bond for the purposes for which the district is created or to pay the principal of and interest on a bond;

(3) Right to impose or collect an assessment or tax; or

(4) Legality or operation.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

#### § 376.456. Findings of Benefit and Public Purpose; General Duties

(a) The district is created to serve a public use and benefit. All the land and other

property included in the district will be benefited by the improvements and services to be provided by the district under powers conferred by Section 52, Article III, Section 59, Article XVI, and Section 52-a, Article III, Texas Constitution, and other powers granted under this subchapter.

(b) The creation of the district is in the public interest and is essential to:

(1) Further the public purposes of the development and diversification of the economy of the state; and

(2) Eliminate unemployment and underemployment and develop or expand transportation and commerce.

(c) The district shall:

(1) Promote the health, safety, and general welfare of residents, merchants, landowners, employers, potential employees, employees, visitors, consumers in the district, and the general public;

(2) Provide needed funding for the Old Town Spring area to preserve, maintain, and enhance the economic health and vitality of the area as a community and business center;

(3) Provide and maintain common areas and facilities in the district to ensure scenic beauty;

(4) Provide improvements in the district to promote the welfare of the public, residents, merchants, and landowners in the district; and

(5) Further promote the health, safety, welfare, and enjoyment of the public by providing pedestrian ways and by landscaping and developing certain areas in the district, which are necessary for the restoration, preservation, and enhancement of scenic beauty.

(d) The district may not act as the agent or instrumentality of any private interest even though many private interests will be benefited by the district, as will the public.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

#### § 376.457. Board of Directors

(a) In this section, "commissioners court" means the commissioners court of the county.

(b) The district is governed by a board of five directors occupying numbered positions.

(c) Except for the initial directors, the directors occupying positions one, two, and three are appointed under this section and the directors occupying positions four and five are elected as provided by this section and Section 376.460.

(d) The commissioners' court shall appoint:

(1) One person who leases a retail store or owns real property in the district, who shall serve in position one for a three-year term;

(2) One person who leases a retail store but does not own real property in the district, who shall serve in position two for a two-year term; and

(3) One person who owns real property in the district, who shall serve in position

three for a three-year term.

(e) Directors elected under Section 376.460 shall serve two-year terms. To qualify as a candidate for position four, a person must reside in the district. To qualify as a candidate for position five, a person must lease a retail store or own real property in the district.

(f) A term expires on January 31 of the appropriate year.

(g) In appointing directors under Subsection (d), the commissioners court shall consider any recommendations received by an organization dedicated to the economic development of the Old Town Spring area of the county.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

#### § 376.458. Administration of Board

Sections 375.066-375.070 apply to the board as if it were established under Chapter 375.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

#### § 376.459. Restriction on Voting

The president of the board may not vote except to break a tie vote.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

#### § 376.460. Election of Directors

(a) The board shall call and hold an election of directors for positions four and five in each even-numbered year on the uniform election date in January established by Section 41.001, Election Code.

(b) Notice of a director's election must:

(1) State the day and place for holding the election;

(2) State the number of directors to be voted on; and

(3) Describe the qualifications of the positions for which the candidates are running.

(c) The ballots for a directors election shall provide the names of the candidates for each position and describe the qualifications of the position for which the candidates are running.

(d) Immediately after the directors election, the presiding judge shall take the election returns to the board. The board shall canvass the returns and certify that the persons receiving the highest number of votes for each position are elected as directors for that position.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

#### § 376.461. General Powers

The district has:

(1) All powers necessary or required to accomplish the purposes for which the

district was created;

(2) The powers and duties of a municipal management district under Subchapter E, Chapter 375; and

(3) The powers given to an industrial development corporation organized under the Development Corporation Act of 1979 (Article 5190.6, Vernon's Texas Civil Statutes).

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

#### § 376.462. Specific Powers and Limitations

(a) The district may:

(1) Impose and collect, and apply the proceeds from, limited sales and use tax for the district's purposes;

(2) borrow money for the corporate purposes of the district;

(3) Add or exclude territory in the manner provided by Subchapter J, Chapter 49, Water Code;

(4) Contract with a person to accomplish the district's purposes, including entering into a contract for the payment of costs incurred by the person on behalf of the district, including all or part of the costs of an improvement project, from tax proceeds or any other specified source of money;

(5) Contract with a person to receive, administer, and perform the district's duties under a gift, grant, loan, conveyance, transfer, bequest, donation, or other financial arrangement relating to the investigation, planning, analysis, acquisition, construction, completion, implementation, or operation of a proposed or existing improvement project;

(6) Establish and collect user fees, concession fees, admission fees, rental fees, or other similar fees or charges and apply the proceeds from those fees or charges for the enjoyment, sale, rental, or other use of the district's facilities, services, or improvement projects;

(7) Adopt rules for:

(A) The administration and operation of the district;

(B) The use, enjoyment, availability, protection, security, and maintenance of the district's facilities; and

(C) The provision of public safety and security in the district;

(8) Provide or secure the payment or repayment of any district expense, including:

(A) A district cost relating to an improvement project;

(B) A district contractual obligation or indebtedness, because of a lease, installment purchase contract, or other agreement; or

(C) A tax, user fee, concession fee, rental fee, or other revenue or resources of the district; and

(9) Undertake improvement projects separately or jointly with other persons or entities and pay all or part of the costs of improvement projects,

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## APPENDIX: OLD TOWN SPRING IMPROVEMENT DISTRICT

including improvement projects that:

(A) Improve, enhance, or support public safety and security, fire protection, emergency medical services, or law enforcement in the district;

(B) Confer a general benefit on the entire district and the areas adjacent to the district; or

(C) Confer a special benefit on all or part of the district.

(b) The district may not employ peace officers.

(c) The district may not impose an ad valorem tax on property in the district.

(d) The district may, as if the district was a home-rule municipality with a population of more than 100,000:

(1) Issue bonds and lease, acquire, or construct a building or facility as provided by Section 380.002; and

(2) Establish and administer a program as provided by Subchapter A, Chapter 1509, Government Code.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

### § 376.463. Specific Powers Relating to Improvements

An improvement project or service provided by the district may include:

(1) The construction, acquisition, lease, rental, installment purchase, improvement, rehabilitation, repair, relocation, and operation of:

(A) Landscaping; lighting, banners, or signs; streets or sidewalks; pedestrian or bicycle paths and trails; pedestrian walkways, skywalks, crosswalks, or tunnels; and highway right-of-way or transit corridor beautification and improvements;

(B) Drainage or storm water detention improvements and solid waste, water, sewer, or power facilities and services, including electrical, gas, steam, and chilled water facilities and services;

(C) Parks, lakes, gardens, recreational facilities, open space, scenic areas, and related exhibits and preserves; fountains, plazas, or pedestrian malls; public art or sculpture and related exhibits and facilities and educational or cultural exhibits and facilities, including exhibits, displays, attractions, or facilities for special events, holidays, or seasonal or cultural celebrations;

(D) Off-street parking facilities, bus terminals, heliports, mass transit, and roadway or water transportation systems; and

(E) Other public improvements, facilities, or services similar to the improvements, facilities, or services described by Paragraphs (A)-(D);

(2) The cost of removal, razing, demolition, or clearing of land or improvements in connection with providing an improvement project;

(3) The acquisition of property or an interest in the property that is made in connection with an authorized improvement project; and

(4) The provision of special or supplemental services to improve or promote the area in the district or to protect the public health and safety in the district, including advertising, promotion, tourism, health and sanitation, public safety, securi-

ty, fire protection or emergency medical services, business recruitment, development, elimination of traffic congestion, and recreational, educational, or cultural improvements, enhancements, or services.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

### § 376.464. Relation to Other Law

If a law referenced in Section 376.461 or referenced in Subchapter E, Chapter 375, is in conflict with or inconsistent with this subchapter, this subchapter prevails. A law referenced in Section 376.461 or Subchapter E, Chapter 375, that is not in conflict with or inconsistent with this subchapter is adopted and incorporated by reference and may be used by the district independently of each other.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

### § 376.465. No Eminent Domain Power

The district may not exercise the power of eminent domain.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

### § 376.466. Sales and Use Tax; Excise Tax

(a) For purposes of this section:

(1) "Taxable items" includes all items subject to any sales and use tax that is imposed by the county if the county has imposed a sales and use tax.

(2) "Use," with respect to a taxable service, means the derivation in the district of a direct or indirect benefit from the service.

(b) The district may impose a sales and use tax for the benefit of the district if authorized by a majority of the qualified voters of the district voting at an election called for that purpose.

(c) If the district adopts the tax:

(1) A tax is imposed on the receipts from the sale at retail of taxable items in the district; and

(2) An excise tax is imposed on the use, storage, or other consumption in the district of taxable items purchased or rented from a retailer during the period that the tax is effective in the district.

(d) The rate of the excise tax is the same as the rate of the sales tax portion of the tax applied to the sales price of the taxable items and is included in the sales tax.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

### § 376.467. Tax Election Procedures

(a) The board by order may call an election to adopt, change the rate of, or abolish a sales and use tax. The election may be held at the same time and in conjunction with a confirmation or directors election.

(b) The election must be held on the next uniform election date that falls on or after the 45th day after the date the order calling the election is adopted.

(c) Notice of the election shall be given and the election shall be held and conducted in the manner prescribed for bond elections under Subchapter D, Chapter

49, Water Code.

(d) In an election to adopt the tax, the ballot shall be prepared to permit voting for or against the proposition: "The adoption of a local sales and use tax in the Old Town Spring Improvement District at the rate of ( proposed tax rate)."

(e) In an election to change the rate of the tax, the ballot shall be prepared to permit voting for or against the proposition: "The (increase or decrease, as applicable) in the rate of the local sales and use tax imposed in the Old Town Spring Improvement District from (tax rate on election date) percent to (proposed tax rate) percent."

(f) In an election to abolish the tax, the ballot shall be prepared to permit voting for or against the proposition: "The abolition of the local sales and use tax in the Old Town Spring Improvement District."

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

### § 376.468. Imposition, Computation, Administration, and Governance of Tax

(a) Chapter 323, Tax Code, to the extent not inconsistent with this subchapter, governs the application, collection, and administration of the tax under this subchapter, except Sections 323.401-323.406 and 323.505, Tax Code, do not apply. Subtitles A and B, Title 2, and Chapter 151, Tax Code, govern the administration and enforcement of the taxes under this subchapter.

(b) Chapter 323, Tax Code, does not apply to the use and allocation of revenues under this subchapter.

(c) In applying Chapter 323, Tax Code, the district's name shall be substituted for references in that chapter to "the county" and the board is substituted for references in that chapter to "commissioner's court."

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

### § 376.469. Effective Date of Tax or Tax Change

The adoption of a tax rate or change in the tax rate takes effect after the expiration of the first complete calendar quarter occurring after the date on which the comptroller receives a notice of the results of the election.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

### § 376.470. Tax Rates

The district may impose the sales and use tax under this subchapter in increments of one-eighth of one percent, with a minimum tax of one-half percent and a maximum tax of one percent.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

### § 376.471. Abolition of Tax Rate

The board by order may abolish the local sales and use tax rate without an election.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

### § 376.472. Use of Tax

Taxes collected under this subchapter may be used only for the purposes for

which the district was created.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

### § 376.473. Submission of Annexation Information

Not later than the 10th day after the date on which the district annexes or excludes territory, the board shall send to the comptroller a certified copy of any resolution, order, or ordinance relating to the annexation or exclusion.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

### § 376.474. Bonds

(a) The board may issue bonds as provided by Subchapter J, Chapter 375.

(b) In addition to the sources described in Subchapter J, Chapter 375, the bonds issued by the district may be secured and made payable, wholly or partly, by a pledge of any part of the net proceeds the district receives from a specified portion of not more than one-half of the maximum sales and use tax amount authorized and approved by voters of the district under Section 376.467.

(c) Sections 375.207 and 375.208 do not apply to bonds issued under this section.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

### § 376.475. Contracting Authority

(a) The district may contract with any person to carry out the purposes of this subchapter on terms and for the period the board determines.

(b) Any person, including any type of governmental entity, may contract with the district to carry out the purposes of this subchapter.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

### § 376.476. Dissolution by Board Order

The board by order may dissolve the district at any time unless the district has outstanding indebtedness or contractual obligations.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

### § 376.477. Dissolution by Petition of Owners

(a) The board by order shall dissolve the district if the board receives a written petition signed by 75 percent or more of the individuals who own real property in the district.

(b) After the date the district is dissolved, the district may not levy taxes.

(c) If on the date the district is dissolved the district has outstanding liabilities, the board shall, not later than the 30th day after the dissolution, adopt a resolution certifying each outstanding liability. The county shall assume the outstanding liabilities. The county shall collect the sales and use tax for the district for the remainder of the calendar year. The county may continue to collect the tax for an additional calendar year if the commissioners court finds that the tax revenue is needed to retire the district liabilities that were assumed by the county.

(d) The district may continue to operate for a period not to exceed two months after carrying out the responsibilities required by Subsection (c). The district is continued in effect for the purpose of satisfying these responsibilities.

## NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN APPENDIX: OLD TOWN SPRING IMPROVEMENT DISTRICT

(e) If the district is continued in effect under Subsection (d), the district is dissolved entirely on the first day of the month following the month in which the board certifies to the secretary of state that the district has satisfied the responsibilities of Subsection (c).

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

§ 376.478. Administration of District Property Following Dissolution

(a) After the board orders the dissolution of the district, the board shall transfer ownership of all district property to the county, except as provided by Subsection (b).

(b) If, on the date on which the board orders the dissolution, more than 50 percent of the district territory is in a municipality, the board shall transfer ownership of the district's property to the municipality.

Added by Acts 2001, 77th Leg., ch. 1371, § 1, eff. Sept. 1, 2001.

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## APPENDIX: FRISCO SQUARE IMPROVEMENT DISTRICT

### SUBCHAPTER K. FRISCO SQUARE MANAGEMENT DISTRICT

#### § 376.451. Creation of District

(a) The Frisco Square Management District is created as a special district under Section 59, Article XVI, Texas Constitution.

(b) The board by resolution may change the district's name.

(c) The creation of the district is essential to accomplish the purposes of Sections 52 and 52-a, Article III, and Section 59, Article XVI, Texas Constitution, and other public purposes stated in this subchapter.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

#### § 376.452. Declaration of Intent

(a) The creation of the district is necessary to promote, develop, encourage, and maintain employment, commerce, transportation, housing, tourism, recreation, arts, entertainment, economic development, safety, and the public welfare in the municipality's central business area.

(b) The creation of the district and this legislation are not to be interpreted to relieve the county or the municipality from providing the level of services, as of September 1, 2001, to the area in the district or to release the county or the municipality from the obligations each entity has to provide services to that area. The district is created to supplement and not supplant the municipal services provided in the area in the district.

(c) By creating the district and in authorizing the municipality, county, and other political subdivisions to contract with the district, the legislature has established a program to accomplish the public purposes set out in Section 52-a, Article III, Texas Constitution.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

#### § 376.453. Definitions

In this subchapter:

(1) "Board" means the board of directors of the district.

(2) "County" means Collin County.

(3) "District" means the Frisco Square Management District.

(4) "Municipality" means the City of Frisco.

(5) "Utility" means a person that provides gas, electricity, telephone, sewage, or water service to the public.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

#### § 376.455. Findings Relating to Boundaries

The boundaries and field notes of the district form a closure. If a mistake is made in the field notes or in copying the field notes in the legislative process, it does not affect the district's:

(1) organization, existence, or validity;

(2) right to issue any type of bond or other obligation for the purposes for which the district is created or to pay the principal of and interest on a bond;

(3) right to impose or collect assessments or taxes; or

(4) legality or operation.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

#### § 376.456. Findings of Benefit and Public Purpose

(a) All the land and other property included in the district will be benefited by the improvements and services to be provided by the district under powers conferred by Sections 52 and 52-a, Article III, and Section 59, Article XVI, Texas Constitution, and other powers granted under this subchapter, and the district is created to serve a public use and benefit.

(b) The creation of the district is in the public interest and is essential to:

(1) further the public purposes of the development and diversification of the economy of the state; and

(2) eliminate unemployment and underemployment and develop or expand transportation and commerce.

(c) The district will:

(1) promote the health, safety, and general welfare of residents, employers, employees, visitors, consumers in the district, and the general public;

(2) provide needed funding for the municipality's central business area extension to the west to preserve, maintain, and enhance the economic health and vitality of the area as a community and business center and to provide a government center for the municipality;

(3) further promote the health, safety, and general welfare of residents, employers, employees, visitors, consumers in the district, and the general public by providing, maintaining, and operating attractive, safe, and convenient street and road improvements and off-street parking facilities and necessary water, sewer, and drainage facilities to serve the area within the district; and

(4) further promote the health, safety, welfare, and enjoyment of the public by providing pedestrian ways, parks, and off-street parking and by landscaping and developing certain areas in the district, which are necessary for the restoration, preservation, and enhancement of scenic and aesthetic beauty.

(d) Pedestrian ways along or across a street, at grade or above or below the surface, and street lighting, street landscaping, and street art objects are parts of and necessary components of a street and are considered to be a street or road improvement.

(e) The district will not act as the agent or instrumentality of any private interest, even though many private interests will be benefited by the district, as will the general public.

(f) Each improvement project or service authorized by this subchapter is essential to carry out a public purpose and will benefit all land and property in the district, the employees, employers, and consumers of the district, and the general public.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

#### § 376.457. Application of Other Law

(a) Except as otherwise provided by this subchapter:

(1) Chapter 375 applies to the district, its governing body, and its employees; and

(2) the district has the rights and powers of a district created under Chapter 375.

(b) If any provision of a law referenced in this subchapter is in conflict with or is inconsistent with this subchapter, this subchapter prevails. Any law referenced in this subchapter that is not in conflict or inconsistent with this subchapter is

adopted and incorporated by reference.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

#### § 376.458. Liberal Construction of Subchapter

This subchapter shall be liberally construed in conformity with the findings and purposes stated in this subchapter.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

#### § 376.459. Board of Directors in General

(a) The district is governed by a board of five appointed directors and three members serving ex officio. The appointed members serve staggered terms of four years, with two directors' terms expiring July 1 of an odd-numbered year and three directors' terms expiring July 1 of the following odd-numbered year.

(b) A position on the board shall not be construed to be a civil office of emolument for any purpose, including a purpose described in Section 40, Article XVI, Texas Constitution.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

#### § 376.460. Appointment of Directors

(a) The governing body of the municipality shall appoint successor directors who meet the qualifications of Subchapter D, Chapter 375. The governing body of the municipality shall appoint a director to fill a vacancy on the board.

(b) Notwithstanding the common law doctrine of incompatibility, members of the governing body of the municipality may be appointed to the board. The term of a director who is also a member of the governing body of the municipality shall expire when the member's term on the governing body of the municipality expires, provided that the person may be reappointed to the board of directors to complete the unexpired term on the board.

(c) A person may not be appointed to the board if the appointment of that person would result in fewer than three of the directors residing in the municipality.

(d) District directors are public officials entitled to governmental immunity for their official actions.

(e) The governing body of the municipality after notice and hearing may remove a director for misconduct or failure to carry out the director's duties on a petition by a majority of the remaining directors.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

#### § 376.461. Ex Officio Board Members

(a) The following persons shall serve ex officio as nonvoting directors:

(1) the manager of the municipality;

(2) the financial director of the municipality; and

(3) the planning director of the municipality.

(b) If any of the offices described in Subsection (a) are renamed, changed, or abolished, the governing body of the municipality may appoint another officer or employee of the municipality that performs duties comparable to those performed by the officer described in Subsection (a).

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

#### § 376.462. Conflicts of Interest; One-Time Affidavit

(a) Except as provided by Section 376.461 or this section:

(1) a director may participate in all board votes and decisions; and

(2) Chapter 171 governs conflicts of interest for board members.

(b) Section 171.004 does not apply to the district. A director who has a substantial interest in a business or charitable entity that will receive a pecuniary benefit from a board action shall file a one-time affidavit declaring the interest. An additional affidavit is not required if the director's interest changes. After the affidavit is filed with the board secretary, the director may participate in a discussion or vote on that action if:

(1) a majority of the directors have a similar interest in the same entity;

(2) all other similar business or charitable entities in the district will receive a similar pecuniary benefit; or

(3) the director is a property owner in the district.

(c) A director who is also an officer or employee of a public entity may not participate in the discussion of or vote on a matter regarding a contract with that same public entity.

(d) For purposes of this section, a director has a substantial interest in a charitable entity in the same manner that a person would have a substantial interest in a business entity under Section 171.002.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

#### § 376.463. Powers of District

(a) The district has all of the powers necessary or required to accomplish the purposes for which the district was created.

(b) The district may exercise the powers given to a corporation created under Section 4B, Development Corporation Act of 1979 (Article 5190.6, Vernon's Texas Civil Statutes).

(c) The district may exercise the powers given to a housing finance corporation created under Chapter 394 to provide housing or residential development projects in the district.

(d) The district may impose an ad valorem tax, assessment, or impact fee in accordance with Chapter 375 on all property in the district, including industrial, commercial, or residential property, and may impose an assessment on municipal property in the district to finance or provide improvements and services for a project or activity this subchapter authorizes the district to construct, acquire, improve, or provide or to make payments under a contract. A contract for which the payments are secured wholly or partly from ad valorem taxes may not be executed unless the imposition of the ad valorem taxes to secure the payment of the contract is approved by a majority, or a larger percentage if constitutionally required, of the qualified voters in the district voting at an election held for that purpose.

(e) The district may correct, add to, or delete assessments from its assessment rolls and collect assessments after such corrections, additions, or deletions after notice and hearing as provided by Subchapter F, Chapter 375.

(f) All or any part of the area of the district is eligible, notwithstanding other statutory criteria, to be included in a tax increment reinvestment zone created by the municipality under Chapter 311, Tax Code, or included in a tax abatement reinvestment zone created by the municipality under Chapter 312, Tax Code. All or any part of the district is also eligible to be included in an enterprise zone established by the municipality under Chapter 2303, Government Code.

# NORTHGATE REDEVELOPMENT IMPLEMENTATION PLAN

## APPENDIX: FRISCO SQUARE IMPROVEMENT DISTRICT

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

### § 376.464. Agreements

(a) The district may make an agreement with or accept a donation, grant, or loan from any person.

(b) A municipality, county, or other political subdivision of the state, without further authorization, may contract with the district for the acquisition, construction, improvement, implementation, maintenance, and operation of a project of the district or for providing the services authorized under this subchapter. A contract under this subsection may:

(1) be for a period and include terms on which the parties agree;

(2) be payable from taxes or any other source of revenue that may be available for such purpose; and

(3) provide that taxes or other revenues collected at a district project or from a person using or purchasing a commodity or service at a district project may be paid or rebated to the district under the terms of the contract.

(c) The implementation of a project is a governmental function or service for the purposes of Chapter 791, Government Code.

(d) To protect the public interest, the district may contract with the municipality for the municipality to provide law enforcement services in the district for a fee.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

### § 376.465. Nonprofit Corporation

(a) The board by resolution may authorize the creation of a nonprofit corporation to assist and act on behalf of the district in implementing a project or providing a service authorized by this subchapter.

(b) The board shall appoint the board of directors of a nonprofit corporation created under this section. The board of directors of the nonprofit corporation shall serve in the same manner, term, and conditions as a board of directors of a local government corporation created under Chapter 431, Transportation Code.

(c) A nonprofit corporation created under this section has the powers of and is considered for purposes of this subchapter to be a local government corporation created under Chapter 431, Transportation Code.

(d) A nonprofit corporation created under this section may implement any project and provide any service authorized by this subchapter.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

### § 376.466. Annexation

The district may:

(1) annex territory as provided by Subchapter C, Chapter 375; and

(2) annex territory located inside the boundaries of a reinvestment zone created by the municipality under Chapter 311, Tax Code, if the governing body of the municipality consents to the annexation.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

### § 376.467. Petition Required for Financing Services and Improvements

The board may not finance a service or improvement project under this subchapter unless a written petition requesting the improvement or service has been filed with

the board. The petition must be signed by:

(1) the owners of a majority of the assessed value of real property in the district as determined by the most recent certified county property tax rolls; or

(2) at least 25 persons who own land in the district, if there are more than 25 persons who own property in the district as determined by the most recent certified county property tax rolls.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

### § 376.468. Authorization of Maintenance Tax

(a) In addition to the elections the district must hold under Subchapter L, Chapter 375, the district shall hold an election in the manner provided by that subchapter to obtain voter approval before the district imposes a maintenance tax or issues bonds payable from ad valorem taxes or assessments.

(b) The board may include more than one purpose in a single proposition at an election.

(c) If the district obtains the written consent of 100 percent of the property owners in the district to impose a maintenance tax or issue bonds payable from ad valorem taxes or assessments, the district is exempt from the election requirement under Subsection (a) and may cancel an election called under Subsection (a).

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

### § 376.469. Maintenance Tax

(a) If authorized in accordance with Section 376.468, the district may impose and collect an annual ad valorem tax on taxable property in the district for the maintenance and operation of the district and the improvements constructed or acquired by the district or for the provision of services.

(b) The board shall determine the tax rate.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

### § 376.470. Assessments

(a) The board may impose and collect an assessment for any purpose authorized by this subchapter.

(b) The district may impose assessments against any municipal property in the district. Payment of assessments by other exempt jurisdictions must be established by contract.

(c) The board may apportion the cost of an improvement project or services to be assessed against property in the district on all property in the district according to a finding of the board that the improvement project or services benefit all of the property in the district.

(d) The board may include two or more types of improvements and services in one assessment proceeding. The board may conduct separate assessment proceedings as the district undertakes improvement projects or the provision of services.

(e) The board may adjust annual assessments for services in accordance with an annual budget the board adopts for the provision of those services. An annual adjustment may not exceed the annual amount set forth in the original assessment proceedings except after public notice and hearing on the increase.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

### § 376.471. Assessment Lien

(a) Assessments, including assessments resulting from an addition to or correction of the assessment roll by the district, reassessments, penalties and interest on an assessment or reassessment, expenses of collection, and reasonable attorney's fees incurred by the district:

(1) are a first and prior lien against the property assessed;

(2) are superior to any other lien or claim other than a lien or claim for county, school district, or municipal ad valorem taxes; and

(3) are the personal liability of and charge against the owners of the property even if the owners are not named in the assessment proceedings.

(b) A lien under this section is effective from the date of the resolution of the board imposing the assessment until the assessment is paid. The board may enforce the lien in the same manner that the board may enforce an ad valorem tax lien against real property.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

### § 376.472. Utilities

The district may not impose an assessment or impact fee on a utility's property.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

### § 376.473. Municipal Approval

(a) Except as provided by Subsection (b), the district must obtain from the municipality's governing body approval of:

(1) the issuance of bonds for an improvement project; and

(2) the plans and specifications of an improvement project financed by the bonds.

(b) If the district obtains approval from the municipality's governing body of a capital improvements budget for a period not to exceed five years, the district may finance the capital improvements and issue bonds specified in the budget without further approval from the municipality.

(c) The district must obtain approval from the municipality's governing body of the plans and specifications of any district improvement project related to the use of land owned by the municipality, an easement granted by the municipality, or a right-of-way of a street, road, or highway.

(d) Except as provided by Section 375.263, a municipality is not obligated to pay any bonds, notes, or other obligations of the district.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

### § 376.474. Disbursements or Transfers of Funds

The board by resolution shall establish the number of directors' signatures and the procedure required for a disbursement or transfer of the district's money.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

### § 376.475. Competitive Bidding Limit

Section 375.221 does not apply to the district unless the contract is for more than \$25,000.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.

### § 376.476. Exception for Dissolution of District With Outstanding Debts

(a) The board may vote to dissolve a district that has debt. If the vote is in favor of dissolution, the district shall remain in existence solely for the limited purpose of discharging its debts. The dissolution is effective when all debts have been discharged.

(b) Section 375.264 does not apply to the district.

Added by Acts 2001, 77th Leg., ch. 1384, § 1, eff. June 16, 2001.