

MIDTOWN AREA PLAN





ACKNOWLEDGEMENTS

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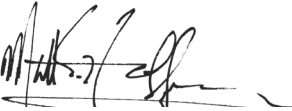
THANK YOU

After four public meetings, dozens of surveys, and countless work sessions with staff and stakeholders, the Midtown Area Plan is ready to be implemented. The plan envisions a renewed College Corridor from Downtown Bryan to the city’s edge at Northgate, responds to the transformative Regional Park project at the center of Midtown, and details an incremental approach for the redevelopment of Midtown neighborhoods.

This plan calls for new policies and programs that will make property development more accessible to Midtown residents, including a voluntary program that offers pre-permitted residential buildings for Bryan residents to construct on their properties, design standards that ensure an active and accessible corridor, and development code amendments that make incremental development more straightforward to plan and permit.

The Midtown area is generally aligned along South College Avenue and will change in response to the city’s success implementing corridor improvements alongside construction of the Regional Park. The plan calls for a sequence of corridor improvements coordinated with private sector investments and positions those investments to catalyze complementary projects. Over time, the full length of the corridor stands to improve if this strategy is closely followed. For purposes of the plan, the Midtown area is conceptualized as five interrelated Experience Districts, each with their own identity, destiny, and strategy. The plan presents a Catalytic Project within each Experience District, complete with site concepts and preliminary feasibility studies.

Implementing the plan will require diligent effort that starts now and will last a decade or longer. It starts with the public investment in catalytic sites and corridor improvements that will make Midtown a destination and asset for the whole city. After speaking with hundreds of Midtown stakeholders, there is no question Bryan has what it takes. Let’s get to work.


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RELATION TO REGIONAL PARK PLAN

The Midtown Area Plan is an independent plan that considers the entire Midtown area, including the land surrounding the regional park. This plan has been carefully created to be responsive to the development of the regional park. It does that by identifying three subdistricts corresponding with the north, east, and south sides of the park. Within each subdistrict, the plan addresses the unique circumstances created by adjacent neighborhoods and each of the major roadways surrounding the park.

Two of the Catalytic Projects proposed for Midtown are direct responses to activity near the Regional Park. One is baseball-oriented development near Bomber Field and the other uses mixed-used development on city-owned land on the east side to connect the Regional Park with South College Avenue.

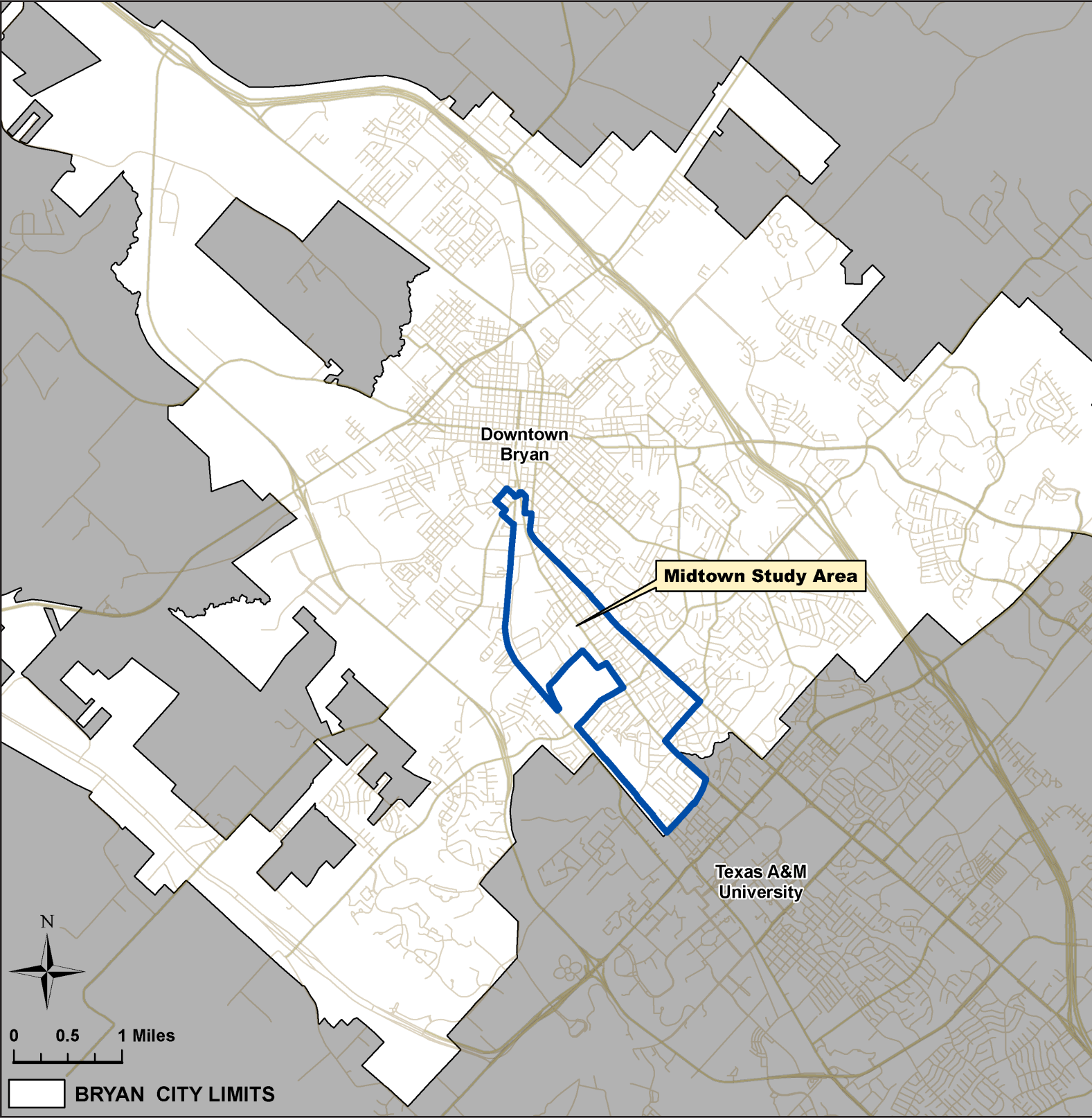
RELATION TO DOWNTOWN MASTER PLAN

In many ways, the successful Downtown Master Plan has been an inspiration for this effort to plan for the future of Midtown. Downtown Bryan has undergone an extraordinary rebirth. Much of the progress may be attributed to the clear vision depicted in the Downtown Master Plan. This plan is expected to have a similar impact on Midtown. Similar to the effort that transformed Downtown, it will take years of diligent effort. The successes that come from implementing these recommendations will add up to a more resilient and active Midtown.

DETACHED SHARED HOUSING

One of the motivations driving the initiative to develop a plan for Midtown was citizen complaints associated with the practice that has come to be called detached shared housing. This plan introduces a new technique to address the demand indicated by detached shared housing. By creating an expedited permitting process for incremental infill development that requires developments to meet higher architectural and site design standards, the residential areas in Midtown will be positively and responsibly transformed.

The plan incorporates feedback compiled by the city in an earlier report on detached shared housing, which identified the top ten concerns associated with detached shared housing as identified by Bryan residents. To support the overall effort outlined in the plan calls for renewed enforcement of existing nuisance policies to address the majority of the concerns. It also recommends detached shared housing projects be required to meet the criteria included in the Midtown Pattern Book.





EXECUTIVE SUMMARY

COORDINATED CORRIDOR DEVELOPMENT

This plan recommends two broad strategies to coordinate development of Midtown. The first is investment in the South College Avenue corridor itself. The plan calls for coordinated public and private investment at five catalytic sites to build upon the success of the renovations to College Main Street and South College Avenue. The Catalytic Projects work to stitch the entire length of the corridor together and to stimulate and support new development within Midtown.

The second of the broad strategies is an incremental approach to infill development of the adjacent streets and properties. Midtown is already subject to substantial demand from students. As it turns out, young professionals and people over 65 and over are moving into Midtown. When existing demand is bolstered by planned public investments like the regional park and the Catalytic Projects, the City will need a more efficient and accessible development process than it has today. The plan details a novel technique, pattern zoning, that creates an opt-in expedited permitting program that uses new site design guidelines, licensed architecture, and pre-approved plans.

This plan also recommends several changes to current codes and processes. Other recommended changes include new rules allowing cottage courtyards on large lots, accessory dwelling units in backyards, and modest text amendments to existing policies and procedures.

Midtown is bounded by South Texas Avenue and Finfeather Road from the Bryan/College Station city limit line to Downtown Bryan.

MARKET SUMMARY

Unexpected opportunities

Overall, the City of Bryan and the region’s strong growth potential, favorable demographic trends, Midtown’s unique characteristics, and the right toolkit will help drive new residential and commercial development across Midtown.

Bryan/College Station, Texas is economically healthy, with strong employment and household growth, as well as historically low unemployment rates. The region’s economy is anchored in Government and Education, paired with rapidly growing sectors such as Professional & Business Services and Leisure & Hospitality. This thriving economy will help drive long-term value across the region.

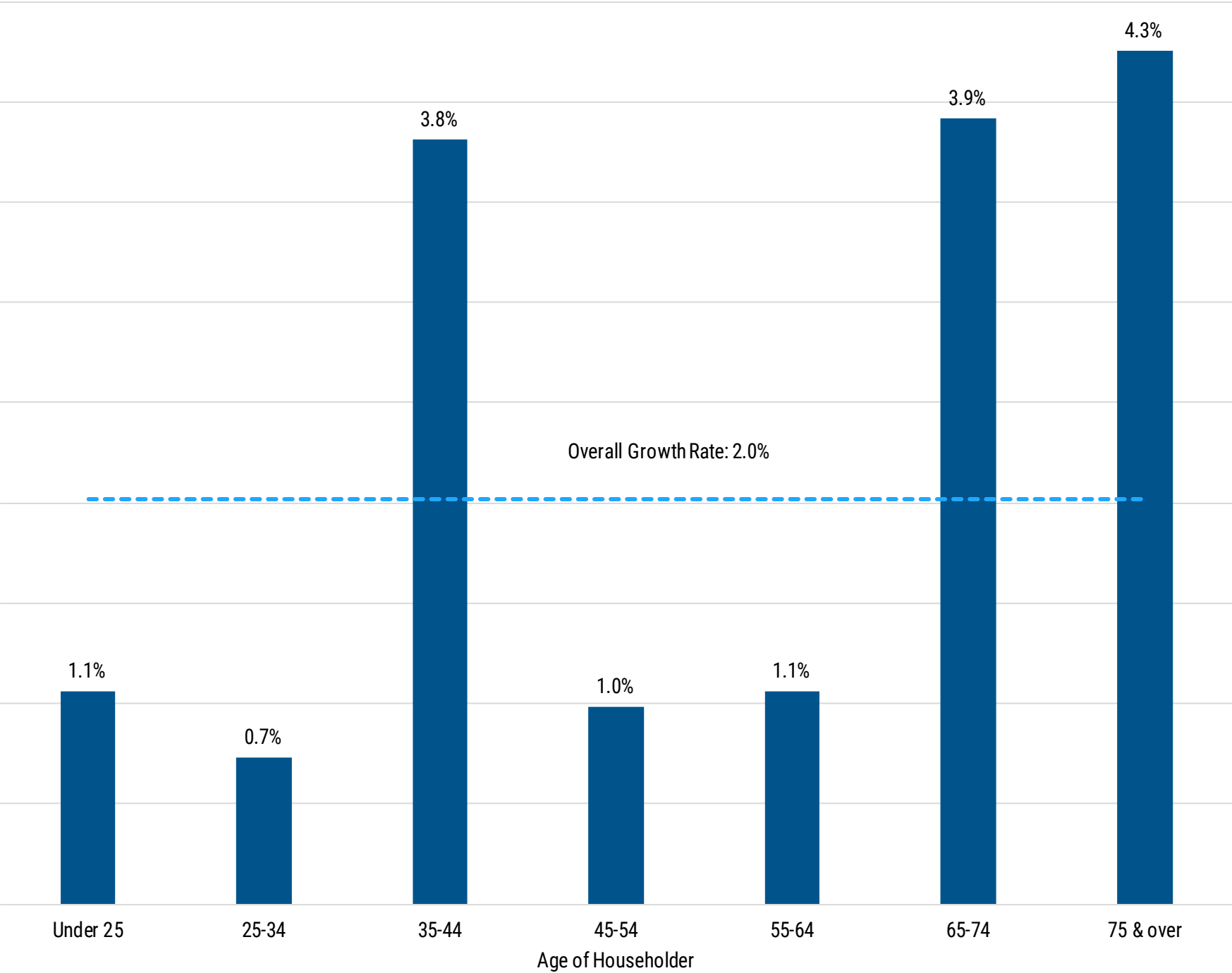
THE MIDTOWN OPPORTUNITY

Over the past 20 years, Midtown has historically appealed to students, with households under the age of 25 currently representing 40% of existing households. Recent market surveys reveal that Midtown presents a unique opportunity for Bryan and the region to offer a wider variety of housing. In Bryan, most new construction has been either large subdivisions or larger apartment complexes. Midtown’s strategic location between vibrant Downtown Bryan and the growing Texas A&M University campus and Blinn College ensures Midtown will have long-term appeal to a wide variety of demographics. Accordingly, public improvements to enhance access, public utilities, and the pedestrian experience will help guide the area’s long-term development of new housing for a range of demographic segments. As the area adds new households above the existing 4,800 households and additional spending potential, small-scale commercial investment will become more attractive, making the delivery of neighborhood services such as coffee shops, pharmacies, doctor offices, and more, financially feasible for commercial operators that rely on high foot-traffic and convenient vehicular access.

NOT JUST STUDENT HOUSING

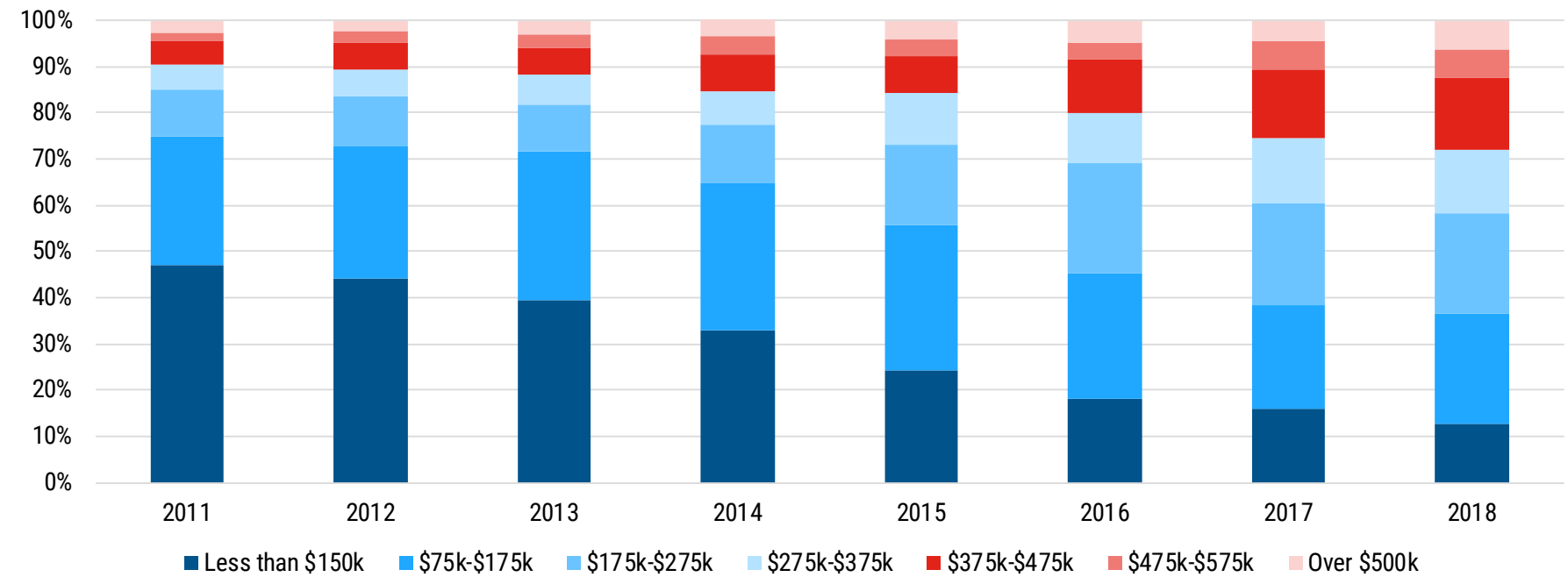
The City of Bryan, in particular, illustrates the promising potential, with recent trends indicating that Bryan will likely lead the region’s future household growth. Though the growing student body in the area draws a large share of attention, households aged 35 to 44 and over the age of 65 are the fastest growing segments within the City of Bryan, on both a percent and absolute basis. Furthermore, the region’s focus on aligning industries with Texas A&M University, Blinn College, and high school curriculums could help encourage more post-graduates and young professionals to remain in Brazos County after graduation. All of these factors indicate a need for a wider variety of housing to meet the lifestyles and priorities of the diverse households and families living in Bryan and Brazos County.

Household Growth Rate by Age
City of Bryan; 2018-2023



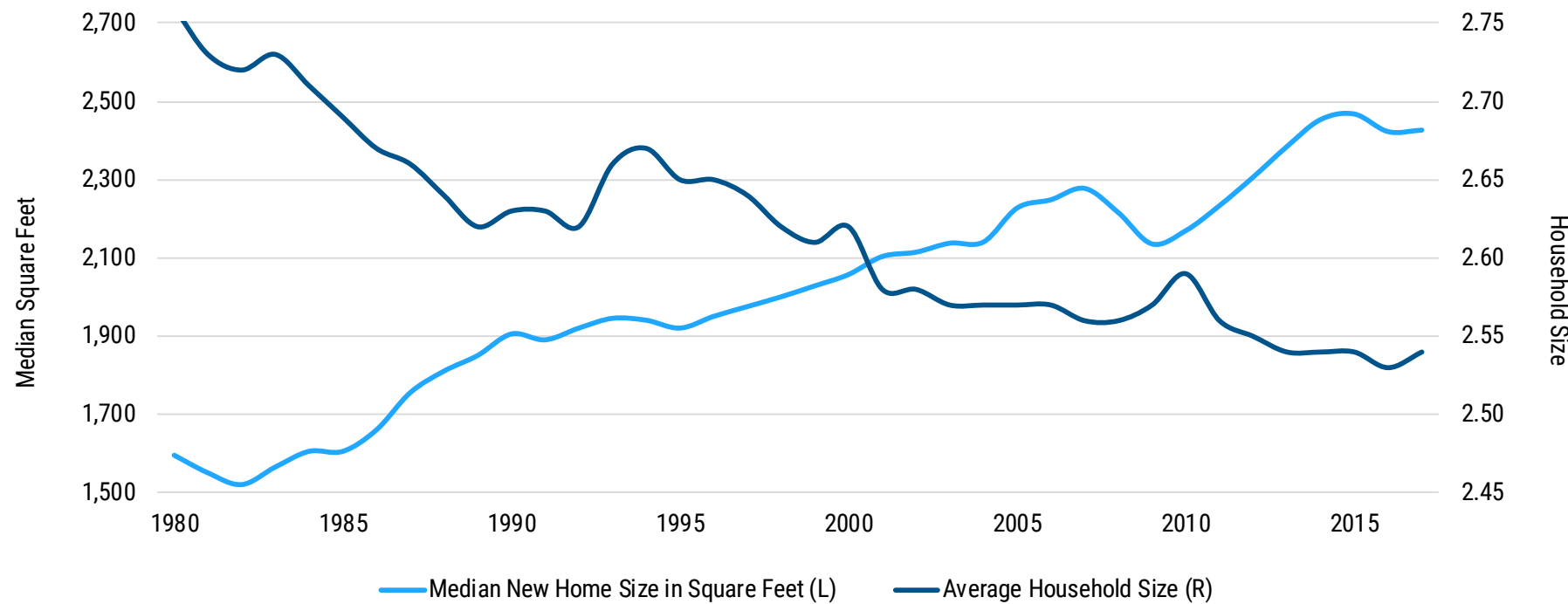
US Census Bureau; Esri Business Analyst

Historical Distribution of Home Sales by Price Band
Brazos County; 2011-2018



Texas A&M Real Estate Center; MLS

New Home Size and Household Size - United States



US Census Bureau

AFFORDABILITY AND HOME SIZES

Lower levels of new housing supply during this real estate cycle has significantly pushed home and land price appreciation in the region. In 2011, approximately 75 percent of home sales in Brazos County occurred below \$200,000; in 2018 that portion of home sales was only 37 percent of the market. This is compounded by low wage growth, and it is a nationwide trend. From 2012 to 2018, median mortgage payments have increased more than 40 percent while median household income has grown by only 16 percent.

This growing affordability issue is a hindrance to the region's potential. One near-term solution is the delivery of smaller homes for households that require less space. Across the country, homes are getting larger and more expensive despite demographic shifts towards smaller households, especially among millennials and baby boomers, which represent the majority of active homebuyers. This discrepancy between demographic and housing trends could be addressed if builders, developers, and homebuyers were given the tools necessary to deliver the housing that they or their neighbors seek.

TWO MAJOR COMPONENTS

1. SOUTH COLLEGE AVENUE

The principal strategy focuses on South College Avenue and the rest of the plan aligns with this focus. The City has already heavily invested in South College Avenue and College Main, and should continue the momentum by coordinating public and private sector investment at the Catalytic Projects recommended for each Experience District.

Five Experience Districts were defined for Midtown. Each has a unique identity and strategy associated with it, including a Catalytic Project which outlines public and private sector investments that can be coordinated to revitalize the Midtown District.

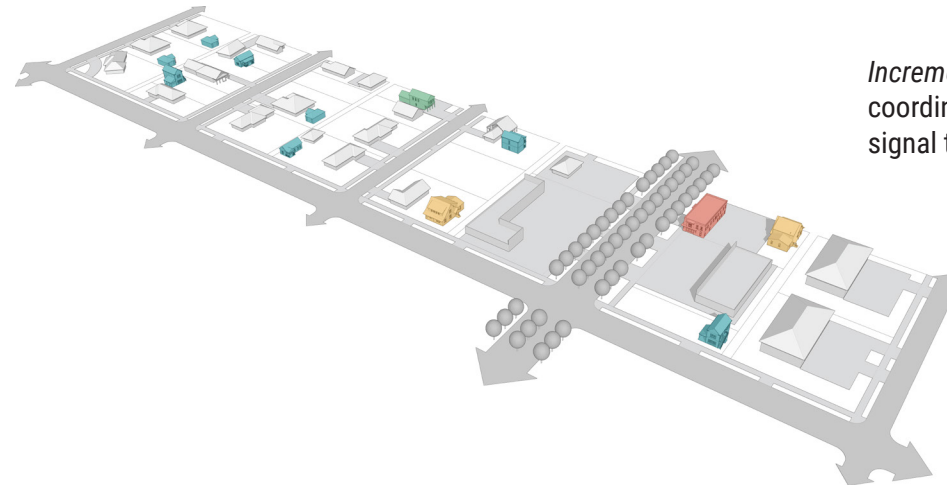
PRIORITY RECOMMENDATION: UNION HILL

In addition to infrastructure improvements throughout, the plan recommends the City focus extra resources on coordinating the development of the Union Hill Catalytic Project at the time of the planning project. Critical stakeholders, including property owners, are eager to implement the recommendations in a joint effort with City leaders. The plan recommends a focused effort in the first implementation phase to sustain the momentum of Midtown improvements.

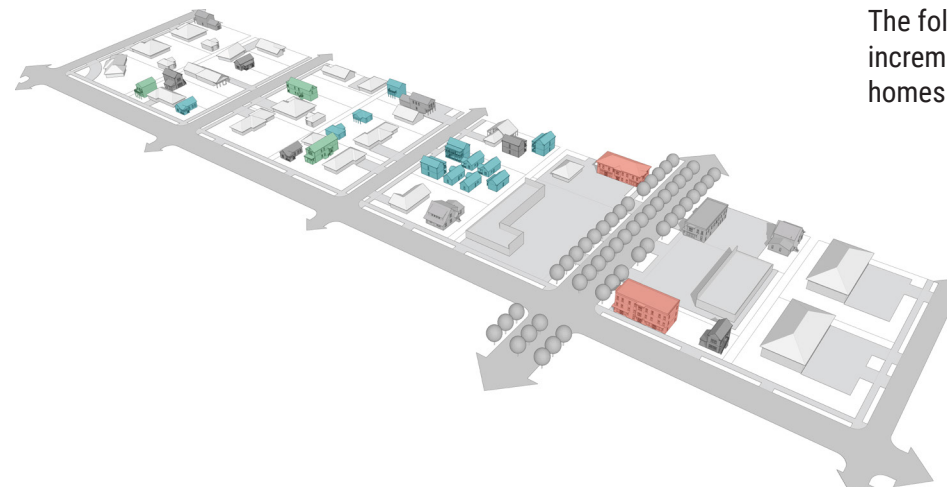
2. AN INCREMENTAL APPROACH

The demand for new housing in Midtown is already extraordinary and is predicted to grow. Real estate projects can lead to healthy and resilient neighborhoods when built at a modest scale and in traditional patterns. This plan recommends an incremental approach that adds modest projects to neighborhoods over time. While large scale projects aren't prohibited, more modest scales are preferred because large scale projects are more sensitive to economic conditions and can have unforeseen impacts on future infrastructure costs. Incremental development is more responsive to a changing Midtown and will help neighborhoods remain familiar to residents even as they grow.

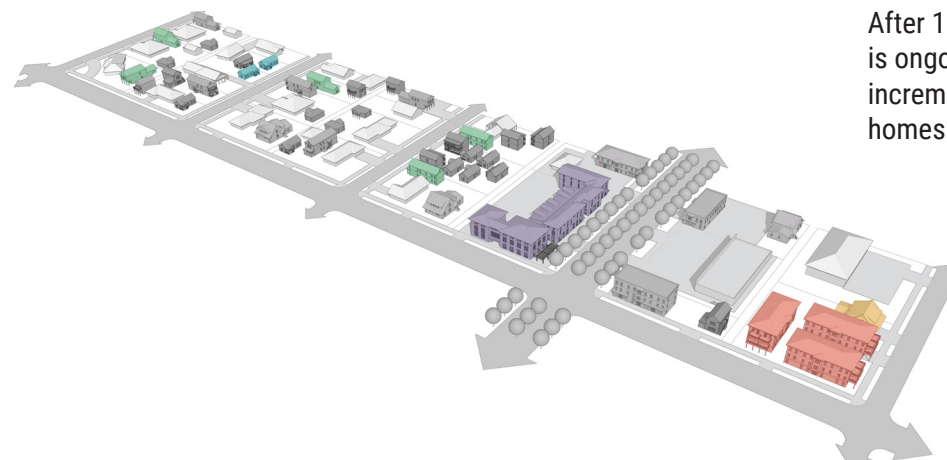
This plan includes licensed architectural designs and an expedited permitting system for incremental infill projects that meet higher design standards. This new program is detailed in the Pattern Book and it makes it convenient to build walkable housing at scales appropriate to existing neighborhoods. In many communities and especially near downtowns and major anchors, there is a resurgence in the demand for walkable housing. This is intended to let neighborhoods develop incrementally in conjunction with revitalizing markets on mixed-use corridors like South College Avenue.



Incremental development over time. In the first five years, public improvements, coordinated development of Catalytic Projects and Modest neighborhood infill signal the City's commitment to coordinating growth in Midtown.



The following five years, follow-on development of corridor properties and incremental infill provides new opportunities for employment, socializing and new homes.



After 15 years, development of the corridor and infill of nearby neighborhoods is ongoing. The corridor is a destination for locals and visitors alike, and the incremental approach to neighborhood infill has preserved most of the existing homes while responsibly accommodating population growth.

PUBLIC PROCESS

Building on community input

The consultant team’s comprehensive analyses included looking at the existing physical, economic and cultural conditions, as well as the organizational and policy structures within Midtown and the City of Bryan. This work was strengthened by one-on-one stakeholder interviews, public workshops, social media interactions, media interviews, on site interviews and teleconferences, direct mailings, numerous site visits and weekly phone calls with City of Bryan staff.

Community engagement is a process that invites challenge and supports change. Community engagement was at the center of this process and will be vital to continue as the plan is implemented. Every interaction and subsequent change solicited through the Midtown planning process strives to offer balance between community needs and wants. Attending to the details of future engagement will be what decides whether or not implementation of this plan is effective.

As this plan is enacted, it is important to note that public input alone will not be sufficient. The highest form of engagement is to actually provide a system of policies and tools that empowers citizens to execute their vision for the future; that is precisely what the new tools for encouraging incremental development are intended to do. If this plan is enacted, no one should have to be a career developer to execute a modest project, and major developments on the corridor and incremental infill in the neighborhoods can proceed in a coordinated manner.



NOVEMBER-JANUARY 2019

Visual Preference Survey

- MPAC Meeting
- Public Workshop**
- Stakeholder Meetings
- Media Engagement Lunch
- Survey #1 Opens
- Tele-MPAC Meeting

4

Public workshops

10

Live media interviews

FEBRUARY-MARCH 2019

Aligning Principles

- U.B.C. Neighborhood Assoc. Meeting
- WTAW & iHeart Radio Update
- KBTX Update
- MPAC Meeting
- Public Workshop**
- Carriage Hills Neighborhood Assoc. Meeting
- Survey #1 Closes, Survey #2 Opens

19

News articles

APRIL-JULY 2019

Regulating Plan

- MPAC Meeting
- AIA Update
- Public Workshop**
- WTAW & iHeart Radio Update
- P&Z Commission Update
- KBTX Update
- Tele-MPAC Meeting

280+

Subscribers to
planning updates

400+

Responses to surveys

AUGUST-DECEMBER 2019

Consolidated Findings

- P&Z Commission Update
- Joint P&Z Council Workshop
- Survey #2 Closes
- WTAW Update
- iHeart Radio Update
- Public Workshop**

2,700+

Invitations to residents
and property owners

5,000+

Visits to
bryantx.gov/Midtown

JANUARY-APRIL 2020

Adopt Plan

- P&Z Commission Update
- Survey #3
- Public Workshop
- WTAW Update
- iHeartRadio Update
- KBTX Update
- Council Update
- Adoption of Plan

13,300+

Social media ads
publicizing planning
events and progress

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MIDTOWN CORRIDOR

PUBLIC IMPROVEMENTS AND CATALYTIC PROJECTS

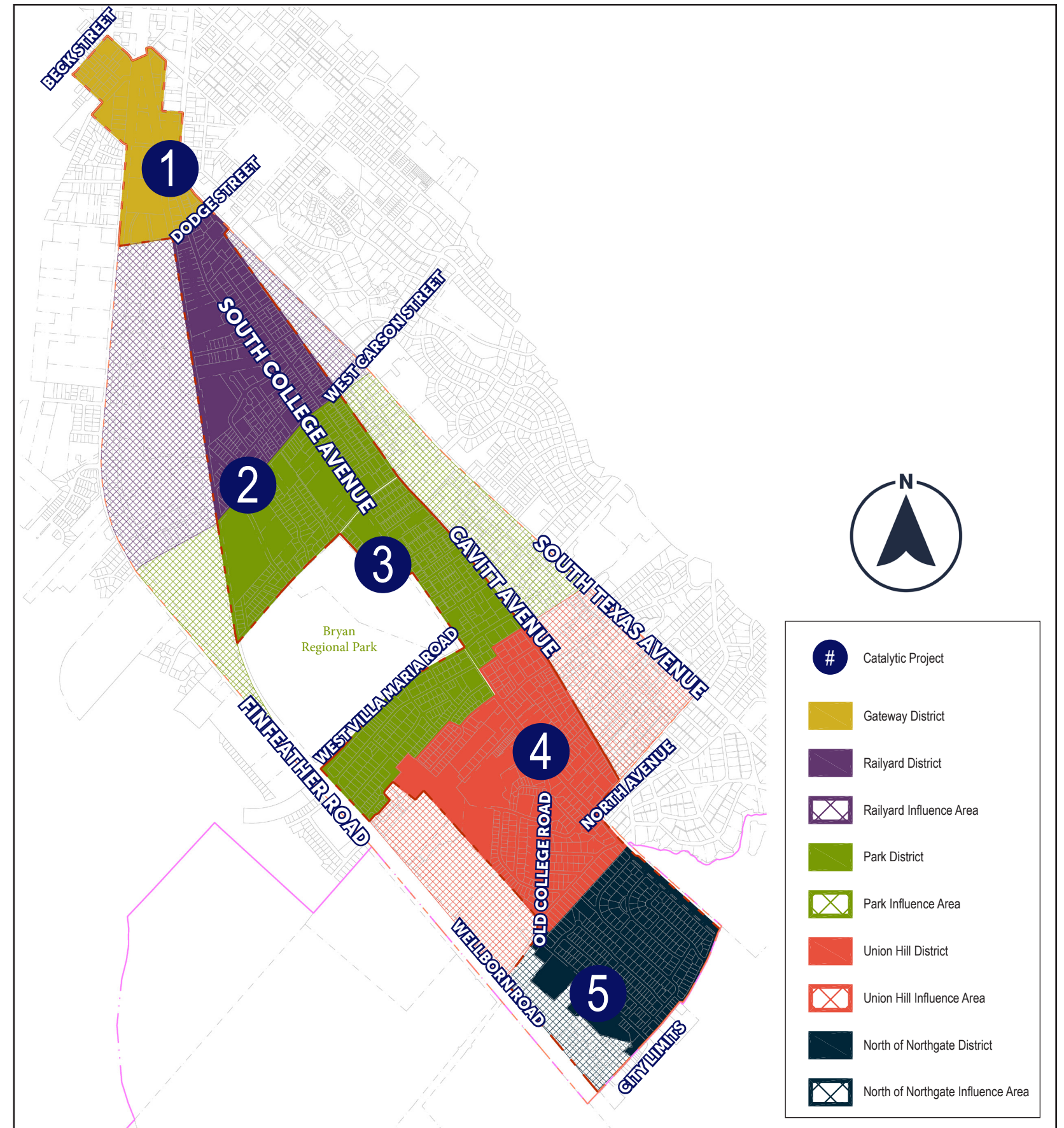
City of Bryan staff and the consultant team partnered with citizens, elected leaders, local businesses and civic organizations to identify the Aligning Principles of the Midtown Area Plan, as well as a series of special Experience Districts and associated Aligning Principles to offer guidance for the recommendations, Catalytic Projects and implementation strategies found within this document. Five distinct areas emerged—Gateway, Railyard, Park, Union Hill and North of Northgate—each offering their own challenges and opportunities.

Approaching Midtown through the lenses of each Experience District is how the plan incorporates the dynamic nature of the Midtown area. This approach incorporates and focuses the diverse realms of the human experience. In the end, this approach hopes to cultivate and celebrate the district's collective potential while respecting the identities of these interdependent neighborhoods.

As Bryan has experienced in its Historic Downtown, responsible development of an area takes many years and multiple actions to execute the range of directives necessary to realize the plan. The City's workplans should include a combination of area-wide and project-specific initiatives. The ability of Bryan to bring forward a positive future for Midtown and its people depends on the community's commitment.

EXPERIENCE DISTRICTS and Catalytic Projects

- 1 Gateway Catalytic Project: *Demarcating an arrival.*
- 2 Railyard Catalytic Project: *A new game day experience.*
- 3 Park Catalytic Project: *Building on public investment.*
- 4 Union Hill Catalytic Project: *Food-centric identity.*
- 5 North of Northgate Catalytic Project: *Mixing residential types.*



GENERAL DEFINITIONS

ALIGNING PRINCIPLES

These principles help organize, align and prioritize multiple strategies within generally approved guidelines. They can be used to guide decisions when a recommendations has not yet been made.

EXPERIENCE DISTRICTS

Experience districts are focused planning areas which incorporates physical, cultural and social realms to align and advance a desired way of living, working and playing while clearly distinguishing the unique personality of that particular area.

INFLUENCE AREA

While not in the core planning area, these areas have influence on and are influenced by the adjacent Experience District.

CATALYTIC PROJECTS

A Catalytic Project is a near-term project (within 2-3 years) used to identify and express the vision for that site and its surrounding district. Each complete Catalytic Project analysis identifies both a private and public project opportunities in order to understand relevant fiscal impacts of each Catalytic Project.

Successful implementation of each Catalytic Project will require partnerships between the City, landowners, business operators and a focused non-profit for activation. The goals of any one group cannot outweigh the goals for the other partners. Strict adherence to the vision, its strategies for success and the aligning principles will bring an authentic vision to life.



Catalytic Project Example - Union Hill District

GENERAL ALIGNING PRINCIPLES

A dynamic and aesthetically pleasing South College Avenue Corridor

One that links a revitalized Downtown Bryan to a dynamic Midtown and acts as the economic engine for the surrounding neighborhoods.

Complete, connected and safe neighborhoods

Areas with convenient access to the goods, services and a wide variety of housing that meets the needs of all ages and abilities. This includes sidewalks and trails, as well as street improvements that enhance the aesthetics and experience of Midtown.

Future neighborhood infill development

Incremental development that is context appropriate, compatible with existing adjacent structures and addresses needs of projected future demand. This approach takes into consideration the concerns of current residents while continuing to open investment opportunities in Midtown.

Opportunities to reuse existing structures whenever feasible

A mix of appropriate new development and upgraded current buildings offer a resilient economic approach to the district while cultivating the authenticity of a visually unique area of Bryan.

Alignment of the cultural, social, legal, financial and institutional structures

Alignments that lead municipal strategies and foster appropriate development to ensure all actions maximize a positive impact.

GATEWAY DISTRICT

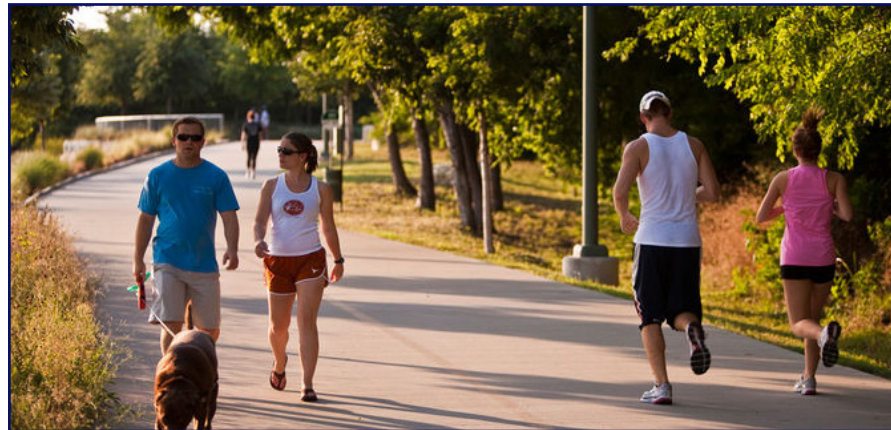
Establishing a Welcome



There are opportunities for wall art on some of the existing structures in the district.



Featured gateway art can mark an entryway.



Trails along the rail line will enhance recreation and commuter connectivity from Midtown to Downtown along South College Avenue. Photo: Friends of Katy Trail.



A new roundabout can move multi-modal traffic at a defined pace and signify the entry to the district.



DISTRICT SUMMARY

This district is a mix of the existing Downtown and the emerging Midtown experiences and acts as a transition between the two areas.

The Gateway District is poised to feature public art like Downtown Bryan. Existing buildings can be repurposed for industries, artists, and others.

DISTRICT ALIGNING PRINCIPLES

Enhanced Aesthetics

Coordinate design and implementation of streetscape and gateways along South College Avenue.

Re-purpose and Density

Prioritize development on re-purposing light-industrial and warehouse space used to attract artists, makers, and others, encourage mixed-use and multi-family residential and recruit adjacent neighborhood-oriented services and clustered food/hospitality concepts.

Art & Culture Focus

Develop public art corridor and look to recruit arts organizations to the area.



CATALYTIC PROJECT CONCEPT

- 1 Consolidated and shared parking allow new development to be built on large lots.
- 2 Older structures can be renewed with facade enhancements on the street while enhancing the character of the neighborhood.
- 3 Infill development should address the street frontage and allow pedestrian passages through to shared parking.
- 4 South Main Street gateway to the north enhances the connection from Downtown to Midtown; these are key locations for public art to be installed.
- 5 Pedestrian crossings and bicycle connections across Texas Ave connect east neighborhoods to South College Avenue and South Main Street.
- 6 A roundabout can serve as a gateway intersection, denoting wayfinding signage and providing aesthetic improvements.
- 7 Underutilized parcels are opportunities for infill development.
- 8 Texas Avenue is currently in redesign by the City of Bryan and should be reconstructed by the Texas Department of Transportation as a walkable urban thoroughfare with pedestrian amenities.
- 9 South College Avenue can be reinvented as a multi-modal street that connects Downtown to Midtown.

ALTERNATIVE APPROACH

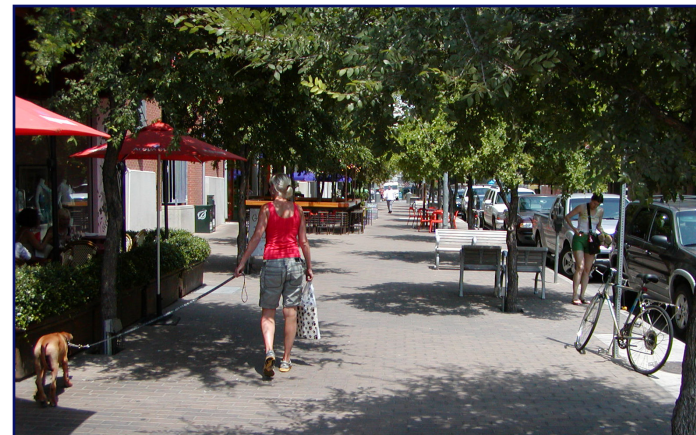
With the redesign of Texas Avenue underway by TxDOT, an alternative that results in the closure of the connection from Texas Avenue to South Main Street and South College Avenue may be warranted and/or preferred. With this alternative, additional right-of-way would be made available for landscaping and infill development.

RAILYARD DISTRICT

A new game day experience



Design can create a memorable experience. Photo: Diane Bondareff.



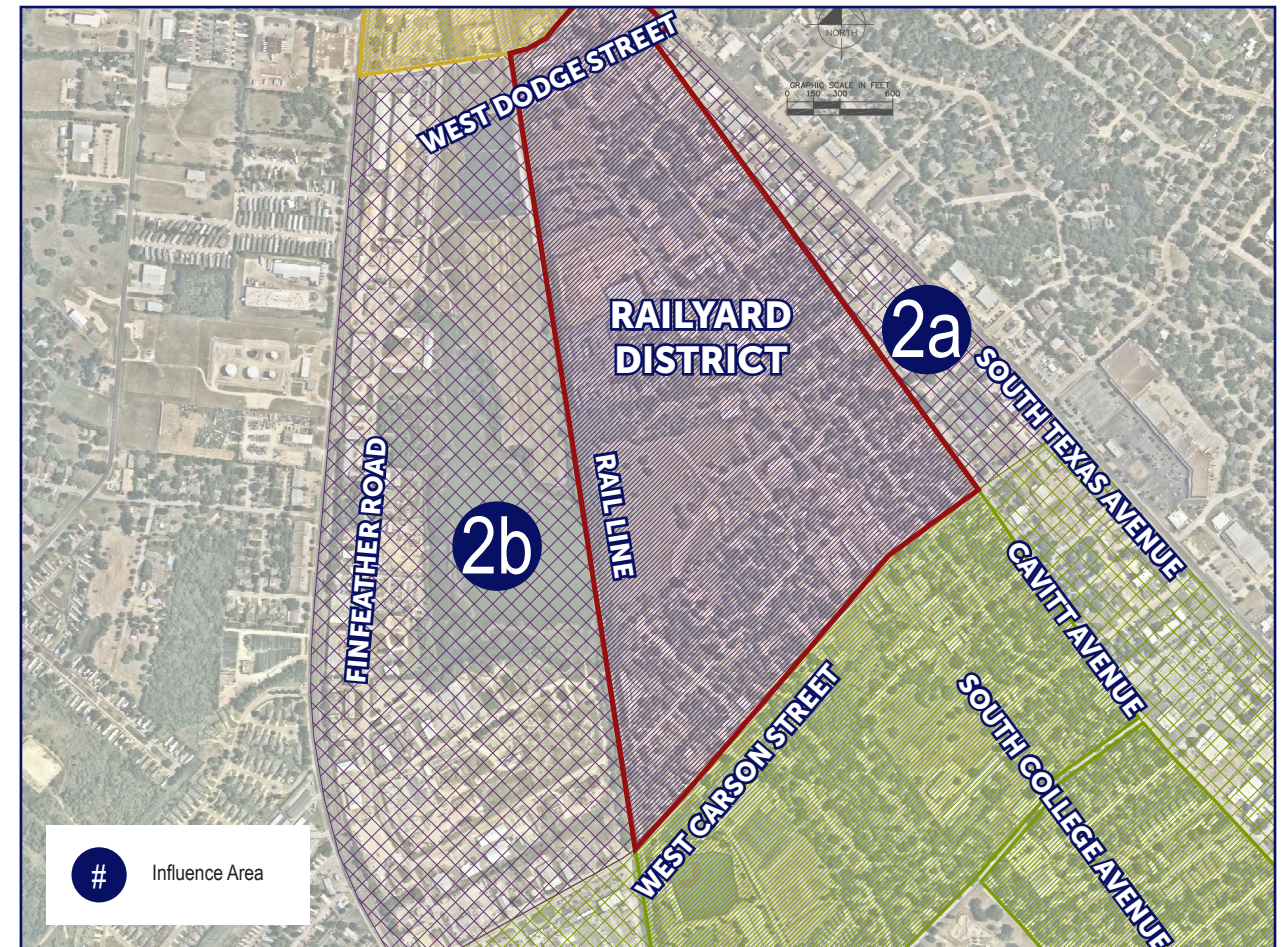
In Texas, shade has more to do with walkability than paved sidewalks.



Integrating signature paving in key locations, such as the paving on Main Street, will tell people that they are in Midtown.



New residential should also create meaningful spaces to support the character of the neighborhood. Photo: Broadmoor Design Group.



DISTRICT SUMMARY

Travis Field baseball park and the north park edge are major assets. Activities and public space should be themed and designed to correlate with Bomber Field activities during the season, and alternative programming out of season.

The adjacent railway should be planned for a quiet zone to support new housing development in this District. A quiet zone involves railroad crossing improvements so trains may safely avoid sounding their horns when approaching street intersections, particularly at night. The City of Bryan is currently pursuing a quiet zone for the Historic Downtown Area.

DISTRICT ALIGNING PRINCIPLES

Dynamic Neighborhoods

Promote residential development and neighborhood repair efforts to include a dynamic mix of single family, duplex and small apartment houses appropriate to enhance the current neighborhood fabric.

Bomber Connection

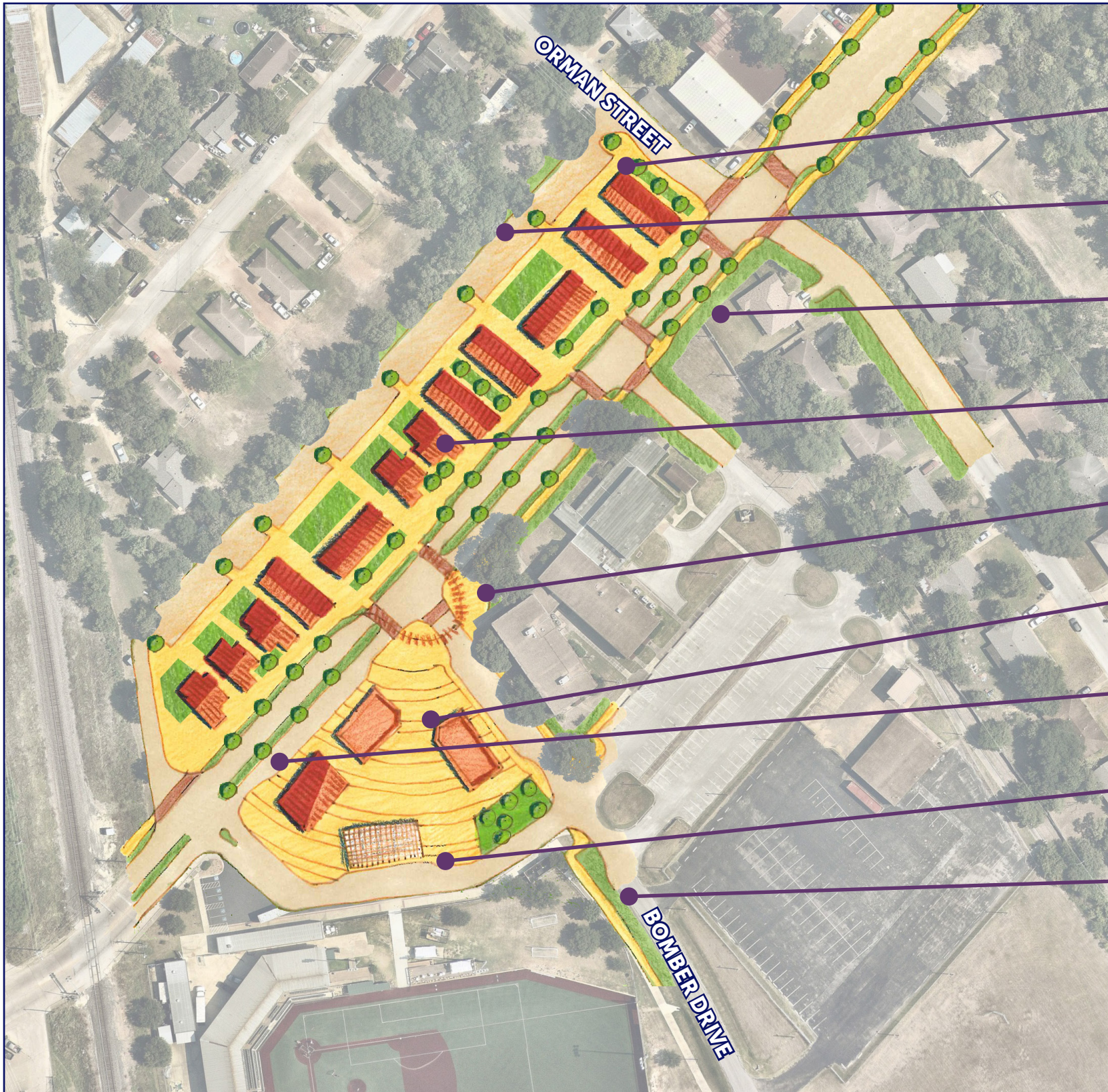
Strengthen connection between the surrounding neighborhood and Travis Field baseball stadium in the North Park Area.

Influence Area 2b

Use well designed green space and re-purposing of existing buildings to buffer the adjacent neighborhoods against the visual nuisances associated with the industrial zone along Finfeather Road.

Influence Area 2a

Focus on mixed-use and small format multi-family residential.



CATALYTIC PROJECT CONCEPT

- 1 Alley connections support private parking by avoiding conflict with game day parking. If access is limited, shared driveways can be used to minimize impact to adjacent landowners.
- 2 Preserving tree lines along existing residential lots will help transition areas that will remain predominately single-family.
- 3 Connecting South College Avenue to Bomber Field is essential to maintain pedestrian and bike connectivity. Carson Street improvements incorporate medians and on-street parking to support parking needs.
- 4 Buildings from the Pattern Book provide a variety of housing and a compelling streetscape.
- 5 Pedestrian crossings can be themed to represent the major drivers. In this case, a baseball thread paving system for the crosswalks.
- 6 New restaurant cluster mixes public space and dining space. Existing parking is relocated across and along Bomber Drive.W
- 7 Street improvements continue down Carson Street to the rail, supporting a design that helps with Quiet Zone improvements from Downtown through Midtown.
- 8 Parallel parking for food trucks and opens to a pavilion for food service and entertainment.
- 9 Pedestrian enhancements create a direct connection to new park improvements.

RAILYARD DISTRICT

Public improvements

EXISTING BOMBER DRIVE



The lack of tree/shade coverage shortens the length that pedestrians are willing to walk. Extend the excellent walking path by extending it to the park, neighborhoods and activity on Carson Street.

EXISTING WEST CARSON STREET

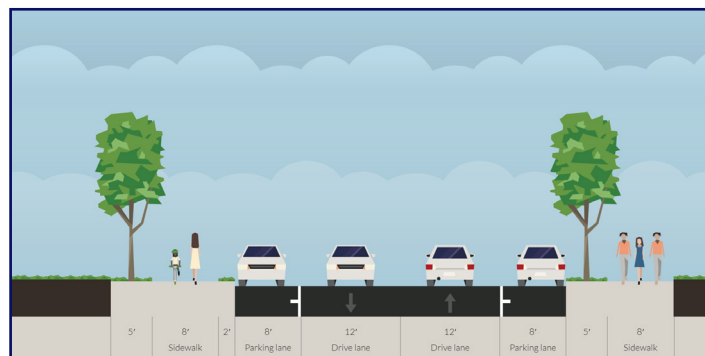


Existing roadway lacks pedestrian connectivity at a major entertainment venue within a neighborhood. Improvements need to provide multi-modal options within these neighborhood streets.



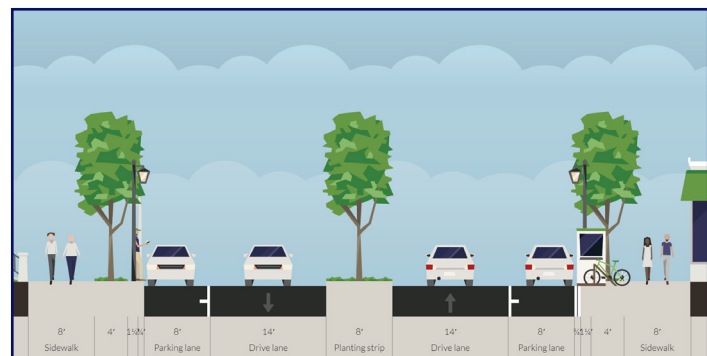
Outdoor spaces that create activity and shade. Ideally themed after the Bombers Baseball Team and orienting special events towards sports activities and utilizing outdoor plaza for spill-out space. Photo: M. Edlow for Visit Philadelphia.

PROPOSED BOMBER DRIVE



Proposed street section to Bomber Field provides better multi-modal connectivity around Bomber Field. Includes extension of multi-modal trail system to provide better connectivity for adjacent neighborhoods.

PROPOSED WEST CARSON STREET



The median may be inverted to provide for extra stormwater storage at key intervals. Where street trees are not feasible within the right-of-way, work with landowners to place street trees within private property along the sidewalk.



Using food trucks appropriately can build activity at special events and also to help create a node of activity that will eventually become a restaurant and entertainment cluster. Photo: Victor Strife / Laredo Morning Times.

6



PARK DISTRICT

Building on public investment

DISTRICT SUMMARY

This district is strongly influenced by the proximity to the regional park and therefore has three distinct sub-districts to address the unique challenges and opportunities within this pivotal area. Development should be coordinated with improvements being planned and built within the regional park system.

DISTRICT ALIGNING PRINCIPLES

Dynamic Neighborhoods

Promote residential development and neighborhood repair efforts to include a dynamic mix of single family, duplex and small apartment houses appropriate to the current neighborhood fabric.

Eyes on the Park

Prioritize park-facing development to create a dynamic, safe and active park edge.

Enhance Accessibility

Enhance accessibility to the parks and surrounding neighborhoods through walking and biking to minimize local vehicular traffic. Construct crosswalks, bike-protected lanes, wider sidewalks, on-street parking and other street calming infrastructure.

Cultivate Hubs

Recruit a mix of local, regional and national destination food and hospitality concepts, and create hubs to service the park and surrounding neighborhoods.

Coordinated Development

Minimize large, single use parking lots and partner with private development to align parking needs. Facilitate public/private agreements to share infrastructure costs on new development. Create regulations that remove barriers for quality redevelopment.

PARK NORTH

Cultivate Residential Character

Prioritize additional small lot homes and compatible attached housing types to densify streets adjacent to the northern park edge and surrounding neighborhoods.

Bomber Destination

Reinforce destination at Bomber baseball stadium with focus on recruiting neighborhood-oriented services with small format and food/hospitality concepts clustered near the field.

Influence Area 3b

Development should follow District Aligning Principles to enhance the adjacent park, improve the aesthetics of Finfeather Road and minimize the visual impacts of rail line and adjacent industrial area.

PARK SOUTH

Enhance Neighborhood Fabric

Continue to address the development of detached shared housing within the neighborhood, including on-site parking and lot maintenance, through code revisions that also provide opportunities for compatible small-lot single family and attached-family residential where appropriate.

Intentional Development

Allow development of park-facing parcels along Villa Maria near intersection of South College for well-designed mix of hospitality and services, along with detached residential and attached small-format multi-family.

PARK EAST

Foster Commercial Corridor

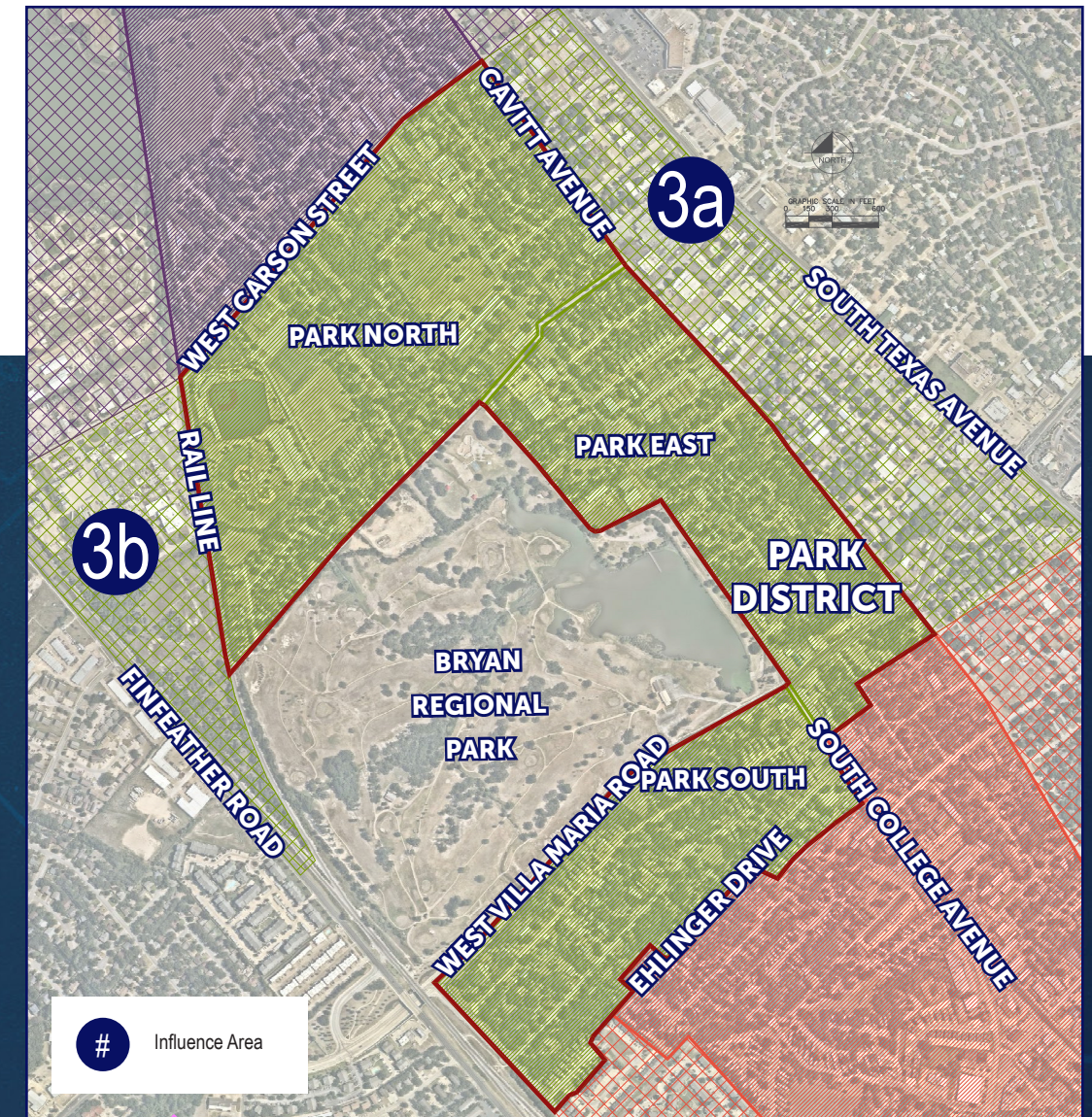
Provide an integrated shopping, dining, office and multi-family living options along South College corridor.

Improve Streetscape

Street improvements on South College should balance pedestrian, bike, and automotive traffic to create more connectivity between park and surrounding neighborhoods.

Influence Area 3a

Future development should provide transition between the Park East sub-district with focus on densified commercial and multi-family between South College and Texas Avenue.



Restaurants tied to a hotel can benefit from users of the hotel, but should have a separate entry to maintain individual presence and branding. Photo: Sparkman Wharf, Scripps Media, Inc.



CATALYTIC PROJECT

- 1** Wrap development around shared parking to hide the parking in the middle of the block.
- 2** Minimize vehicular access directly from South College Avenue and utilize this access for shared parking opportunities with existing businesses.
- 3** This shared parking facility is wrapped by mixed-use development.
- 4** New restaurant mixes public space and outdoor dining space.
- 5** This mixed-use building could have a hotel-use above non-residential.
- 6** Pedestrian and bicycle crossing accesses development and the regional park across South College Avenue.
- 7** Plaza space transitions to park-edge street from mixed-use development.
- 8** Rountree Drive can be reinvented as a pedestrian-oriented plaza street to connect seamlessly with trail system.
- 9** Park trail system connected to development and pedestrian crossing at South College Avenue.



PARK DISTRICT

Building on public investment

EXISTING SOUTH COLLEGE AVENUE



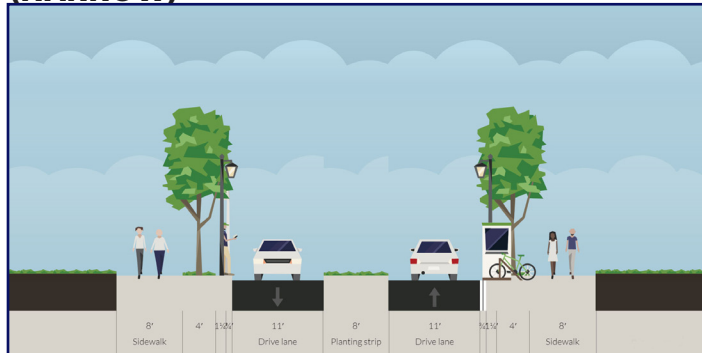
The existing roadway has a tight space for improvements and existing trees close to the curb. There is minimal opportunity for on-street parking, requiring better use of alley access and shared parking.

EXISTING ROUNTREE DRIVE



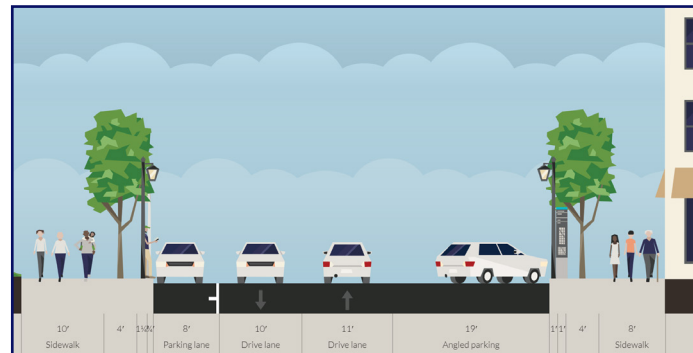
Rountree Drive, as a park-edge street, lacks pedestrian facilities, but has significant tree coverage. Take advantage of existing trees and connections to existing park trails.

PROPOSED SOUTH COLLEGE AVENUE (NARROW)



This section is proposed for more narrow lengths of South College Avenue. The median may be inverted to provide for extra stormwater storage at key intervals. Avoiding existing trees and using pedestrian easements to keep continuous sidewalks around existing trees is recommended.

PROPOSED ROUNTREE DRIVE



The proposed street section for Rountree Drive provides a pedestrian-first experience on a park-edge street plaza. Intended to blend future park plans into adjacent development in this location. Curb-less street promotes freedom for the pedestrian, where bollards tightly control vehicle maneuvering.

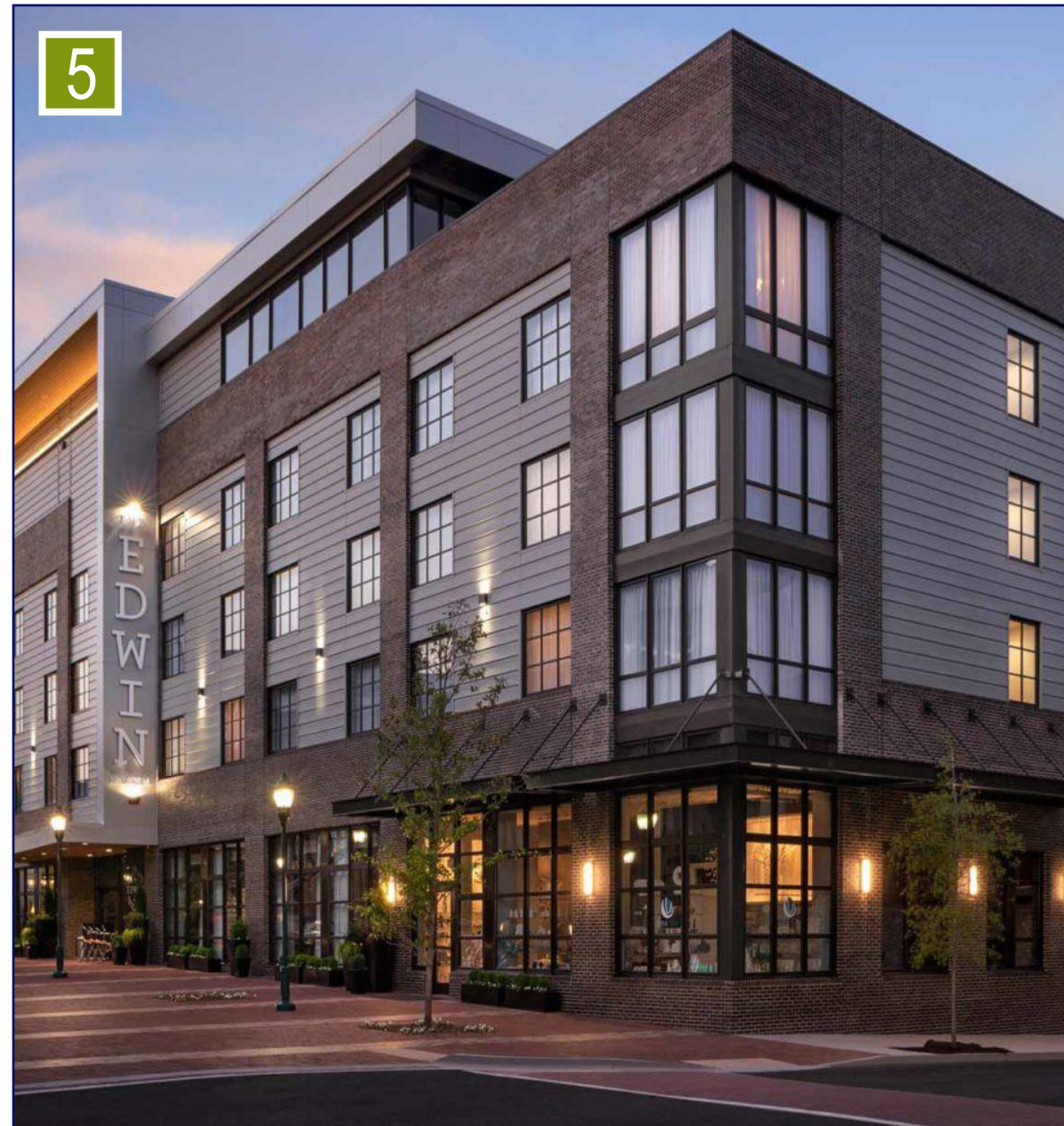
8



Select use of food trucks for activation in plaza spaces aligning with Park activities. This could be a great use for interim events on Rountree Drive. Photo: Nadia Chaudhury / EATX.



Housing that matches the mixed-use hotel can wrap a shared parking facility and create a better edge than just a parking structure. Photo: indieapartments.com.



Mixed-use hospitality can add regular activity to the streetscape, while also serving as a valued resource for events, staging and conference meetings with healthy access to the park and its trail and recreation amenities. Photo: The Edwin Hotel.

UNION HILL DISTRICT

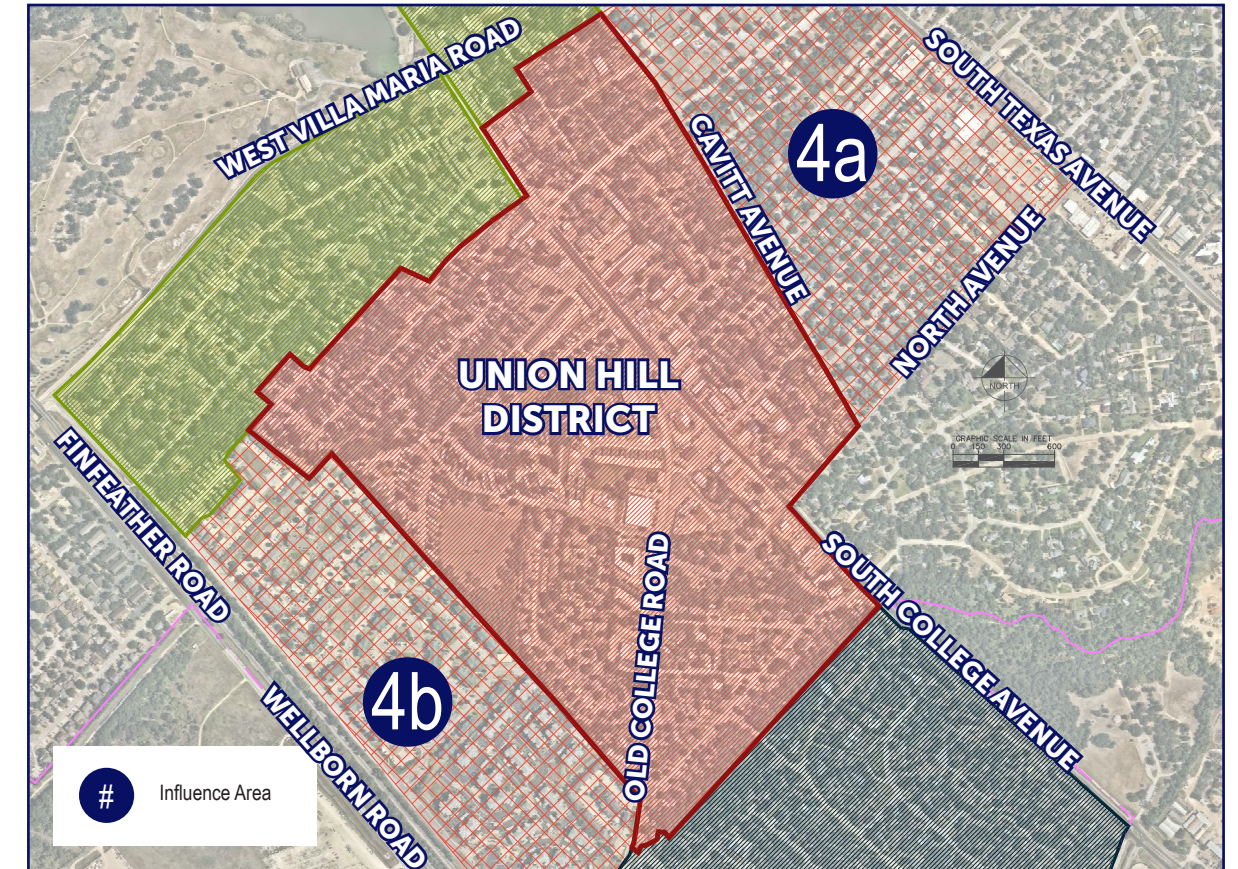
Food-centric identity



Build an experience centered around food and entertainment that allows residents and visitors alike to experience a craft food and beverage scene in a local environment.



Build on successful food events, like Texas Reds Steak & Grape Festival, to be known as a community that leads the region in unique foods.



DISTRICT SUMMARY

The Union Hill District experience is home to unique culinary and entertainment options that provide value to the surrounding neighborhoods and attracts customers from around the region. Union Hill could be the core of Midtown's emerging brand.

This district is primed for incubator restaurant concepts and micro-establishments related to a food-centric scene. The key to success is to provide coordinated parking between establishments as a shared parking strategy to minimize development costs.

DISTRICT ALIGNING PRINCIPLES

Cultivate Unique Culinary Scene

Focus on enhancing iconic Union Hill restaurants (Farm Patch, Chicken Oil, J Cody's). Create a clustered development plan to enhance this experience with new options, including microbreweries, coffee roasters, etc.

Connect Surrounding Neighborhoods

Enhance the walkability and connectivity for local access and develop new transportation options that connect this area to both Downtown and College Station.

Align Parking Needs

Maximize parking lot investments through managed on-street and shared parking plans.

Focus Development

Recruit a complementary mix of restaurants, retail, and entertainment clusters along South College Avenue and Old College Road. Focus multi-family housing along the South College Avenue corridor and guard neighborhoods just off South College Avenue corridor from context-inappropriate development.

Influence Area 4a

Redirect medium density housing and large multi-family projects to more appropriate areas identified throughout the Midtown Planning District.

Influence Area 4b

Strengthen walking/ biking connection to Union Hill by orienting automobile ingress/egress of multi-family projects from Wellborn Road and pedestrian focused access facing Union Hill District.



CATALYTIC PROJECT

- 1 Shared parking is also a pedestrian connection to the street.
- 2 Farm Patch is repositioned into a new format and built to the corner to emphasize the focus on pedestrian realm.
- 3 An update to Pleasant Street includes sidewalks, bikeways, and parking.
- 4 Old College Road transitions to private, one-way for one block, adding angled parking. This can become a center for food festivals related to Union Hill stores.
- 5 Enhanced pedestrian and bicycle amenities are placed adjacent to market drivers in the area.
- 6 New retail and experience development mixes public and dining space.
- 7 Shared parking promotes denser development patterns for commercial tenants, creating more tax revenue for the same infrastructure.
- 8 New roadway connections create opportunities for new commercial development at the new intersections.

UNION HILL DISTRICT

Food-centric identity

EXISTING OLD COLLEGE ROAD INTERSECTION



Missing or unidentified crosswalks discourage walkability.

EXISTING OLD COLLEGE ROAD



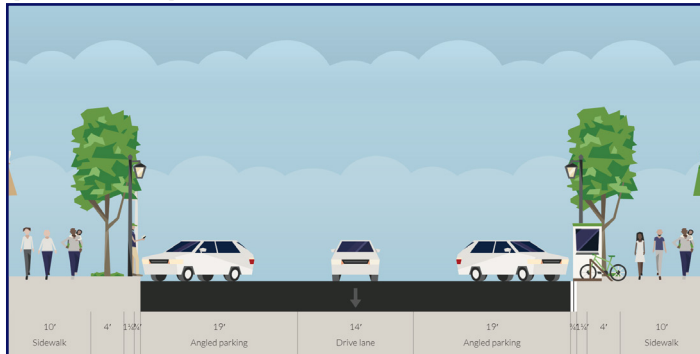
Pedestrian walkways should be relatively uninhibited by driveways. Sidewalks should be used on both sides of the street in areas that are envisioned to prioritize walkability.

EXISTING SOUTH COLLEGE AVENUE



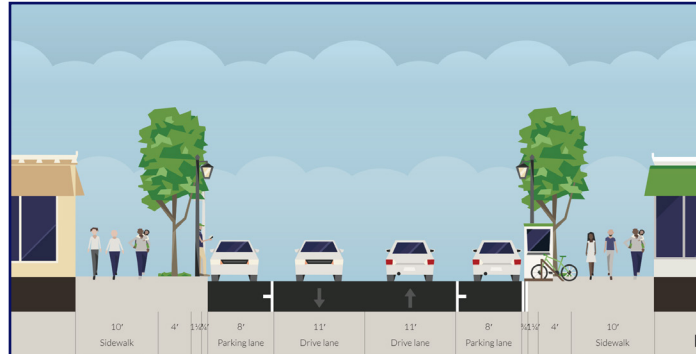
Lack of tree/ shade coverage shortens the length that pedestrians are willing to walk. Tight walkways prohibit multi-modal use of streets and paths.

PROPOSED OLD COLLEGE ROAD (NARROW)



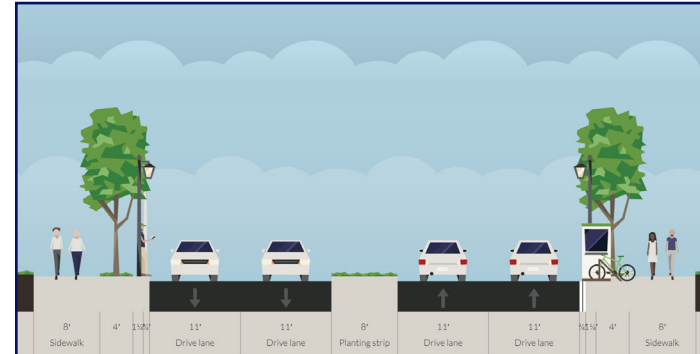
This section next to Chicken Oil provides better traffic flow from Pleasant Street to new roundabout. Includes a fresh streetscape to provide better connectivity for adjacent restaurant uses.

PROPOSED OLD COLLEGE ROAD



Multi-modal streets should treat each mode equally, providing the recommended allocation of right-of-way, and encourage awareness and steady speeds for each mode.

PROPOSED SOUTH COLLEGE AVENUE



Median may be inverted to provide for extra stormwater storage at key intervals. Where street trees are not feasible within the right-of-way, recommend working with landowners to place street trees within private property along the sidewalk.



Play comes in many forms in a walkable environment where shops are accessible.



Pedestrian passageways make for more interesting shopping experiences, and reduce the travel distance for a pedestrian.



Architecture plays a large role in framing our public spaces. Balance the heights of buildings to create comfortable public spaces.



CONCEPT

EXISTING

NORTH OF NORTHGATE DISTRICT

Mixing residential types



In the Jefferson Street townhomes, simple design frames open space and makes walking more pleasant.



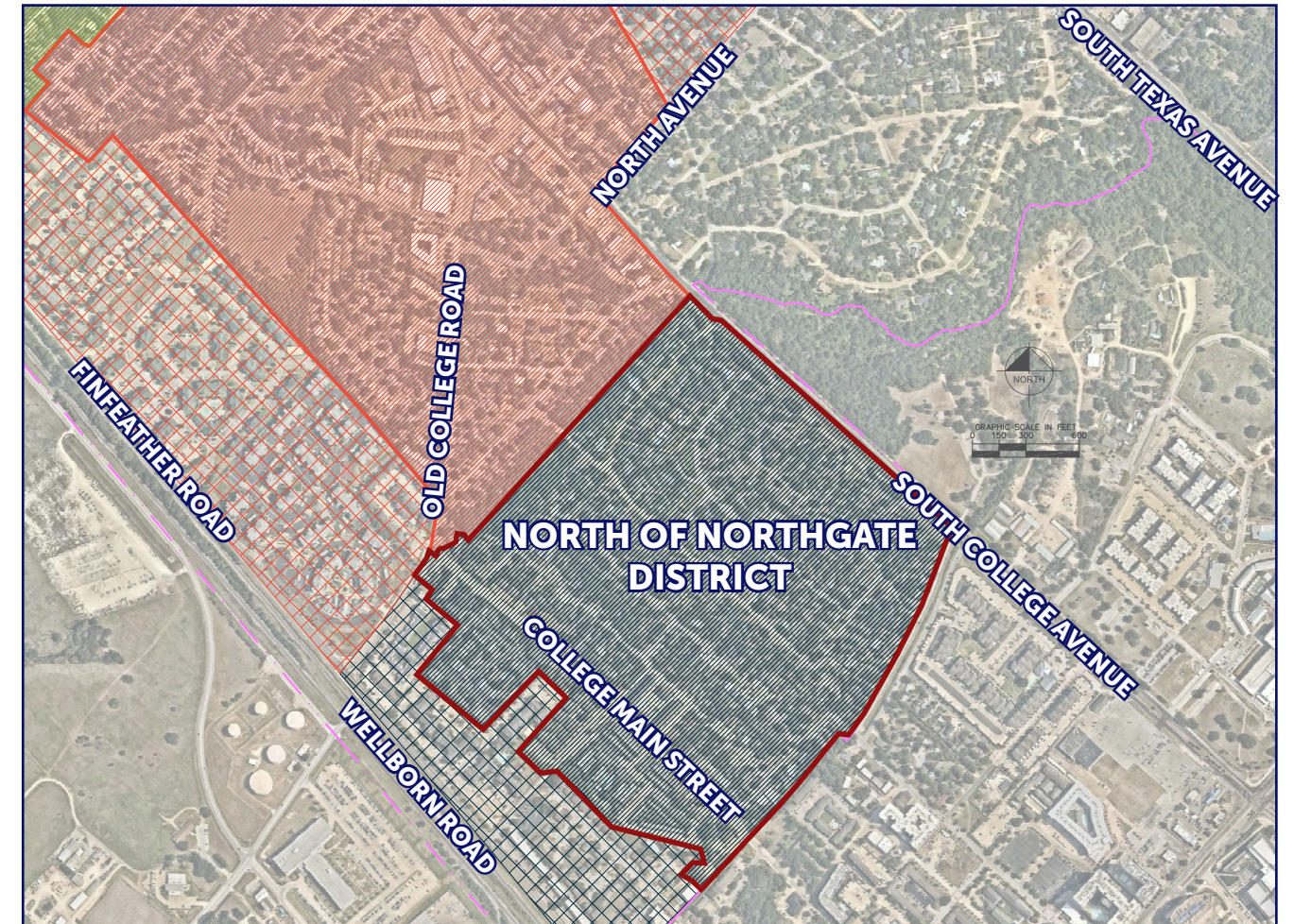
Live-work options should be placed where commercial development is feasible and where a quick transition to existing neighborhoods is appropriate. Photo: Benhamin Benschneider / The Seattle Times.



Walkable streets promote commerce and health benefits.



Small multi-unit housing can fit seamlessly into the neighborhood.



DISTRICT SUMMARY

As the gateway between Bryan and College Station, this district should take advantage of the proximity to the services and amenities of both Union Hill District and College Station to enhance the quality of life of the neighborhood's residents.

Expanding on existing improvements on College Main Street and Jefferson Street will encourage private land owners to improve their properties in kind.

DISTRICT ALIGNING PRINCIPLES

Incorporate Student Experience

Address on-street and off-street parking from multi-family housing and develop effective standards and design conditions for student-oriented housing.

Cultivate Strong Neighborhoods

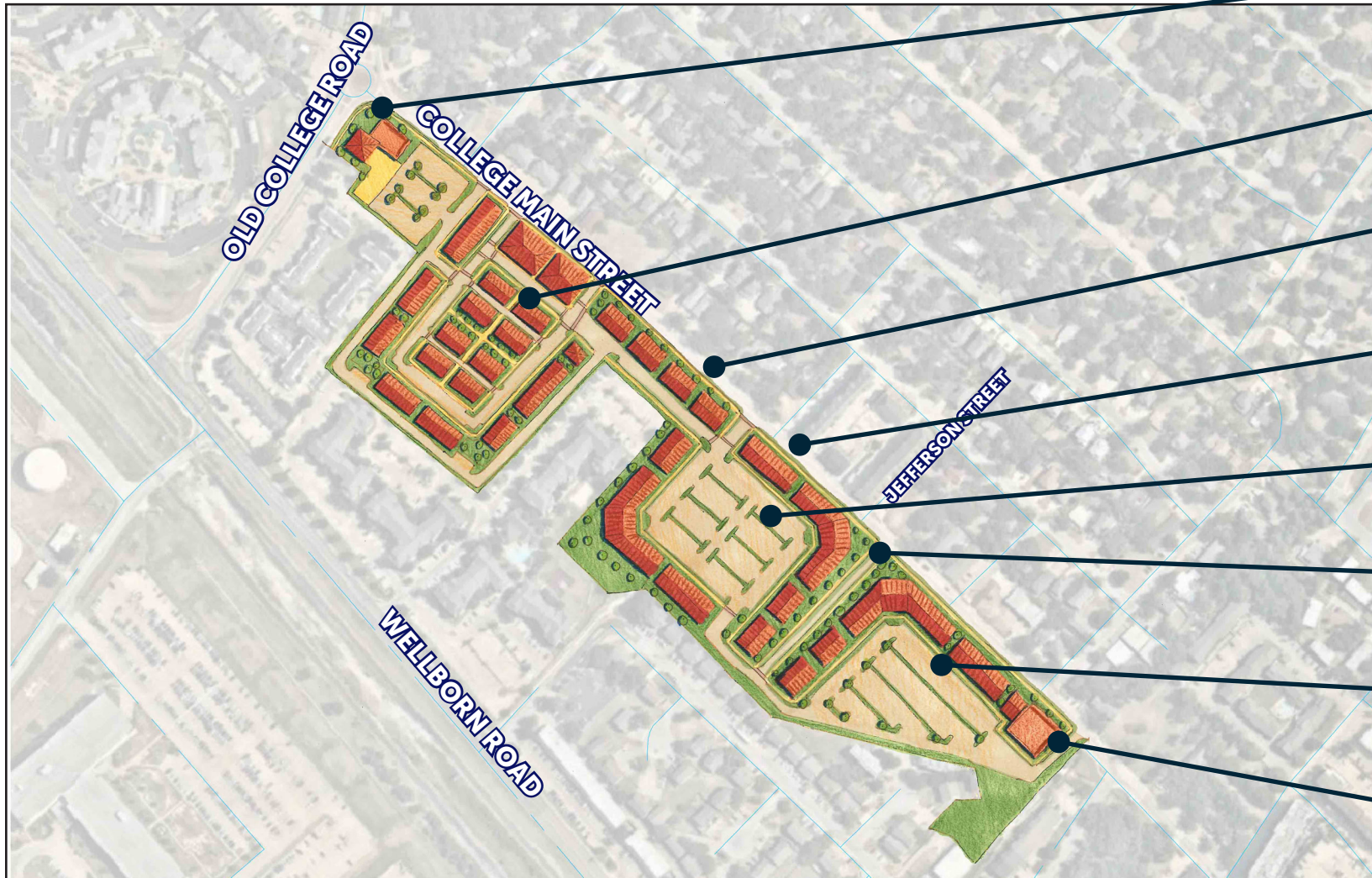
Focus on maintaining a complete neighborhood fabric that may include small format retail, corner stores, paired housing, attached single family, and small apartment houses.

Concentrate Development

Higher density office/commercial and larger multi-family projects should focus on direct adjacency along South College Avenue Corridor and College Main Street.

Influence Area 5a

Multi-family housing should remain a primary focus that reinforces a more pedestrian experience along College Main and auto oriented ingress/egress off Wellborn Road.



CATALYTIC PROJECT

- 1** Redevelopment is placed adjacent to roundabout so that parking can be hidden behind the building.
- 2** A range of building types is called for, both for-sale and for-rent.
- 3** Multi-unit homes can frame the street and transition between for-sale and for-rent housing.
- 4** New development should advance the walkable street pattern.
- 5** Wrap development around shared parking to hide the parking in the middle of the block.
- 6** Private drives should be required to serve as access for all properties adjacent and should accommodate pedestrian and bike facilities.
- 7** Consolidate parking into shared facility, enclosed by buildings facing the street. Support parking garages as incentives for mixed-use developments that provide public access and affordable housing.
- 8** Mixed-use development can include ground floor non-residential placed at important corners.

NORTH OF NORTHGATE DISTRICT

Mixing residential types

EXISTING COLLEGE MAIN STREET



College Main Street is complete and well designed for walkability. As new development comes in, requirements for sidewalk edge street trees will be needed for shade over the street.

EXISTING SOUTH COLLEGE AVENUE



South College Avenue can serve as a gateway into Bryan and Midtown. Building a walkable, bikeable street section will enhance the entryway and encourage cars to slow down as they enter Midtown.

EXISTING JEFFERSON STREET



Jefferson Street is a good example of street improvements as development occurs in the full block. Focus on context of buildings adjacent to the street. Provide on-street parking locations and ensure new development is returning investment on City-led infrastructure improvements.

EXISTING ASPEN NEIGHBORHOOD



Aspen is a typical neighborhood street that incorporates old growth trees and accommodates local traffic. As reinvestment occurs, focus on tree preservation. Where not feasible, replacement trees should be placed curb-side.



Townhomes face a pedestrian walkway. Alleys are used to access the garage. This arrangement allows for these desirable amenities to exist outside residents' front doors. Photo: Lalu Canada Inc.



Existing multi-unit homes in Bryan speak to compatibility between for-rent and for-sale housing in Midtown.



Placing buildings in a way that frames the streets helps people feel safer and more comfortable when on foot.

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MARKET OPPORTUNITY

POISED TO CAPTURE REGIONAL GROWTH

Overall, the City of Bryan is well-positioned to achieve healthy long-term growth, which will drive demand for a range of residential and commercial land uses over the next 10 to 15 years. As the city continues to grow, there will need to be sufficient housing to appeal to the vast array of existing and future households, while ensuring the median resident can afford a new home.

Midtown, located between Texas A&M University and Downtown Bryan, currently serves as a connector between two destinations. Given the development of the regional Park, proposed infrastructure improvements, and select catalytic projects, Midtown can become a destination in itself, as a vibrant, walkable neighborhood, offering housing and services to the full spectrum of households that call Bryan home.

The development and densification of Midtown will not only benefit residents but also yield higher tax revenue per acre for the City of Bryan, making the focus on Midtown fiscally responsible. The enhanced tax revenue generated by the development of new housing and commercial properties can help pay for initial infrastructure improvements needed to catalyze new growth and enhance the area's multimodal connectivity.



SUMMARY OF FINDINGS

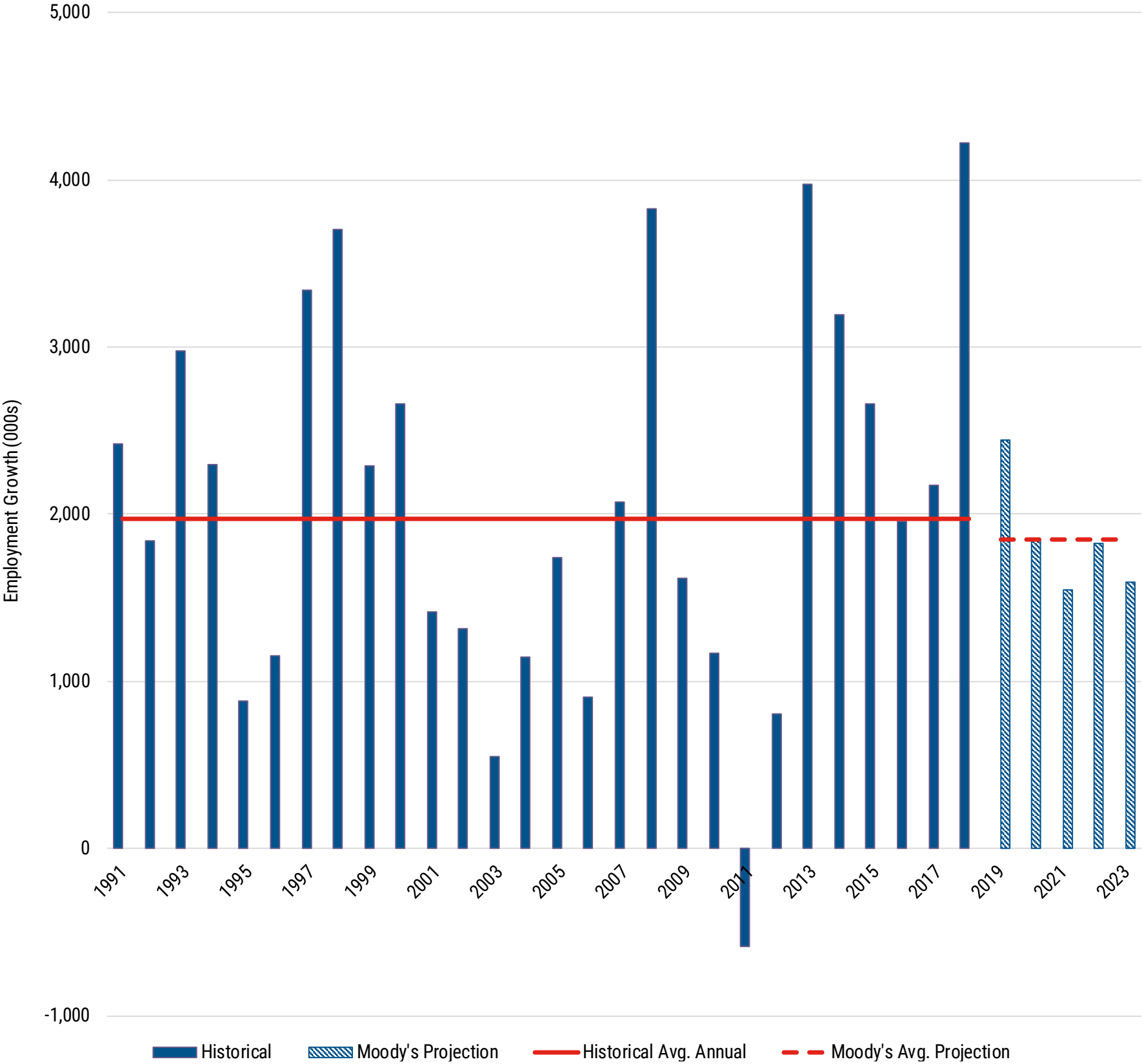
The following pages discuss some of the key market, demographic, and economic trends affecting the region and Midtown. Some of these key points include:

- » The Bryan/College Station region is economically healthy, with strong employment and household growth, as well as historically low unemployment rates.
- » The City of Bryan has seen an increase in its share of the region's households, given its higher levels of land availability and relative affordability to College Station, in addition to the City's unique lifestyle and an increasing number of local businesses.
- » Despite significant attention directed to the growing student body in the region, households aged 35 to 44 and over the age of 65 are the fastest-growing segments within the City.
- » According to Esri and the U.S. Census, the Midtown Planning Area and influence areas consist of approximately 4,800 households, achieving a compounding annual growth rate of 1.8% over the past nine years.
- » New development in Midtown will primarily consist of new residential development in the near-term, including both attached and detached housing, which will help support new commercial tenants at catalytic nodes across the planning area in the mid- and long-term.
- » Since recovering from the recession, the regional for-sale housing market has remained relatively supply-constrained with inventory falling short of household growth, contributing to a 50% increase in the median resale price since 2011 in Brazos County.
- » The region's rental housing market has experienced some weakness, given significant new apartment deliveries, as well as the construction of single-family homes targeting student renters, though rental product for non-student households is relatively limited.
- » As infrastructure, amenities, and services increase in Midtown, the demand for housing will continue to expand, driven by a diverse range of household segments.
- » Relatively low levels of new retail inventory since the recession has contributed to historically low vacancy rates near 5%; however, retail rents have failed to return to pre-recession levels given changes in spending behavior and the rise of e-commerce.
- » The regional office market is healthy, with office vacancy of 7%, in-line with long-term averages. However, Midtown is located outside of an established office core, with the majority of existing office in the area consisting of neighborhood-serving office space.
- » While the local hospitality market appears constrained during peak

visitation (i.e., significant Texas A&M University events), historical macro data illustrates that occupancies and revenue per available room (RevPAR) growth are below market norms.

- » Variation in land use and density can have significantly different fiscal impacts on the City of Bryan's balance sheet, with commercial and high density residential producing the highest positive fiscal impact for the City.
- » In order to help spur new development in Midtown, the City of Bryan will need to undertake a handful of infrastructure improvements, which enhance the area's multimodal connectivity and demonstrate to neighborhood residents and investors that the city is committed to the long-term prosperity of Midtown. Catalytic development projects throughout the planning area are paired with infrastructure improvements to help drive the market demand for commercial land uses and ancillary development. In turn, the enhanced tax revenue generated by the new commercial development can help pay for the public infrastructure improvements that spurred the new development.

Historical and Projected Employment Growth
College Station-Bryan, TX MSA; 1991-2023



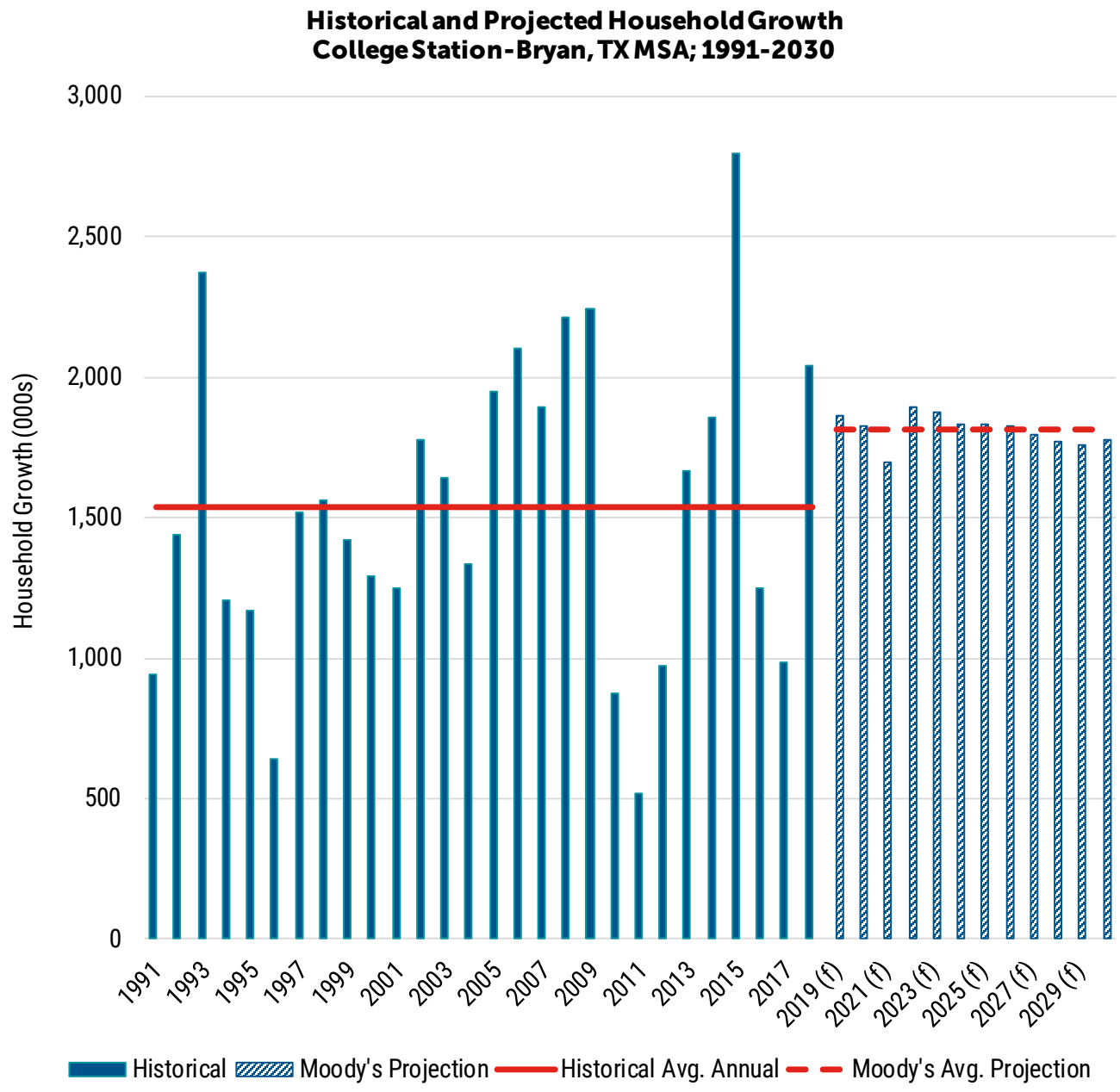
Source: U.S. Census Bureau; Moody's Analytics

EMPLOYMENT OVERVIEW

The Bryan/College Station region is economically healthy, with strong employment and household growth, as well as historically low unemployment rates. The region has enjoyed strong economic growth since 2013, adding an average of 3,000 new jobs, annually, over the past six years, and achieving a record 4,200 new jobs in 2018. During that same period, the City of Bryan accounted for approximately one-third of the region's employment growth, averaging nearly 1,000 annual new employees. The City of Bryan's economy is healthy, with an average unemployment rate of 2.9% in 2018, compared to the long-term average of 4.4%. **Moody's Analytics projects that the region's employment growth will slow along with the rest of the nation over the next five years, averaging 2,000 annual new jobs, in-line with the region's long-term averages.**

HOUSEHOLD OVERVIEW

The City of Bryan has seen an increase in its share of the region’s households, given its higher levels of land availability and relative affordability to College Station, in addition to the City’s unique lifestyle and an increasing number of local businesses. **The City of Bryan is expected to continue capturing a higher share of the region’s growth moving forward, accounting for approximately 33% of all households in the region.** Though employment growth is anticipated to level out over the next five years, regional household growth is projected to remain healthy, averaging more than 1,800 annual new households, compared to the region’s long-term yearly average of 1,500. Households are attracted to the area due to the growing economic base, quality of life, strong educational institutions, and central location.

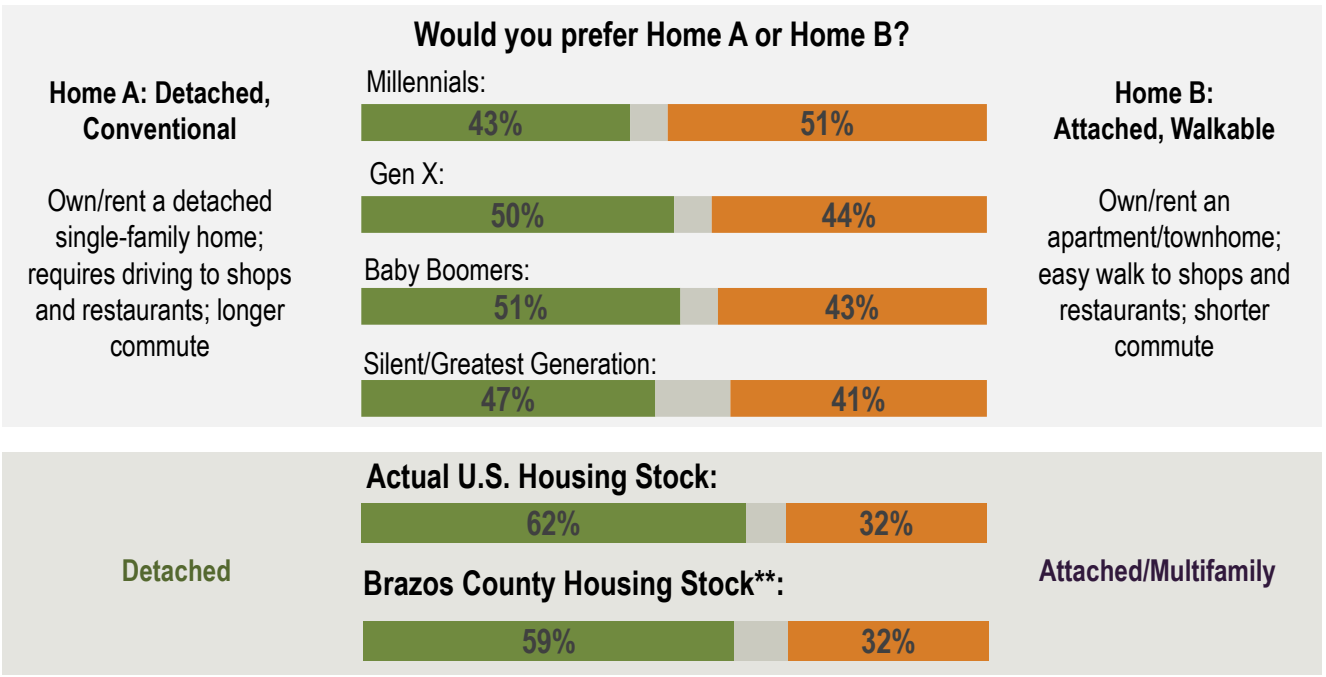


Source: U.S. Census Bureau; Moody's Analytics

KEY HOUSEHOLD SEGMENTS

Despite significant attention directed to the growing student body in the region, **households aged 35 to 44 and over the age of 65 are the fastest-growing segments within the City of Bryan.** Furthermore, the region’s focus on aligning industries with Texas A&M, Blinn College, and high school curriculums could help encourage more post-graduates and young professionals to remain in Brazos County after graduation. Though these factors indicate a need for a wide variety of housing to meet the needs of the diverse households and families living in the region, the majority of new residential development is concentrated in large-scale student housing developments, or greenfield detached single-family home subdivisions. Midtown presents a unique opportunity to deliver a wide range of housing, catering to the needs of each household segment.

HOUSING TYPE PREFERENCES



Note: **Excludes households under 25
Source: National Association of Realtors, 2015; U.S. Census Bureau

MIDTOWN OVERVIEW

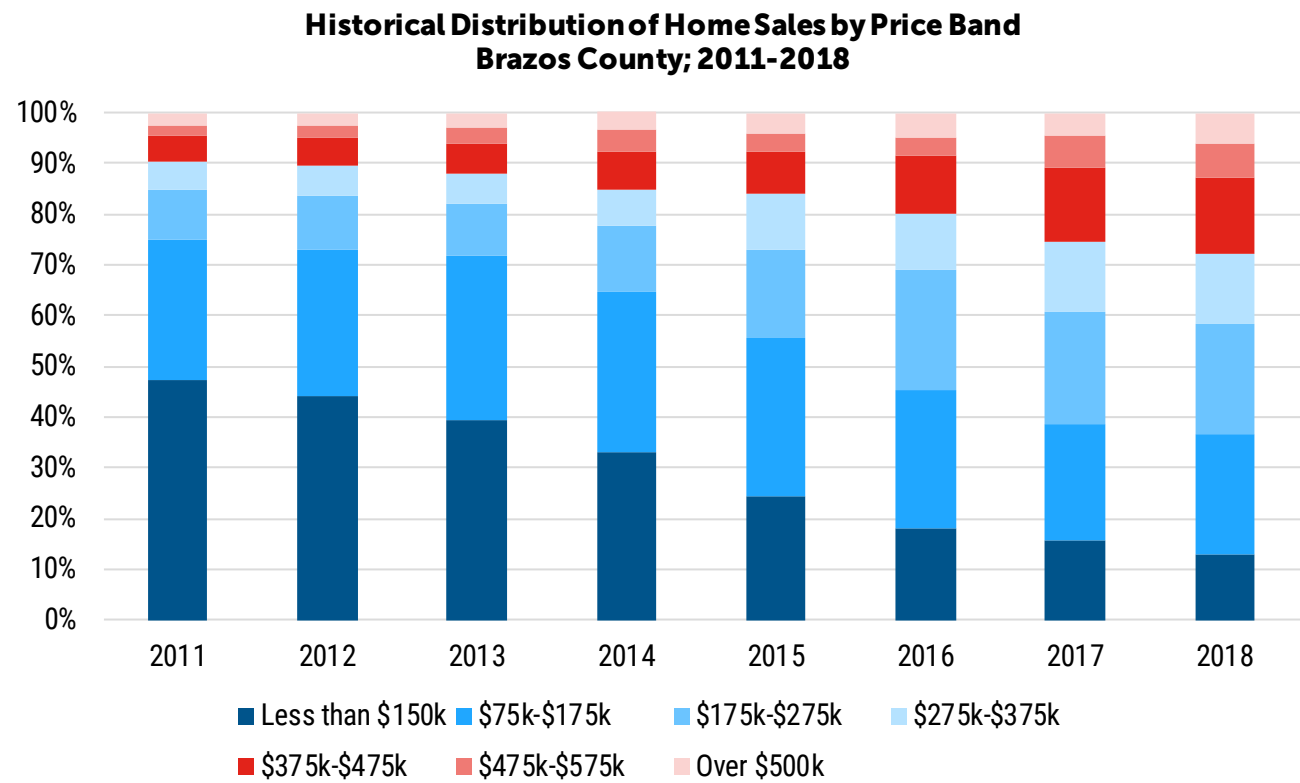
According to Esri and the U.S. Census, the Midtown Planning Area and influence areas consist of approximately 4,800 households, achieving a compounding annual growth rate of 1.8% over the past nine years. The area has a disproportionately high share of young renters, with a renter propensity exceeding 80% compared to the City of Bryan as a whole at 53%. Furthermore, households under the age of 25 represent nearly 40% of total households in Midtown compared to just 14% for the City of Bryan. Though recent development has focused primarily on students, Midtown’s central location, offering residents proximity to both Texas A&M University and Downtown Bryan, improving multimodal infrastructure, and the catalytic development of the Regional Park provide key selling points for various household segments.

MARKET INTRODUCTION

New development in Midtown should primarily consist of new residential development in the near-term, including both attached and detached housing, which in turn will help support additional commercial tenants at catalytic nodes across the planning area in the mid- and long-term. Over the next five to ten years, the Midtown area should densify with the construction of a wide range of housing, including Missing Middle Housing¹, to increase the area’s spending potential and enhance the opportunity for neighborhood-oriented retail and office.

FOR-SALE HOUSING MARKET OVERVIEW

Since recovering from the recession, the regional for-sale housing market has remained relatively supply-constrained with inventory falling short of household growth, contributing to a 50% increase in the median resale price since 2011 in Brazos County. **Despite the significant rise in home prices, median household incomes have increased by only 27%, leading to declining affordability across the region.** In addition to limited new housing inventory, rising land prices, construction costs, and home sizes have also contributed to the significant increase in housing prices. Most of the new, for-sale housing development is typified by detached single-family housing in greenfield developments along the periphery of both Bryan and College Station and priced between \$200,000 and \$400,000. While this product appeals to many buyers, developers and builders have been unable to deliver higher density for-sale housing in walkable, urban areas of the region. Midtown provides a unique opportunity to address the need for both Missing Middle Housing, as well as lifestyle-oriented housing for household segments that prefer walkable environments, especially given the area’s proximity to Downtown Bryan, Texas A&M University, and the future Regional Park. National surveys indicate growing preferences for urban and walkable neighborhoods among both Millennials and empty nesters looking to downsize.

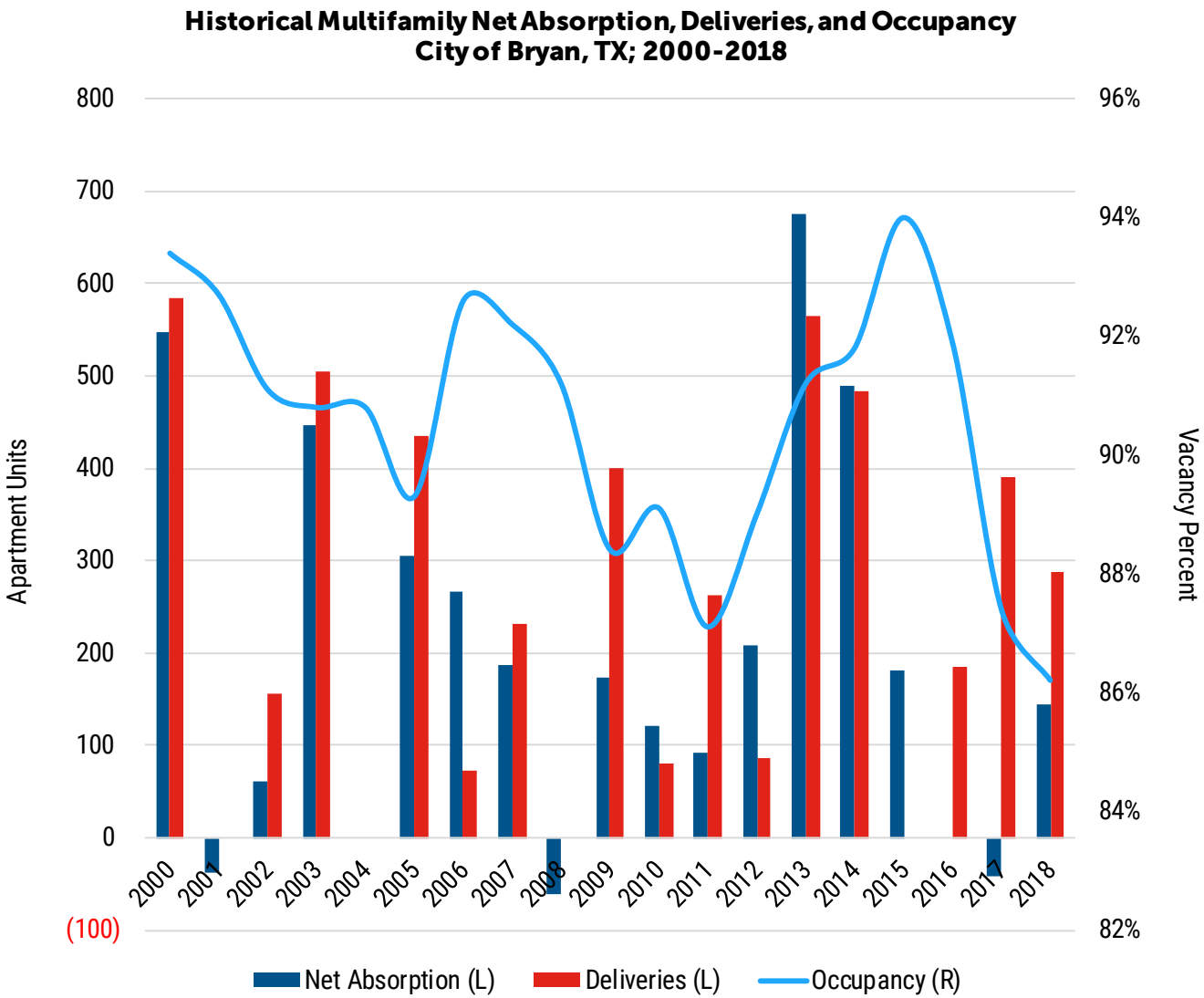


Source: Texas A&M Real Estate Center; MLS

¹ Missing Middle Housing refers to a variety of multi-unit or clustered housing types that are similar in scale to detached single-family homes and help meet the growing need for affordable housing in walkable settings.

RENTAL HOUSING MARKET OVERVIEW

The region’s rental housing market has experienced some weakness in recent years, given significant new apartment deliveries, as well as the construction of large single-family homes targeting student renters, though rental product for non-student households is relatively limited. The inventory increase contributed to a decline in occupancies, with market-wide occupancy rates of approximately 86% (94% or above is considered healthy), and declining rental rates, as property owners dropped asking rents and increased concessions over the past 16 months to try and achieve stabilized occupancies. **The student housing market accounts for much of the weakness in the rental housing market, with student housing accounting for 68% of multifamily deliveries since 2015, despite representing only 40% of the total multifamily units, historically.** Additionally, there are difficulties converting student housing properties to market-rate, all-age communities after delivery, which limits the impact student housing will have on the broader market. Though students represent the most substantial individual renter segment in the market, non-student household segments, including professionals, families, and empty nesters, account for over 60% of renter households and have not benefited from the construction of recently delivered apartments.

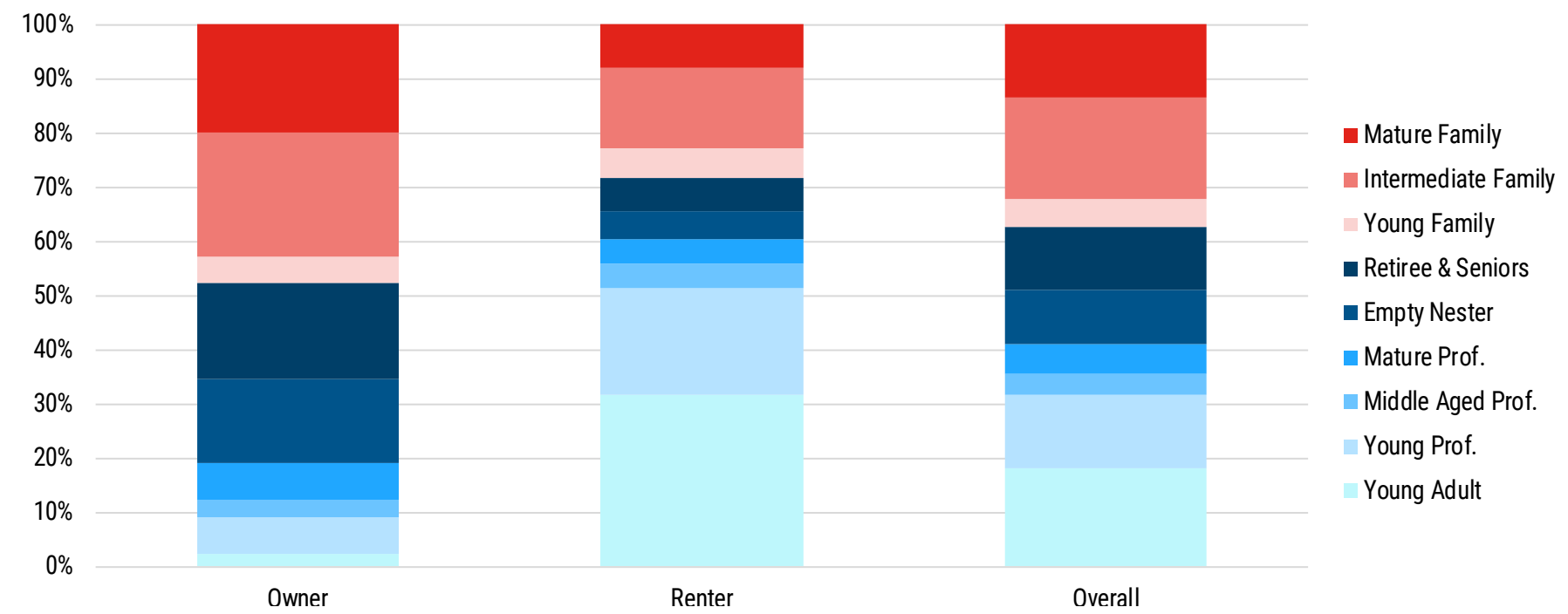


Source: CoStar

HOUSING DEMAND OVERVIEW

As infrastructure, amenities, and services continue to increase in Midtown, RCLCO estimates that the demand for housing will continue to expand, driven by a diverse range of household segments. **Over the next 10 years, housing demand will likely average between 80 and 110 annual units, including both for-sale and rental.** Demand potential will vary over time, with demand for approximately 80 units in the near-term and likely exceeding 110 units in the long-term. While it is crucial that Midtown offers housing options for students; Midtown must also provide a wide variety of housing types to meet the needs of the broad range of owner and renter segments across the region and in the City of Bryan.

Distribution of Household Segments by Tenure
Brazos County; 2015-2017

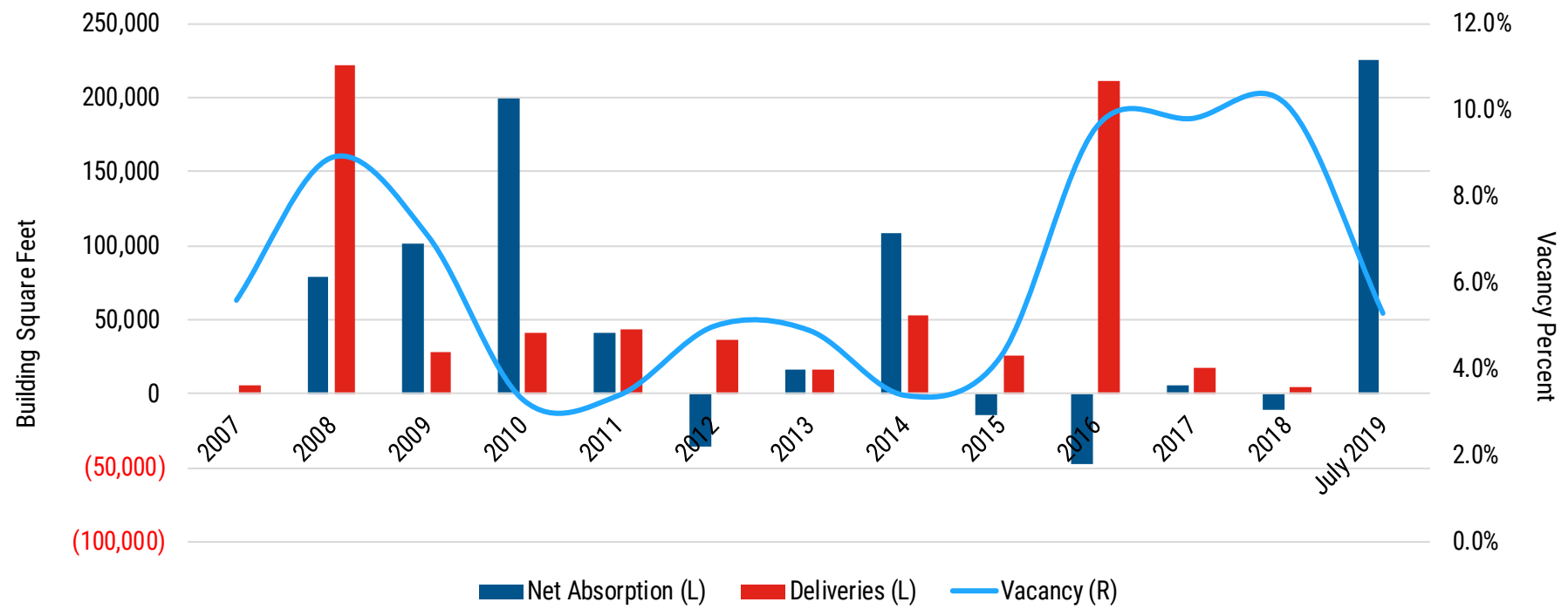


Source: U.S. Census Bureau's American Community Survey

RETAIL MARKET OVERVIEW

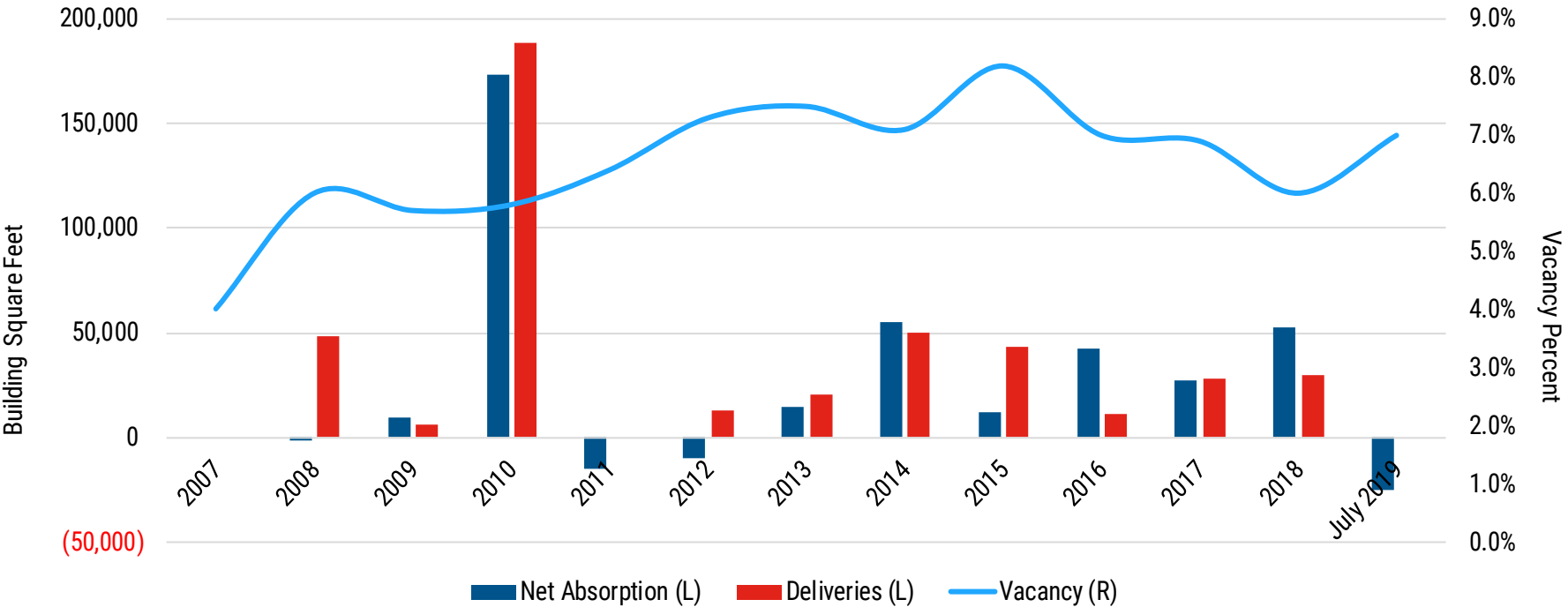
Relatively low levels of new retail inventory since the recession has contributed to historically low vacancy rates near 5%; however, retail rents have failed to return to pre-recession levels given changes in consumer spending behavior and the rise of e-commerce. E-commerce as a share of total retail spending has increased from 4% in 2007 to over 11% in 2018 and is expected to represent a growing share in the future. Given the shift on consumer spending behavior, the rise of e-commerce, and the significant presence of students in Midtown, spending potential on brick-and-mortar retail in the area is relatively low. **The area will need additional household growth and secondary support from visitors to support new retail.** Over the next 10 years, RCLCO estimates annual average demand for 3,700 to 5,000 square feet of retail space. The iconic establishments at the Union Hill Catalytic site could serve as a larger destination restaurant and entertainment anchor for the planning area moving forward with infrastructure enhancements.

Historical Retail Net Absorption, Deliveries, and Vacancy
City of Bryan, TX; 2007-July 2019



Source: Source Strategies Inc.

Historical Office Net Absorption, Deliveries, and Vacancy
City of Bryan, TX; 2007-July 2019

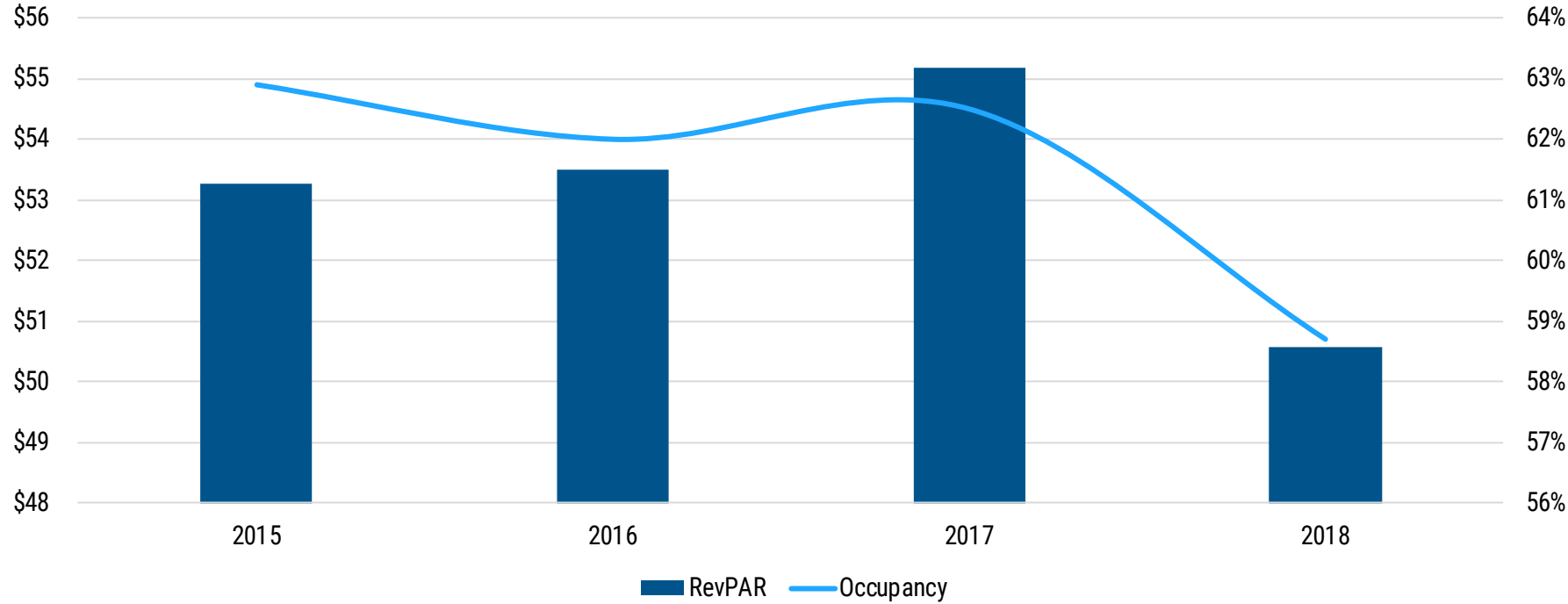


Source: Costar

OFFICE MARKET OVERVIEW

The regional office market is healthy, with office vacancy of approximately 7%, in-line with long-term averages. However, Midtown is located outside of an established regional office core, with the majority of existing office in the planning area consisting of neighborhood-serving office space. **Over the next 10 years, RCLCO estimates annual average demand for less than 5,000 square feet of office space.** The need for new office space in the near-term is likely limited with the region’s moderating employment growth, providing little opportunity for new conventional office space in Midtown. In the mid- and long-term, Midtown can likely appeal to small-format and neighborhood-serving office, especially as the area densifies and offers walkable green space and retail.

Historical Hospitality RevPAR and Occupancy
City of Bryan, TX; 2015-2018



Source: Costar

HOSPITALITY MARKET OVERVIEW

While the local hospitality market appears constrained during peak visitation (i.e., significant Texas A&M University events), historical macro data illustrates that occupancies and revenue per available room (RevPAR) growth are below market norms. Though the City of Bryan has not experienced a significant number of new hotel deliveries in recent years, **the rise of short-term rentals and new hotel deliveries in College Station have led to a decline in hospitality occupancy rates below 60% (65%+ is considered stable).** In the future, most new hotel construction will occur in Downtown or proximate to campus; however, the new Regional Park presents a unique opportunity to deliver a differentiated, boutique hotel and restaurant overlooking the park, while still providing easy access to Downtown Bryan and Texas A&M University.

FISCAL IMPACT AND BENEFITS OF DENSITY

Variation in land use and density can have significantly different fiscal impacts on the City of Bryan’s balance sheet, with commercial and high density residential producing the highest fiscal impact for the City. RCLCO has studied the cash flows of numerous cities across the country to understand the fiscal impact of different types of development. The net fiscal impact of development depends on the taxes that a property produces (property tax, sales tax, hotel occupancy tax) and the associated cost of servicing that property—land use, density, location, and construction style all influence the fiscal impact of development. Cities must think about how development affects future cash flows and the ability of the city’s tax revenue to cover the cost of servicing new households and businesses.

In general, office, retail, and hospitality development generate higher future cash flows than most residential land uses, except for high density and mixed-use residential uses. In addition to higher property tax revenue, many commercial properties also produce additional income for a city

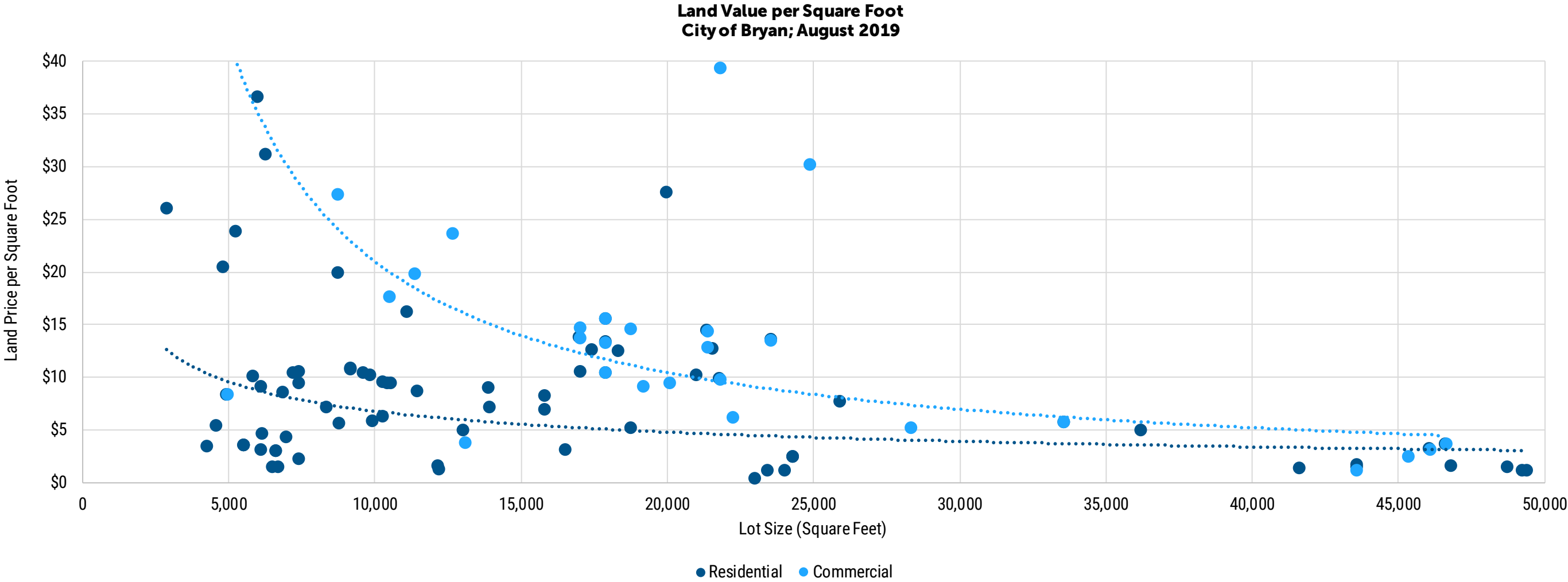
through sales and hotel occupancy taxes. Though not as valuable from a fiscal perspective, residential land uses are important drivers of new commercial development. Without a growing household base, a city is typically unable to attract the higher value commercial uses that depend on demand from local households.

The fiscal impact of residential land uses vary significantly, with density and location serving as the most impactful variables for the cost of servicing residential development. Fire protection, roads, sewer, water, stormwater, solid waste collection, and school bus transportation are all examples of services and infrastructure dependent on density. The development of infill, missing middle housing in Midtown provides a unique opportunity for the City of Bryan to accommodate sustainable household growth while leveraging existing infrastructure and services. While the area will require some infrastructure enhancements, these improvements will cost less than building and maintaining new infrastructure along the periphery of the city. Higher density infill residential development is often associated with lower costs per resident and higher tax revenue per acre. Additionally, the densification of the area will help drive demand for commercial land uses, further enhancing

the financial impact of redevelopment in Midtown. While middle-scale housing development in Midtown is fiscally responsible for the City of Bryan, it will also help deliver more attainable housing for the median family living in Bryan and support the delivery more neighborhood retail and services. The graph and table below illustrates how density generates higher tax revenue for the City of Bryan on a per acre basis, while providing housing for more Bryan residents at attractive price points.

CATALYTIC PROJECTS, INFRASTRUCTURE IMPROVEMENTS, AND RETURN ON INVESTMENT

In order to help spur new development in Midtown, the City of Bryan will need to undertake a handful of infrastructure improvements, which enhance the area’s multimodal connectivity and demonstrate to that the city is committed to the long-term prosperity of Midtown. Catalytic development projects throughout the planning area are paired with infrastructure improvements to help drive the market demand for



commercial land uses and ancillary development. In turn, the enhanced tax revenue generated by the new commercial development can help pay for the public infrastructure improvements that spurred the new development.

City infrastructure improvements are recommended for four of the five catalytic sites, including the Main Street Roundabout, Railyard, Park, and Union Hill, and are intended to be paid for at least in part by the incremental tax revenue generated by new development at the catalytic sites and ancillary development nearby. The table below outlines critical metrics associated with the proposed infrastructure improvements and tax revenue generated by subsequent residential and commercial development adjacent to the public improvements. Potential returns are calculated for each of these four sites based on preliminary cost estimates of each public project, and the estimated net new cash flows from property tax, sales tax, and hotel occupancy tax. To compare the different opportunities, the models assume the development of each project coincides, though given market demand by land use, the City will need to prioritize specific projects to prevent an oversupply of new development in the marketplace.

Given the significant increase in density and commercial properties at both the Park and Union Hill sites, these two catalytic nodes will likely produce the highest immediate cash flows, leading to the shortest payback periods and highest returns on investment for the City of Bryan. Furthermore, the existing planned investments in these districts likely make the two infrastructure projects the most robust near-term opportunities to catalyze Midtown and South College Avenue corridor.

The Gateway District is a critical connector between thriving Downtown Bryan and Midtown; however, an enhanced focus on mobility and plans for less dense commercial development produce lower returns than the Park and Union Hill projects. The revenues generated by catalytic and ancillary development at the Main Street Roundabout still provide a healthy return on investment and significantly enhance Midtown’s front door. Lastly, the infrastructure project planned in the Railyard is the most expensive project proposed and therefore requires the most prolonged timeline to recoup public infrastructure costs. Despite lower density commercial development and higher construction costs, the ballpark and adjacent development can serve as a critical amenity to area and City residents, driving a more significant indirect benefit for the broader community.

These nodes serve as catalysts for the broader Midtown neighborhood, driving additional demand for new development, especially new housing, though the indirect tax revenue generated by further development across Midtown is not included in these calculations. Overall, the catalytic sites will help drive sufficient tax revenue for the City of Bryan over the next 15 to 20 years to help cover the costs associated with the initial infrastructure improvements around Midtown, benefiting both the city and Midtown residents.

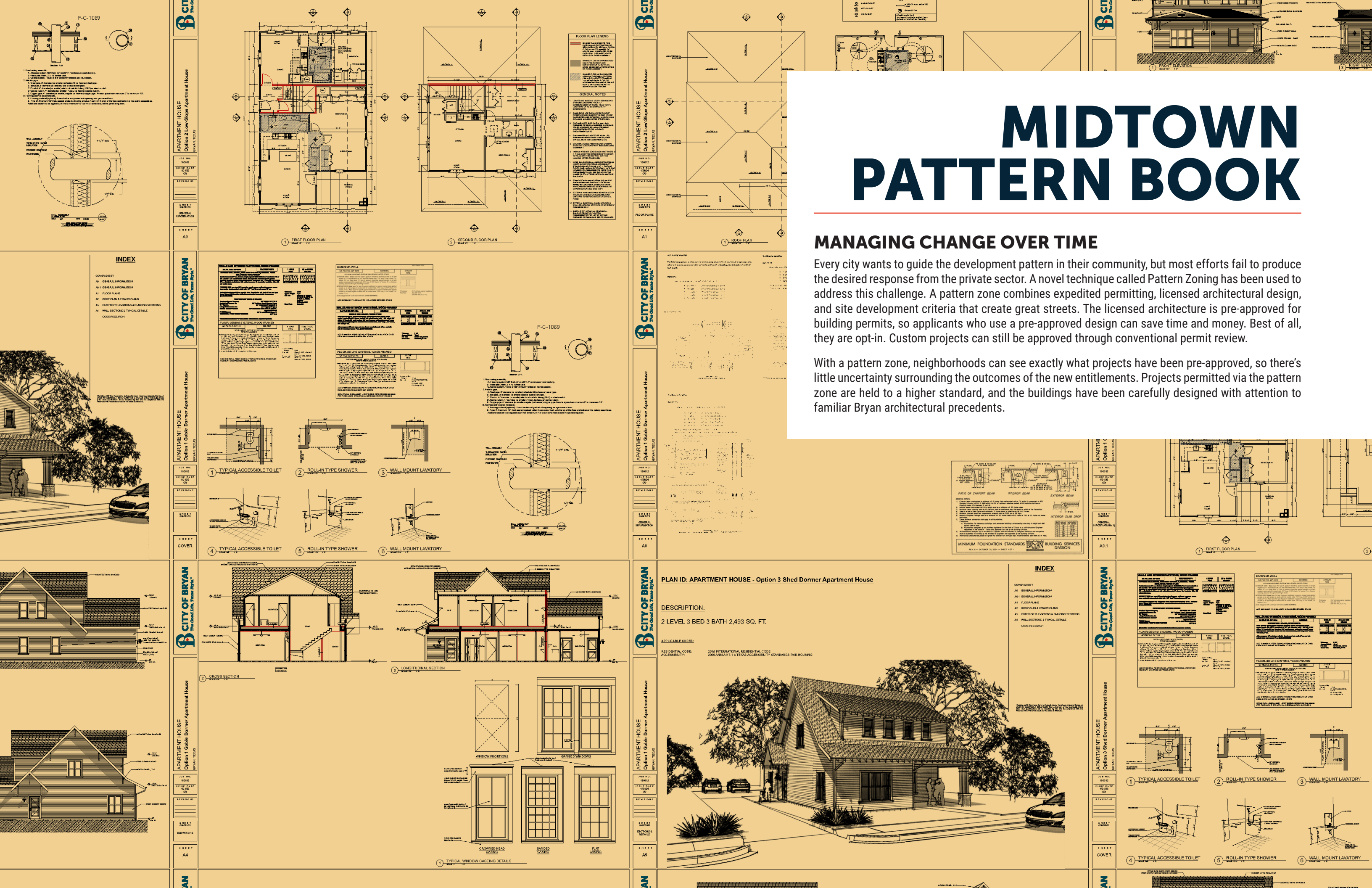
**Key Project Metrics and Assumptions for Catalytic and Ancillary Development
Midtown Planning Area, City of Bryan
30-Year Horizon**

Project Overview & Return Metrics for Catalytic Nodes with Designated Infrastructure Projects	Main Street Roundabout Catalytic Node	Railyard Catalytic Node	Park Catalytic Node	Union Hill Catalytic Node
Property Value				
Total New Development Property Value	\$163,700,000	\$82,850,000	\$292,450,000	\$359,375,000
Present Value of Property	\$50,475,000	\$25,550,000	\$90,175,000	\$110,800,000
Net New Ad Valorem Revenue	\$19,300,000	\$9,925,000	\$34,675,000	\$42,200,000
Present Value of Ad Valorem Revenue	\$9,375,000	\$4,925,000	\$16,950,000	\$20,575,000
Retail				
Net New Retail Sales Value	\$55,025,000	\$322,000,000	\$237,600,000	\$356,850,000
Net New Retail Tax Value	\$825,000	\$4,825,000	\$3,575,000	\$5,350,000
Present Value of Sales Tax Revenue	\$425,000	\$2,525,000	\$1,825,000	\$2,825,000
Hospitality				
Net New Hotel Room Revenue	N/A	N/A	\$123,300,000	N/A
Net New HOT Revenue	N/A	N/A	\$8,625,000	N/A
Present Value of HOT Revenue	N/A	N/A	\$4,850,000	N/A
Overall				
Catalytic Infrastructure Improvement	\$3,450,000	\$7,200,000	\$5,040,000	\$3,840,000
Total Present Value of Tax Revenue	\$9,800,000	\$7,450,000	\$23,650,000	\$23,400,000
Return on Investment	65%	5%	80%	85%
Breakeven Year	11-14 Yrs.	19-22 Yrs.	8-11 Yrs.	8-11 Yrs.

Note: Revenue assumptions include development within the catalytic node and potential anillary development. Timing was kept consistent across all projects in order to more accurately compare development scenarios, though not all catalytic and ancillary development can occur simultaneously.

Key Assumptions	Value
Value & Cost Escalator	3.00%
Discount Rate	4.00%
City of Bryan Property Tax	0.63%
City of Bryan Hotel Occupancy Tax Rate	7.00%
City of Bryan Sales Tax	1.50%
Retail Sales per Square Foot	\$200

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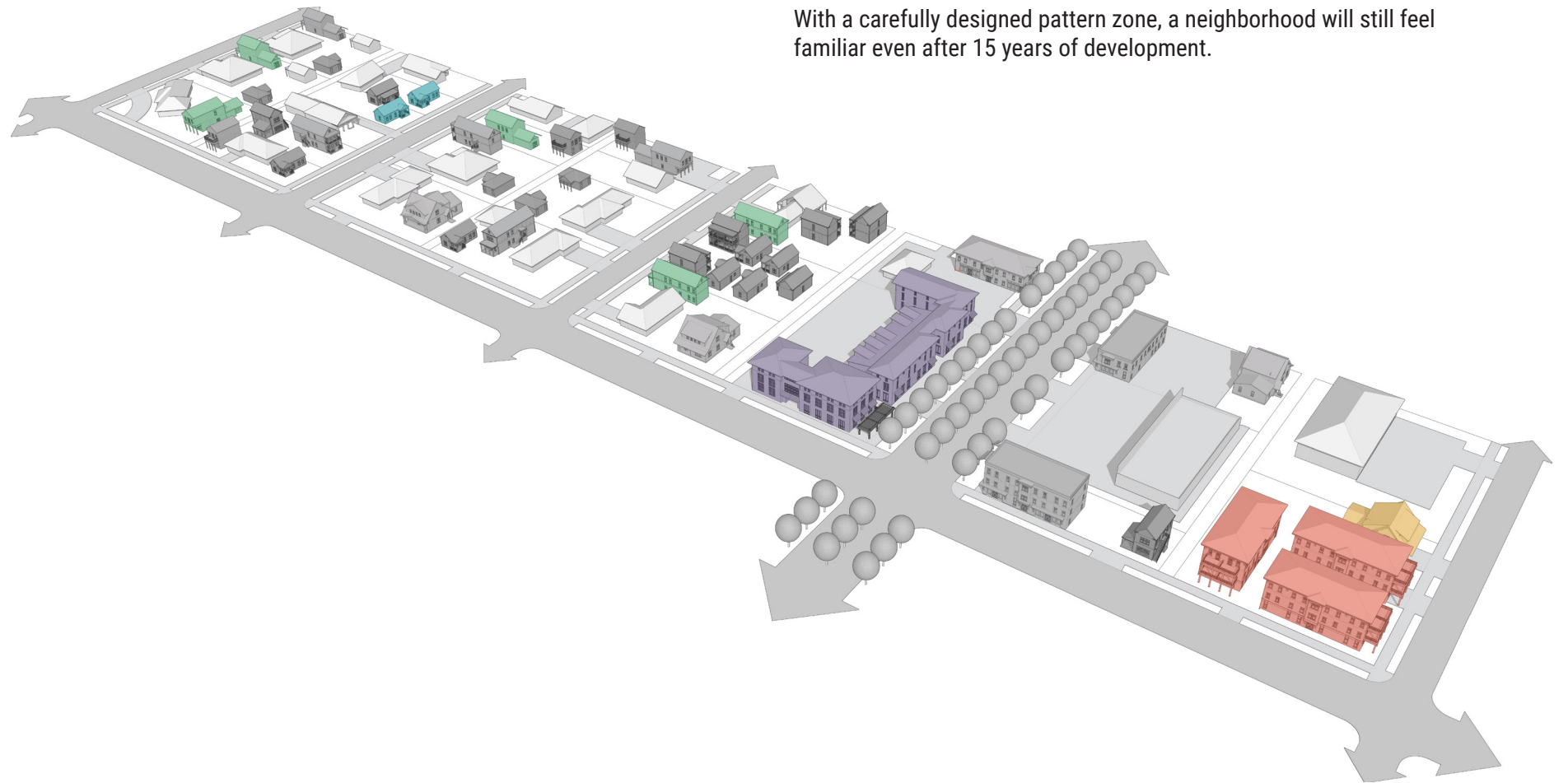
PATTERN ZONE OVERVIEW

Choosing incremental change for neighborhoods

SUMMARY

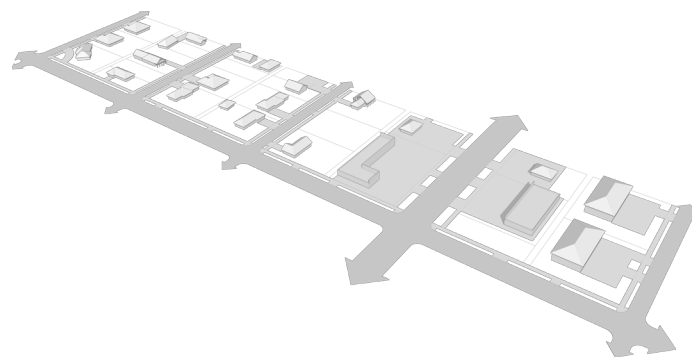
Pattern zones are a complementary strategy that supports growth of the Catalytic Projects. Demand for new and more diverse housing in Midtown is already strong and is poised to grow as public improvements are constructed. A pattern zone is a new pathway for project approval that lets applicants choose from a set of pre-approved buildings. These buildings with site development guidelines result in faster permitting, better design, and lower costs.

- A pattern zone pre-approves a set of buildings for building permits to make appropriate development easier for everyone.
- Buildings included in a pattern zone are designed to match the city's unique architecture and feel familiar after they are completed.
- Different buildings are pre-approved in different places, on a block-by-block basis. Building heights are restricted to two stories in most locations that are not closest to a corridor.
- Site development guidelines ensure high-quality projects that make neighborhood streets look and function better.
- Use of a pre-approved building plan is voluntary for property owners. Any projects that meet the city's zoning and development standards may still be submitted and approved.

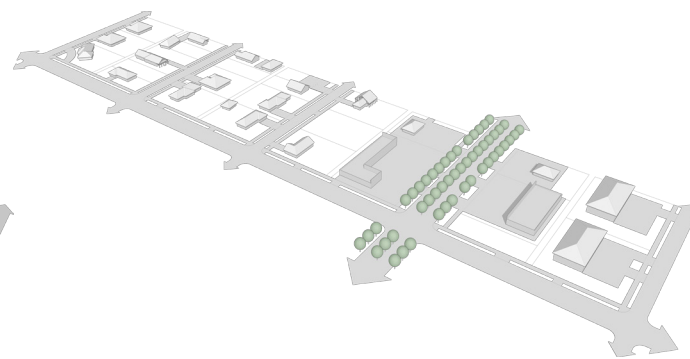


With a carefully designed pattern zone, a neighborhood will still feel familiar even after 15 years of development.

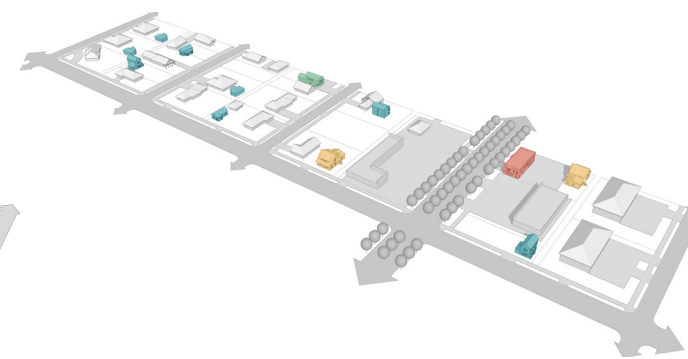
Typical Midtown neighborhood today.



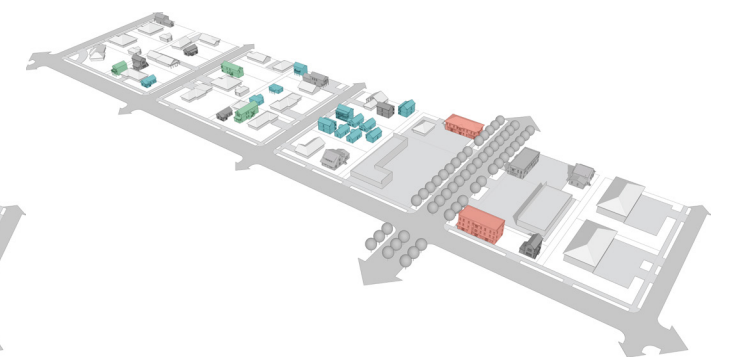
Public improvements in the first three years.



Incremental infill in the first five years.

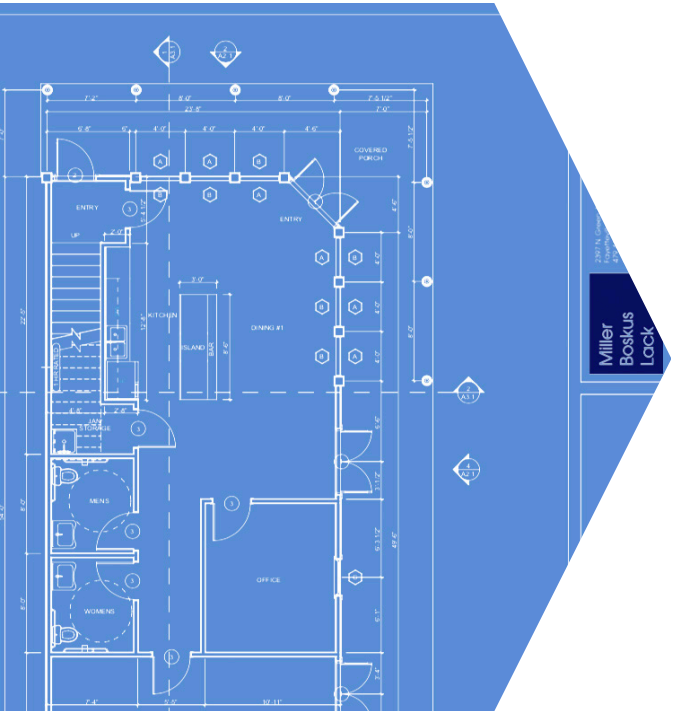
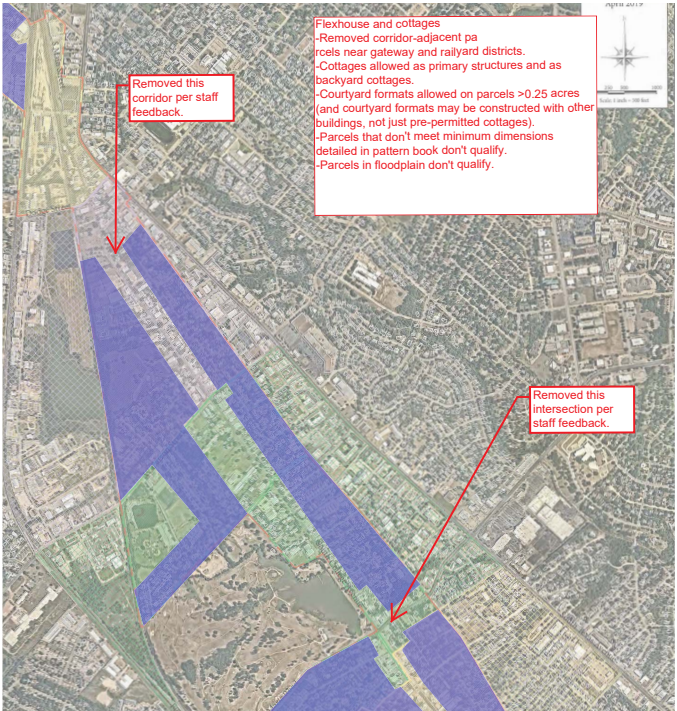


Ten years of incremental development.



PLANNING AND DESIGN PROCESS

Neighbors building neighborhoods



Visual Preference Survey

This was the first step in the Midtown planning process. The survey was conducted before any information was given out, and before any discussion. The goal was to get honest feedback from the people of Bryan about their genuine preferences.

Feedback recorded from a wide variety of stakeholders including residents, business owners, developers, and elected officials.

Key takeaways were used during the design process to produce appropriate and familiar architecture for pre-approved buildings.

Define Aligning Principles

Through countless conversations with individuals, broad-based feedback from surveys, four separate public meetings, and focused interviews with stakeholders, the guiding principals took shape.

Aligning Principles provide direction for the plan, shaping the plan's recommendations around values that are shared by the many individuals who participated in the process.

Draft Pre-Approval Maps

Using block, street, and building level input from neighbors, the planning team drafted maps defining exactly where each of the licensed building types would be pre-approved.

Pre-approval maps went through multiple iterations.

Particular attention was given to existing neighborhoods. In some cases, neighborhoods were removed from the plan at the request of neighbors, while the community supported increasing development rights on other blocks and streets.

Pre-Approve New Midtown Buildings

Referring to the results from the Visual Preference Survey and the Aligning Principles, a team of architects developed a set of new buildings to be pre-approved for construction in Midtown.

The pre-approved buildings have already been through the city's typical permitting process, with feedback from the City's planning and building safety staff incorporated.

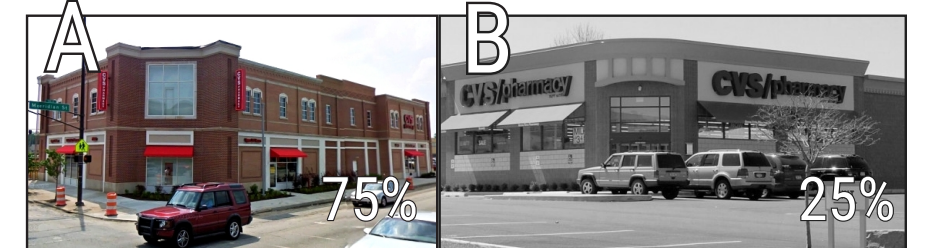
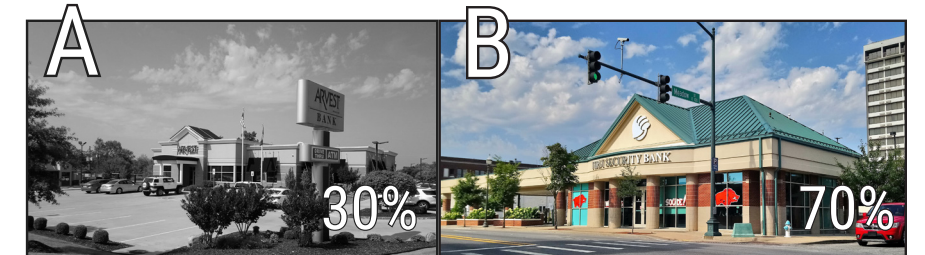
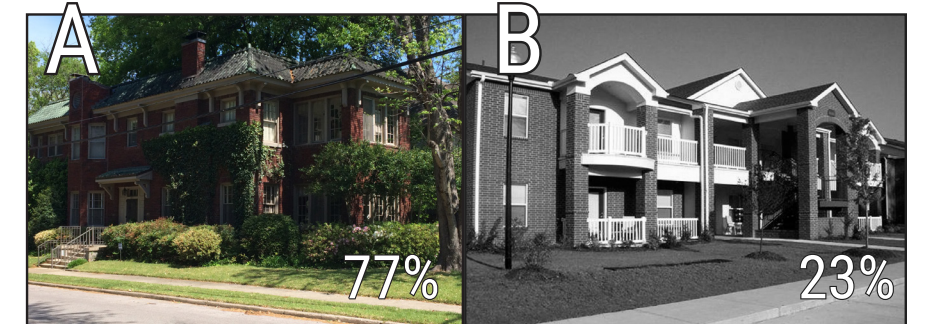
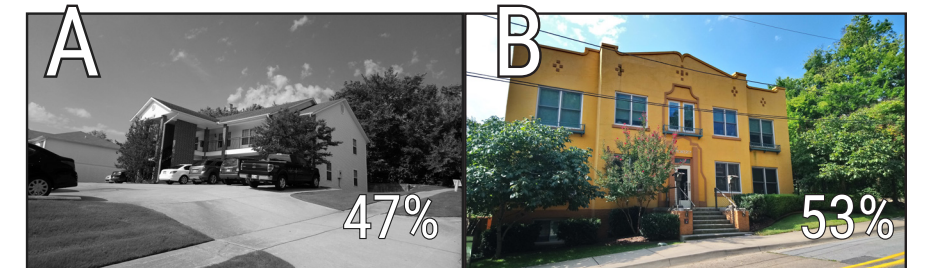
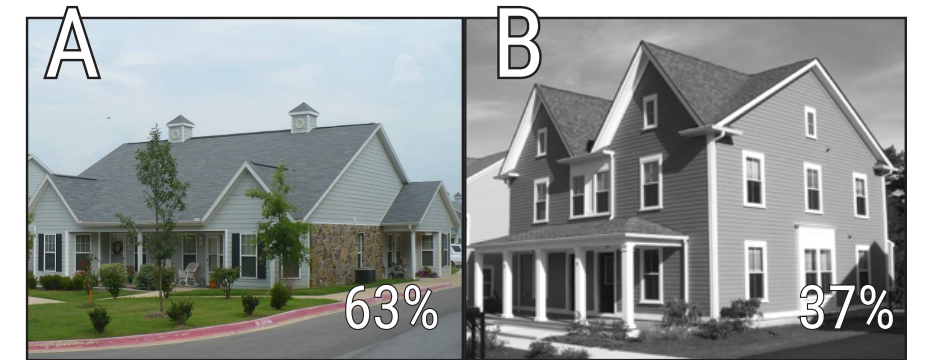
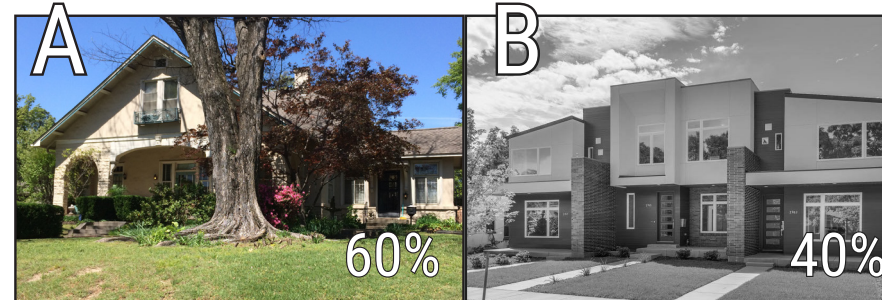
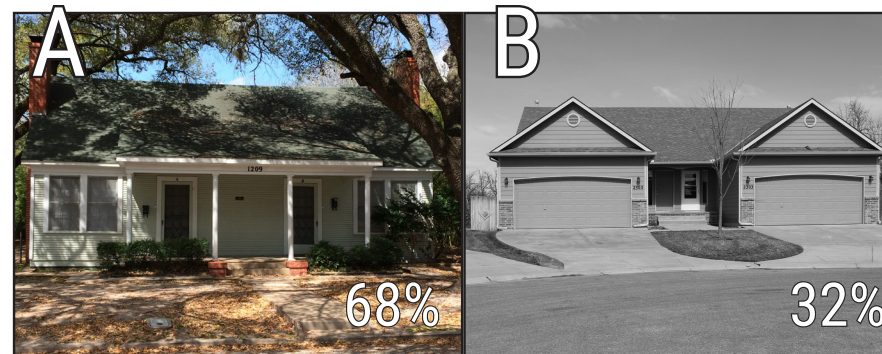
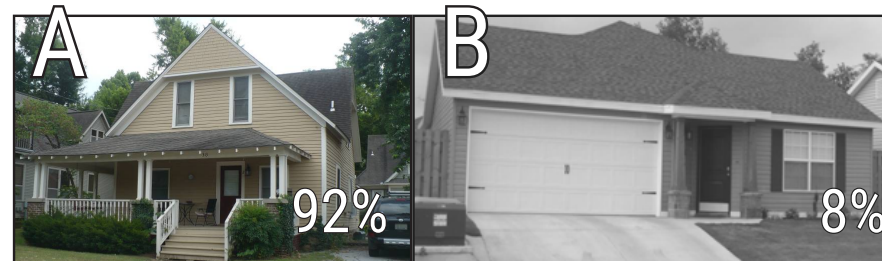
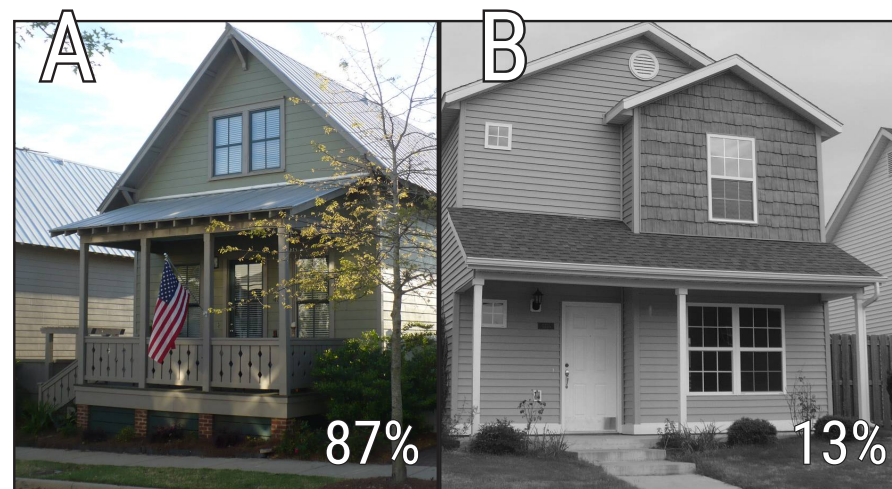
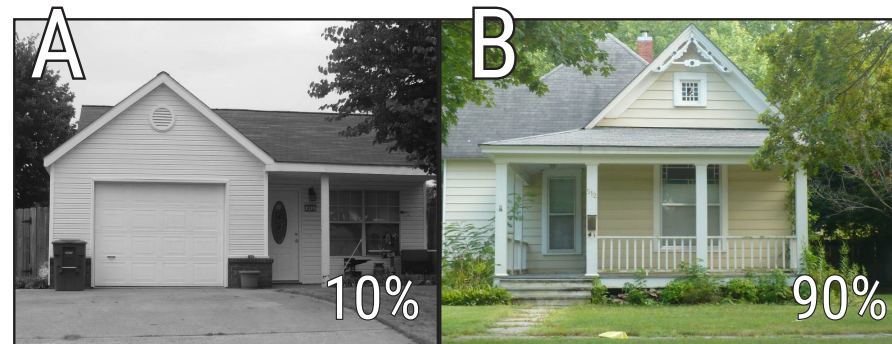
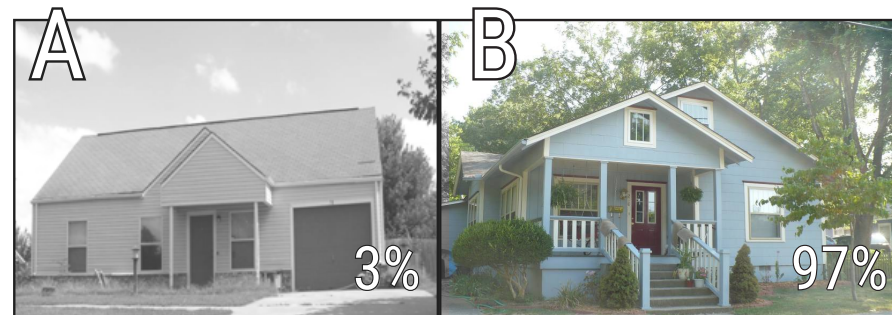
Builder-ready sets of drawings are available for each building type. Some conditions apply.

VISUAL PREFERENCE SURVEY

Midtown residents, business owners, and developers

The first step in the Midtown planning process was to conduct a visual preference survey with area residents on what observable elements residents want to see. The survey was conducted in person at the first public meeting in November of 2018, with various stakeholder groups in attendance.

These images show the results from the survey to specific questions. Survey findings are shown on the opposite page.





Garage-Front Houses

Design homes with porches instead of garages in front.

Plan for parking and services to make sure streets are organized and friendly to neighbors.



Parking Lot Strip-Centers

Parking should go on-street, behind, or beside new businesses, not in front.

Architecture for commercial buildings should be as approachable for people arriving on foot as it is for people arriving by automobile.



Out of Scale Buildings

Design multi-story buildings with rooflines that are sensitive to smaller existing buildings.

Limit pre-approved buildings to two-stories in most areas.



Inauthentic Traditional Architecture

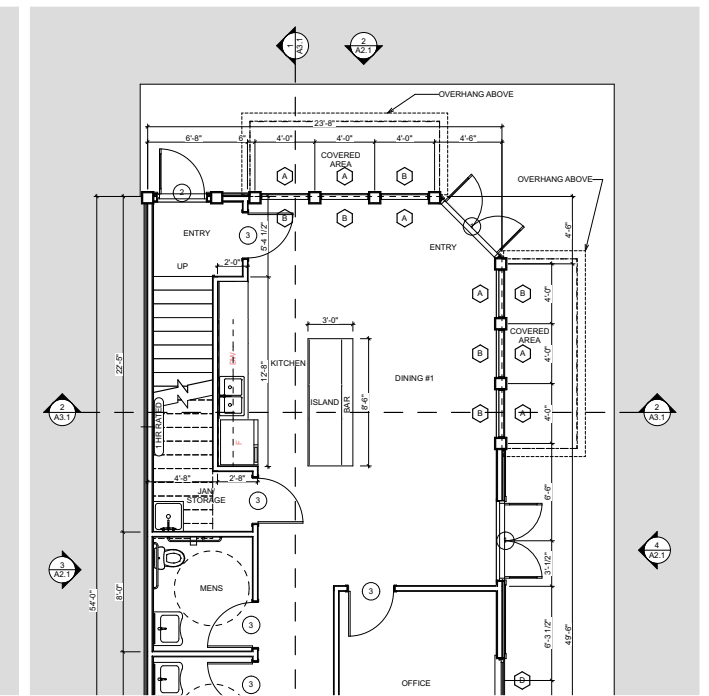
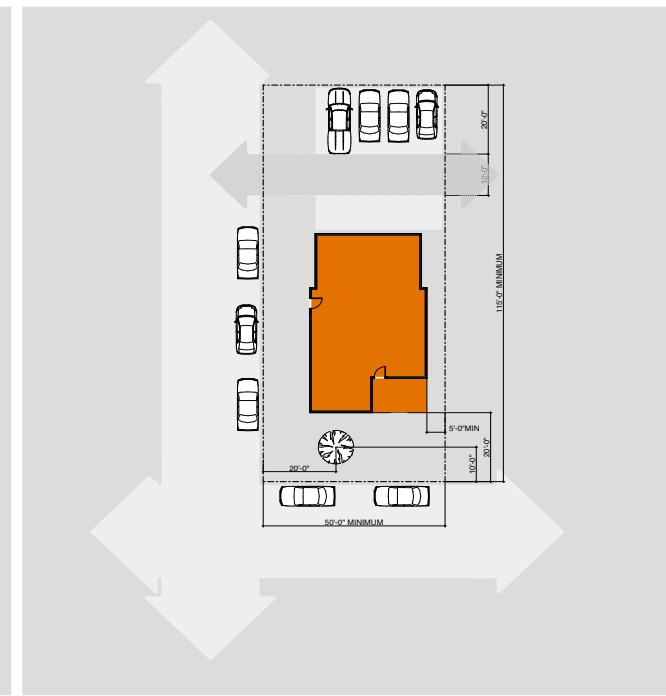
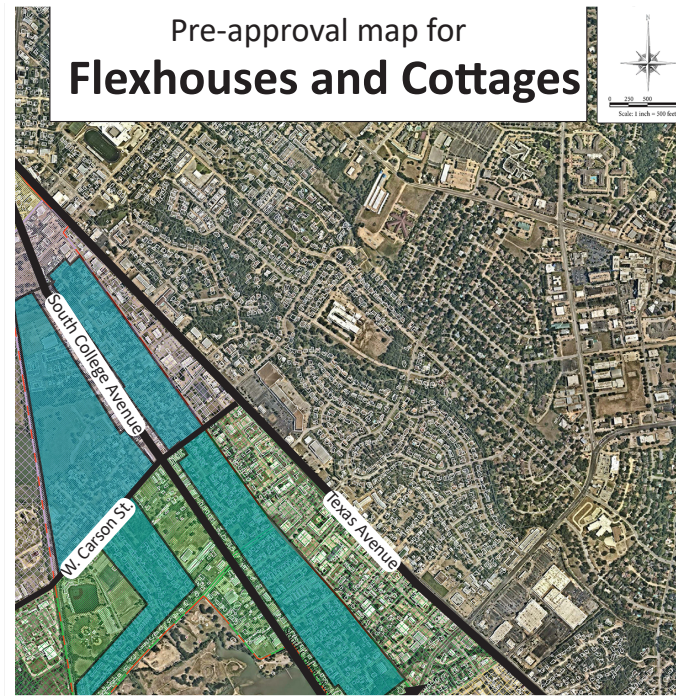
Design buildings with detailing that is authentic to the historic tradition of construction in Bryan.

Provide details and guidance for builders and City inspectors to ensure quality control.



HOW TO USE THIS PATTERN BOOK

Step by Step



Review Current Pre-Approval Maps

City Staff will provide access to up-to-date pre-approval maps showing where the licensed buildings are pre-approved with conditions. Buildings may be constructed on specific Midtown parcels.

Some areas may have multiple building types pre-approved.

Pre-approval maps and supplementary criteria may modify the underlying zoning district.

Select a Pre-Approved Building

The following pages show each of the four Midtown building types along with several architectural variations for each type that are already licensed for use.

Projects can be fast-tracked for building permits by using one of the variations provided by the City.

Applicants may also choose to modify the pre-approved buildings in limited ways. City staff can approve small modifications, but major modifications need to be approved by the Planning and Zoning Commission.

Make Sure the Building Fits the Site

Lot diagrams provided in the following pages describe the general layout of the building footprint, including parking and loading. A professional site design will still be required for most projects.

Supplementary Criteria provided in the following pages describes specific dimensions and other requirements that must be followed in order for a project to receive an expedited permit.

Request a Building Permit

If everything is in order, permit and a builder's set of drawings can be issued in seven to ten days.

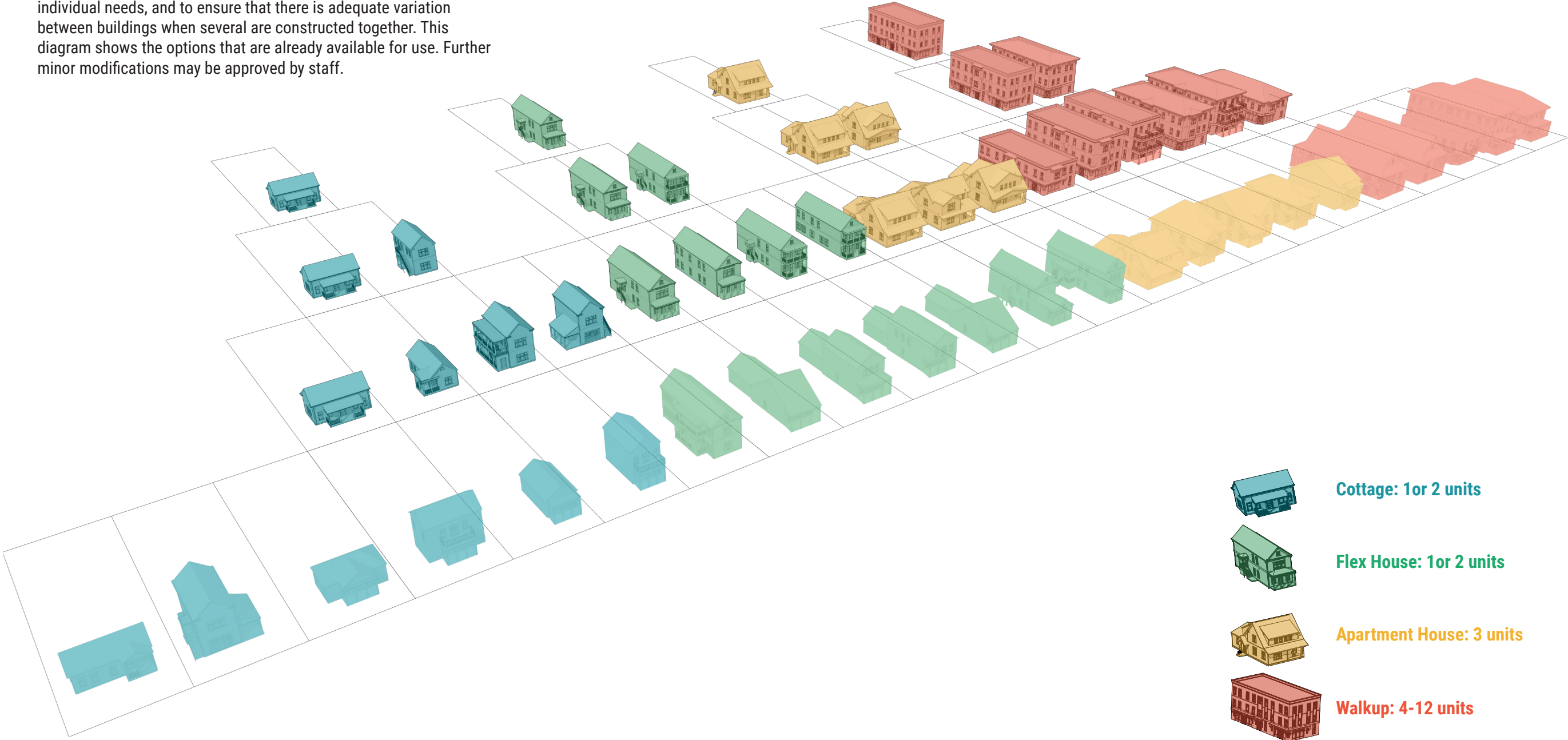
PRE-APPROVED BUILDINGS

Four flexible building types with variations

BUILT-IN VARIABILITY

This family tree of pre-approved building variations for Midtown is based on four flexible building types, shown in more detail on the following pages. Each of the types is licensed and pre-approved for use by Bryan property owners, complete with a builder's set of architectural drawings and guidelines for site design.

Several options exist for applicants to customize the project to their individual needs, and to ensure that there is adequate variation between buildings when several are constructed together. This diagram shows the options that are already available for use. Further minor modifications may be approved by staff.



MIDTOWN COTTAGE

Small Footprint, Big Possibilities

The Midtown Cottage is an adaptable building that offers variable functionality through a modular design.

When constructed with an optional second story, the lower level serves either as a garage, or a fully accessible apartment. Builders also have the option of adding a carport to increase automobile storage. The second level is accessed via an exterior stair which saves valuable floor space and allows both levels to utilize similar floor plans.

The second level efficiently stacks plumbing over the first level, but offers a bathroom arrangement that is more conventional. In situations where accessibility is not required, the second-level plan can be used on both levels.

OPTIONS INCLUDED

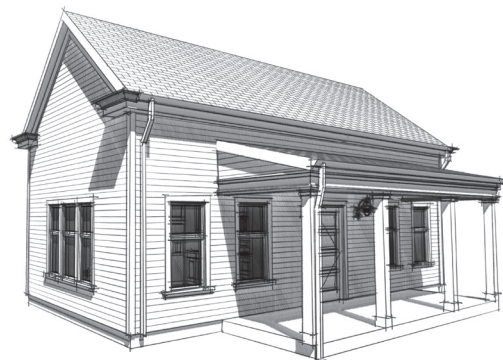
1. Single-Story
2. Two-Story Garage Cottage
3. Two-Story Twin Cottage
4. Double Porch Twin Cottage

NOTES ON FLOORPLAN AND FRONTAGE OPTIONS

- Cottage floorplans and elevations may be swapped out to adapt the building to a variety of different applications.
- Ground floor options include a garage, a fully accessible apartment, and a standard apartment. The second floor plan will work with any ground floor option.
- Facade options include both single- and double-porch, simple stair access for second floor, and a carport option.



Two-story Twin Unit with a Single-story Cottage in a Courtyard Format



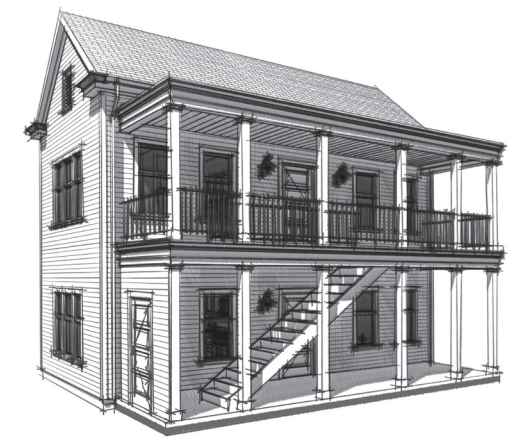
Option 1
Single-Story



Option 2
Two-Story Garage Cottage



Option 3
Two-Story Twin Unit



Option 4
Double-Porch Twin Unit



Single-Story Front



Two-Story Twin Unit Side/Front



Double-Porch Twin Unit Side/Front



Two-Story Garage Cottage



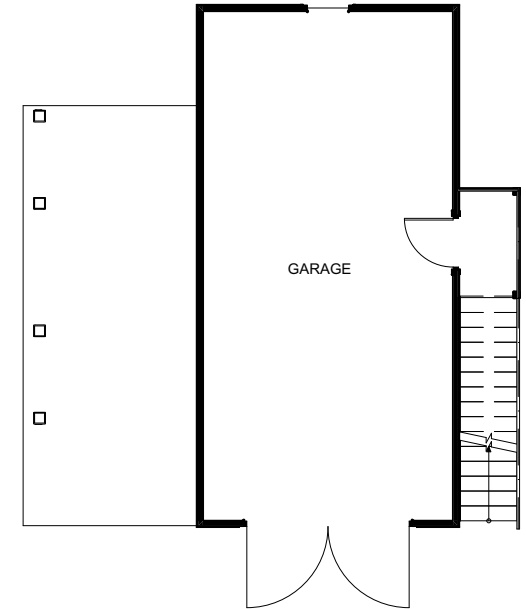
Single-Story Side



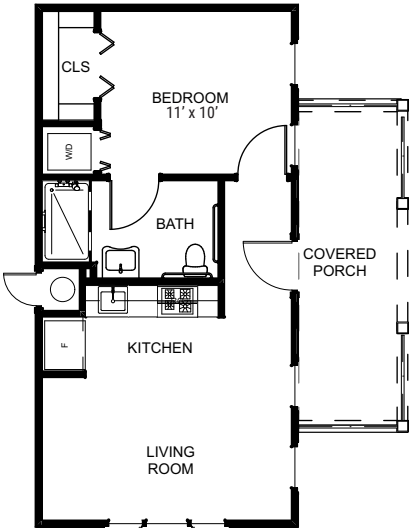
Two-Story Twin Unit Side/Front



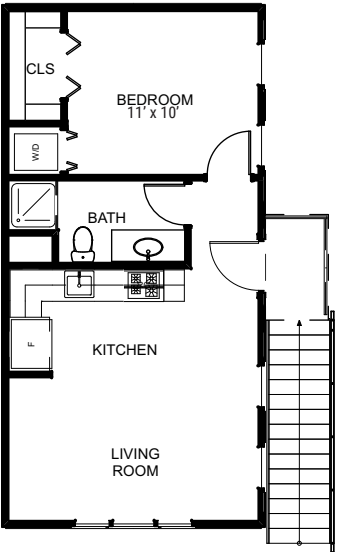
Double-Porch Twin Unit Side/Front



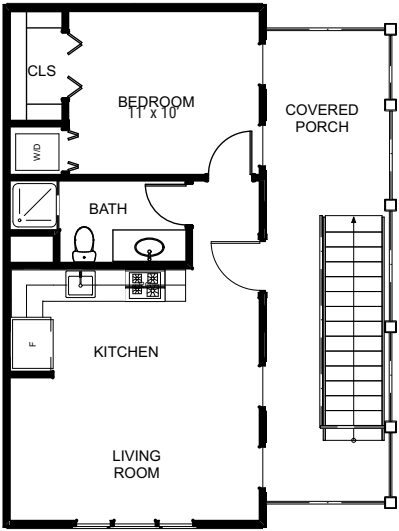
Ground Floor Garage (with optional carport)
32' wide x 32' deep



Single-Story Ground Floor (accessible option)
24' wide x 32' deep



Two-Story Ground Floor (no porch option)
20' wide x 32' deep



Second Floor (double porch option)
25' wide x 32' deep

MIDTOWN COTTAGE

Lot Diagrams

Refer to Supplementary Criteria and underlying code for detailed site standards. Minimum parcel dimensions and setbacks are the greater of the underlying zoning code or the minimum dimensions included in the lot diagrams for each building type in the Pattern Book.

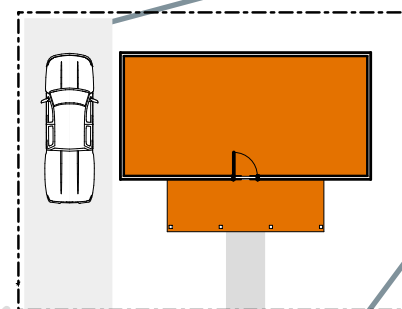
The Cottage can be built in a variety of different site conditions, either as a stand alone primary structure fronting the street, a backyard cottage (subject to city ordinance), or several cottages can be built together to form a courtyard format.



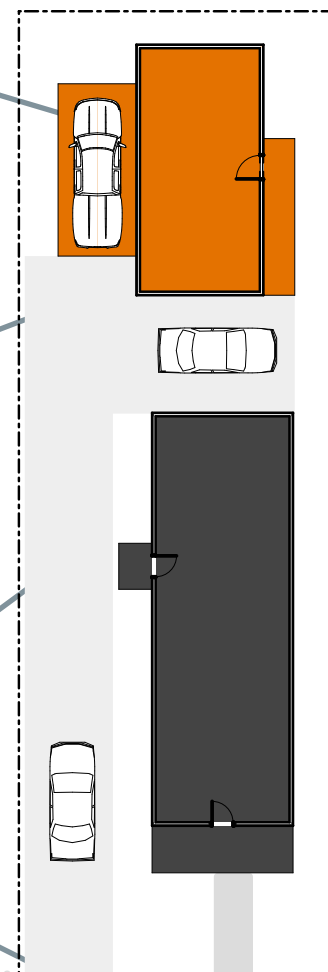
Single-Story Cottage on Small Infill Lot



Three cottages arranged in a courtyard format with parking in the rear.



Small-Lot Infill
Ideal lot site: at least 50' wide x 35' deep.



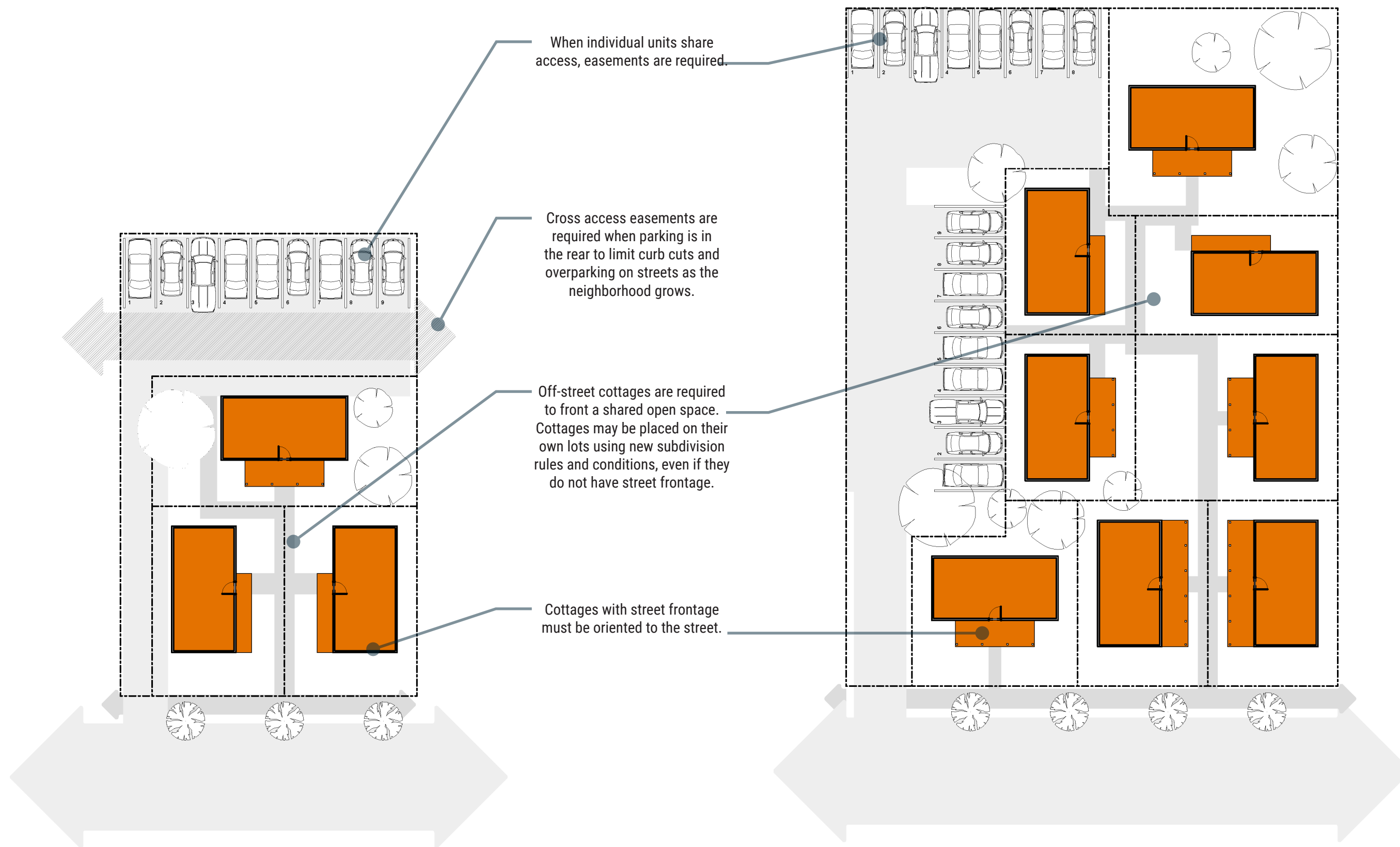
Accessory Dwelling Unit (ADU)
Ideal lot size allows for 10' fire separation between all buildings.

The garage variation of the cottage is not allowed to front a street; it may only be placed behind other buildings.

Cottages can be built behind existing homes in an Accessory Dwelling Unit format.

Driveways are limited in width so that streets are not dominated by curb cuts.

Street trees required for new developments. Wider lots will need more trees.



Ideal lot size: At least 0.5 acres.

Ideal lot size: at least 0.5 acres.



FLEX HOUSE

Convertible home for changing households

The Flex House is a simple two-story 1,800 square foot building that adds duplex convertibility to a single unit house. In its most basic form, it offers an efficient three bedroom, two and 1/2 bath arrangement with a master bedroom on the ground floor.

With very minimal changes, the house can be made into a stacked *one-over-one* duplex. In this configuration, the building offers a generous one bedroom, one and 1/2 bath apartment with a front porch on the lower level, and a two bedroom, one bath apartment on the second level that is accessed via a private entrance on the side of the building.

OPTIONS INCLUDED

1. Single-Porch Flex House
2. Single-Porch Flex House Duplex
3. Double-Porch Flex House
4. Double-Porch Flex House Duplex



Single-Porch Flex House Duplex



Option 1
Single-Porch Flex House



Option 2
Single-Porch Flex House Duplex



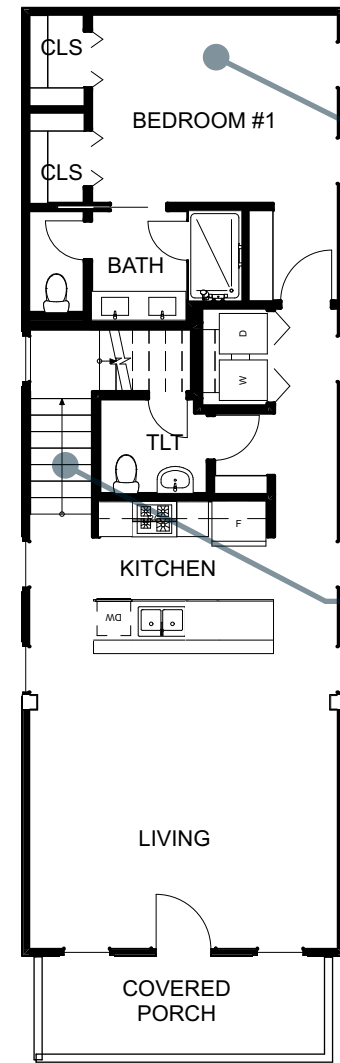
Option 4
Double-Porch Flex House Duplex



Approved Variation
Flex House in Brick



Two Flex House Variations, Side by Side



Single Unit Ground Floor
18' wide x 59' deep

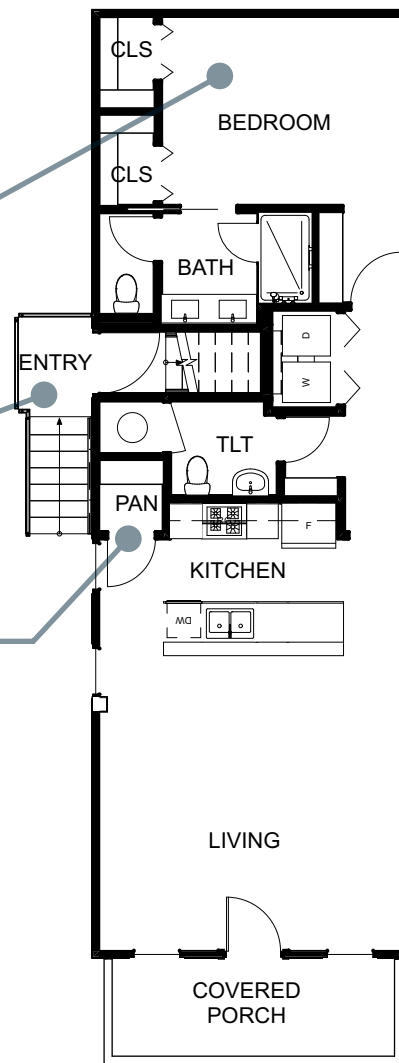


Single-Unit Single-Porch

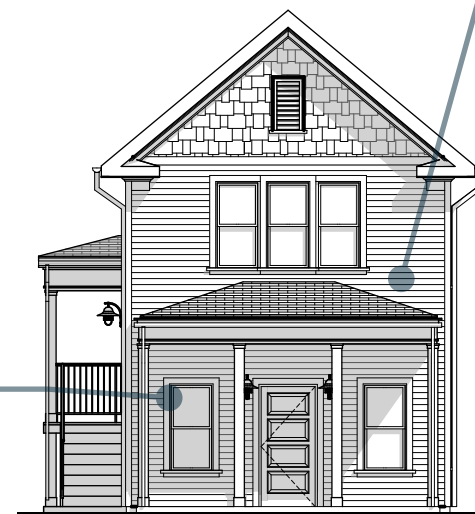
The master bedroom on the ground floor is adaptable for residents who wish to age in place.

A separate entry provides privacy for occupants of the upper and lower unit.

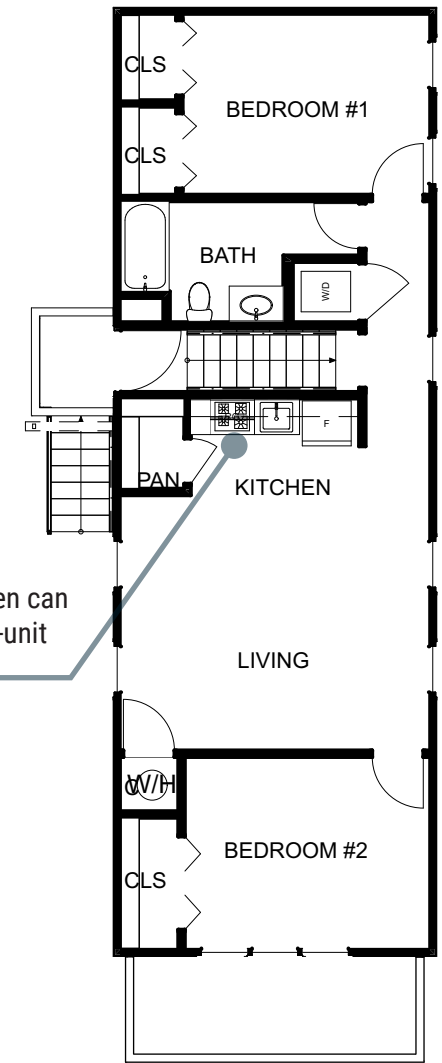
A simple renovation to the lower stairwell allows the building to flex between a single unit and a duplex.



Single-Unit Ground Floor
23' wide x 59' deep



Twin-Unit Single-Porch Gable



Second Floor (duplex option)
23' wide x 59' deep



Twin-Unit Double-Porch

The second floor kitchen can be omitted for single-unit construction.

The Flex House can be built with either a single or a double porch. Applicants can also choose to build it in brick.

The front porch must always directly address a street.

FLEX HOUSE

Lot diagrams

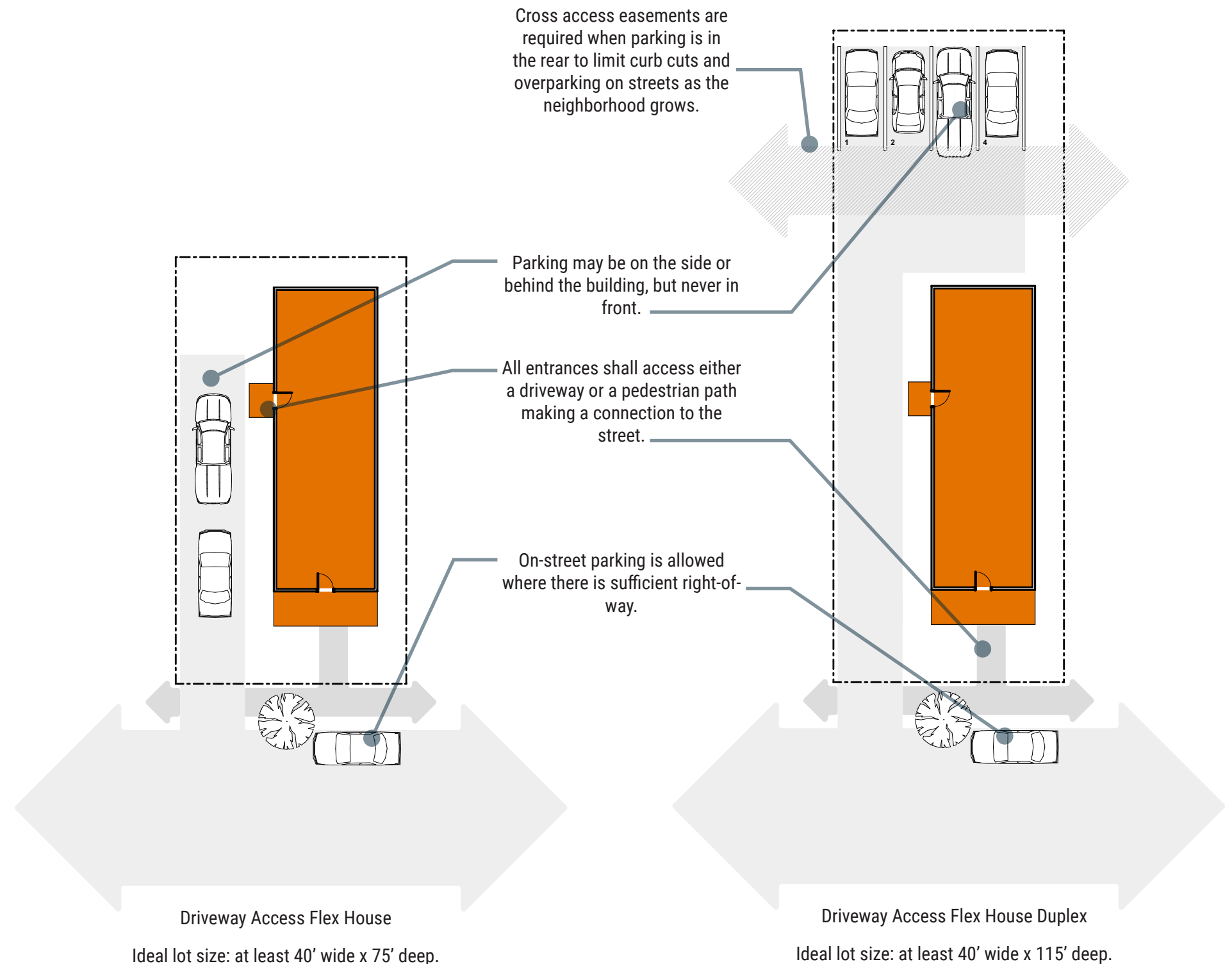


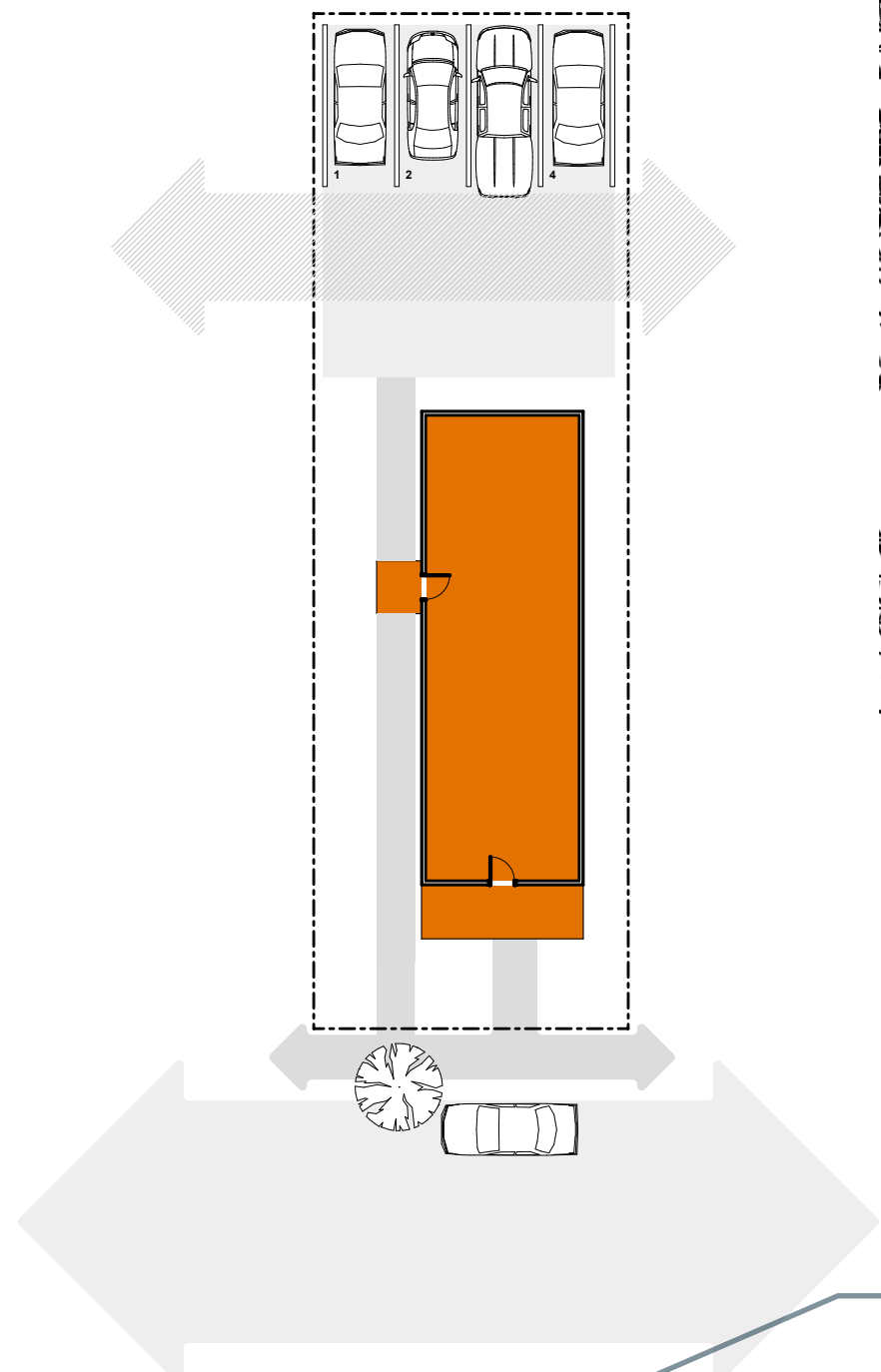
Refer to Supplementary Criteria and underlying code for detailed site standards. Minimum parcel dimensions and setbacks are the greater of the underlying zoning code, or the minimum dimensions included in the lot diagrams for each building type in the Pattern Book.

- Single House. The Flex House can be constructed as a single family house under the same requirements as any other single family home.
- Duplex option. Applicants may construct the Flex House as a two-unit dwelling anywhere the Flex House is allowed.



Double-Porch Flex House Duplex with Driveway Access





Rear Access Flex House Duplex

Ideal lot size: at least 35' wide x 115' deep.

Flex houses built with rear access or shared driveways can fit on narrower lots.



Two Flex Houses with a Shared Driveway and Cross Access in Rear



APARTMENT HOUSE

Small multifamily that just fits

The Apartment House is a context sensitive approach to adding density gently into an existing neighborhood. From the street, the building presents as a 1.5-story single-family house. Within the building, three modest but dignified apartments offer a variety of sizes and amenities.

Unlike similarly sized buildings that provide separate sleeping areas with a common kitchen and living area, the apartment house has three fully independent housekeeping units with only a small stairwell shared between them. Separate living units reduce the building's individual household sizes to numbers that are more consistent with small families living in typical existing neighborhoods.

INCLUDED OPTIONS

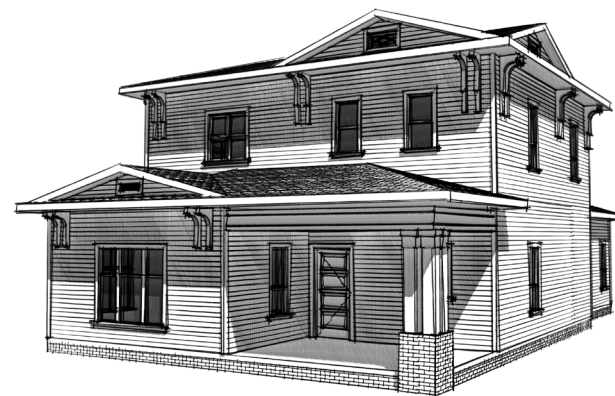
1. Shed Dormer Apartment House
2. Gable Dormer Apartment House
3. Low-Slope Apartment House



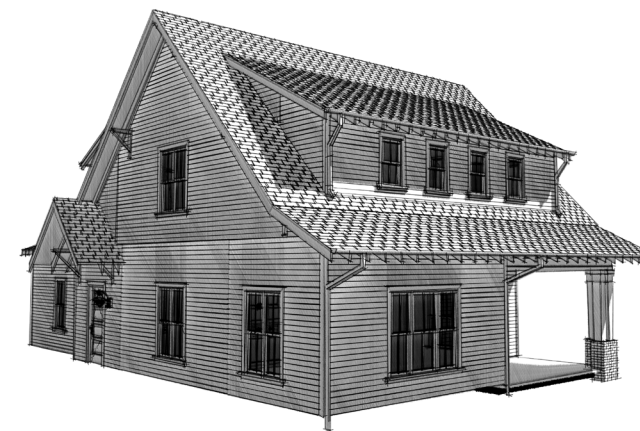
Shed Dormer Apartment House



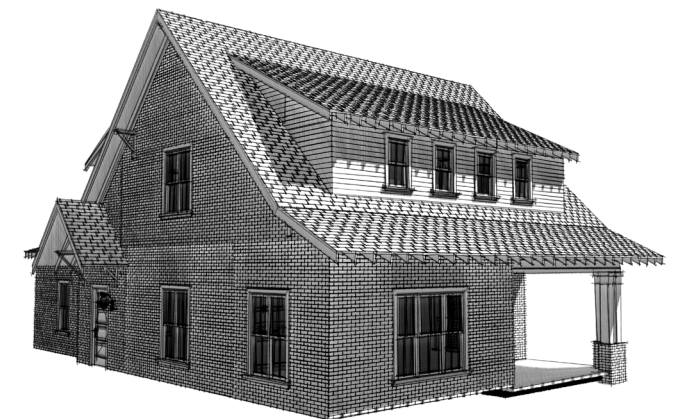
Option 1
Gable Dormer Apartment House



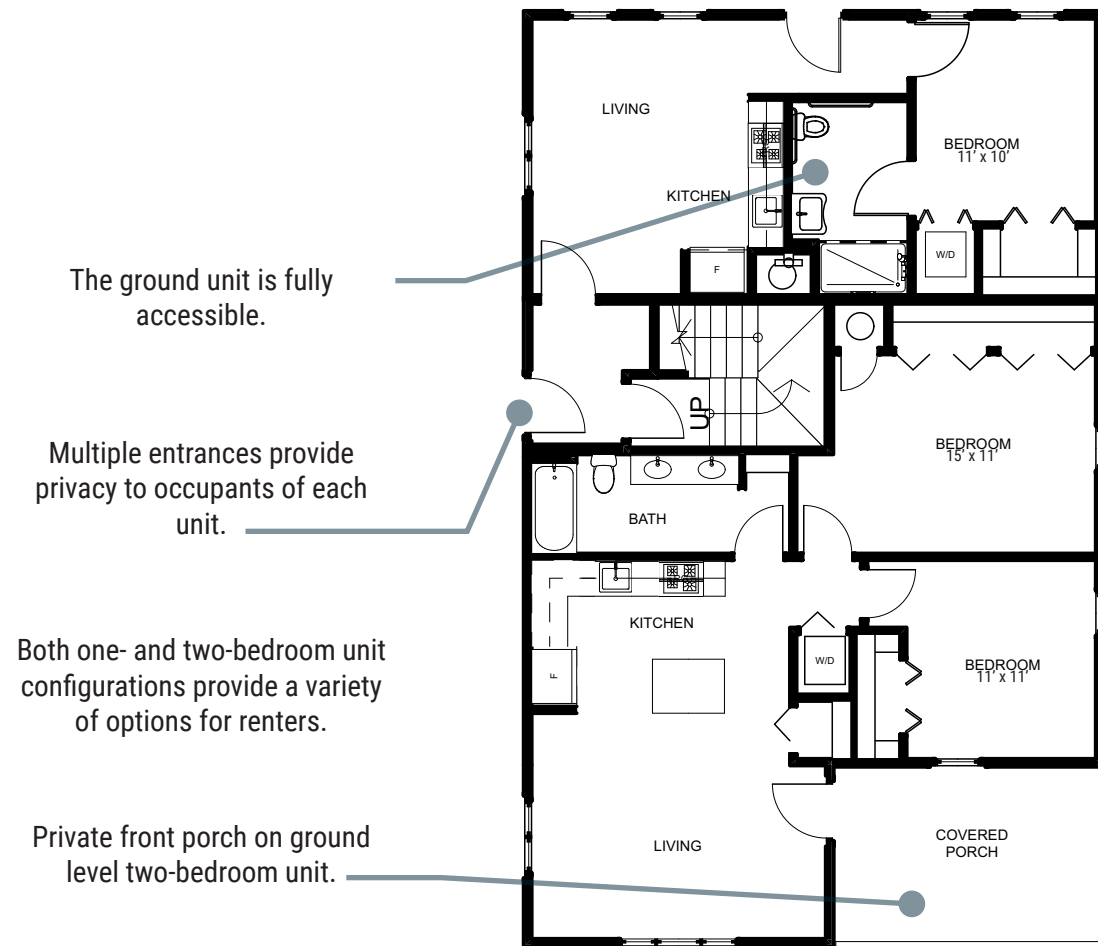
Option 2
Low-Slope Apartment House



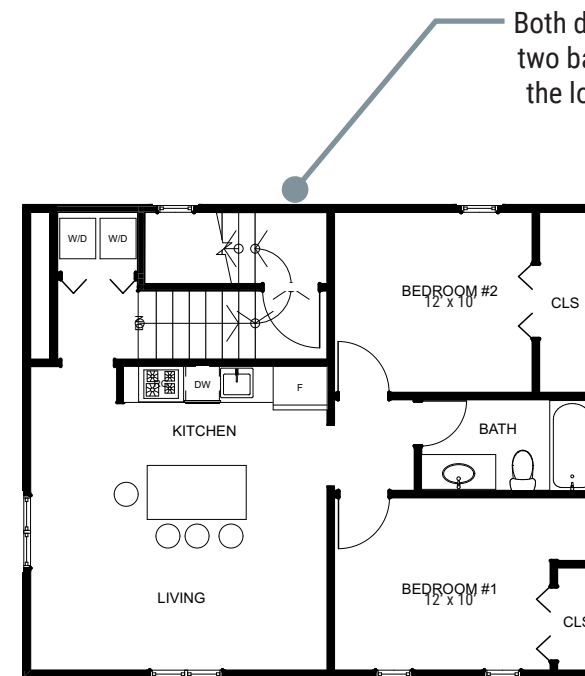
Option 3
Shed Dormer Apartment House



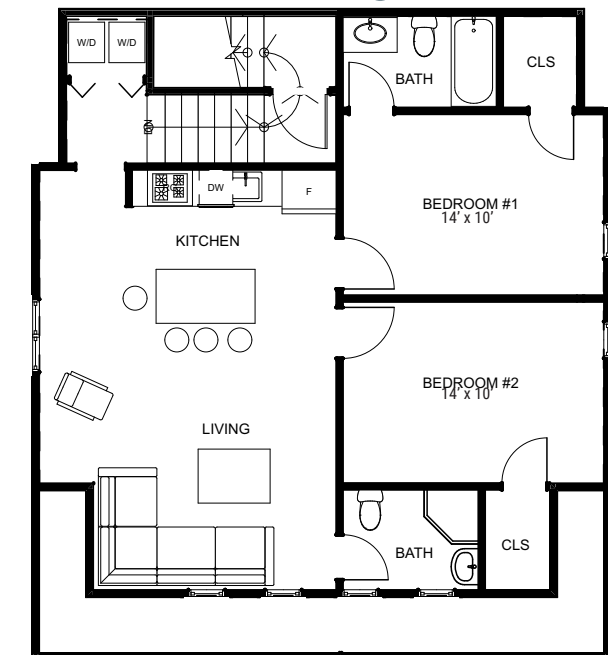
Approved Variation
Shed Dormer Apartment House in Brick



Ground Floor (Typical)
32' wide x 52' deep



Second Floor Low-Slope Apartment House



Second Floor Dormer Apartment House

All roof lines are designed to be compatible with existing single story neighborhoods.



Gable Dormer Apartment House



Low-Slope Apartment House



Shed Dormer Apartment House

APARTMENT HOUSE

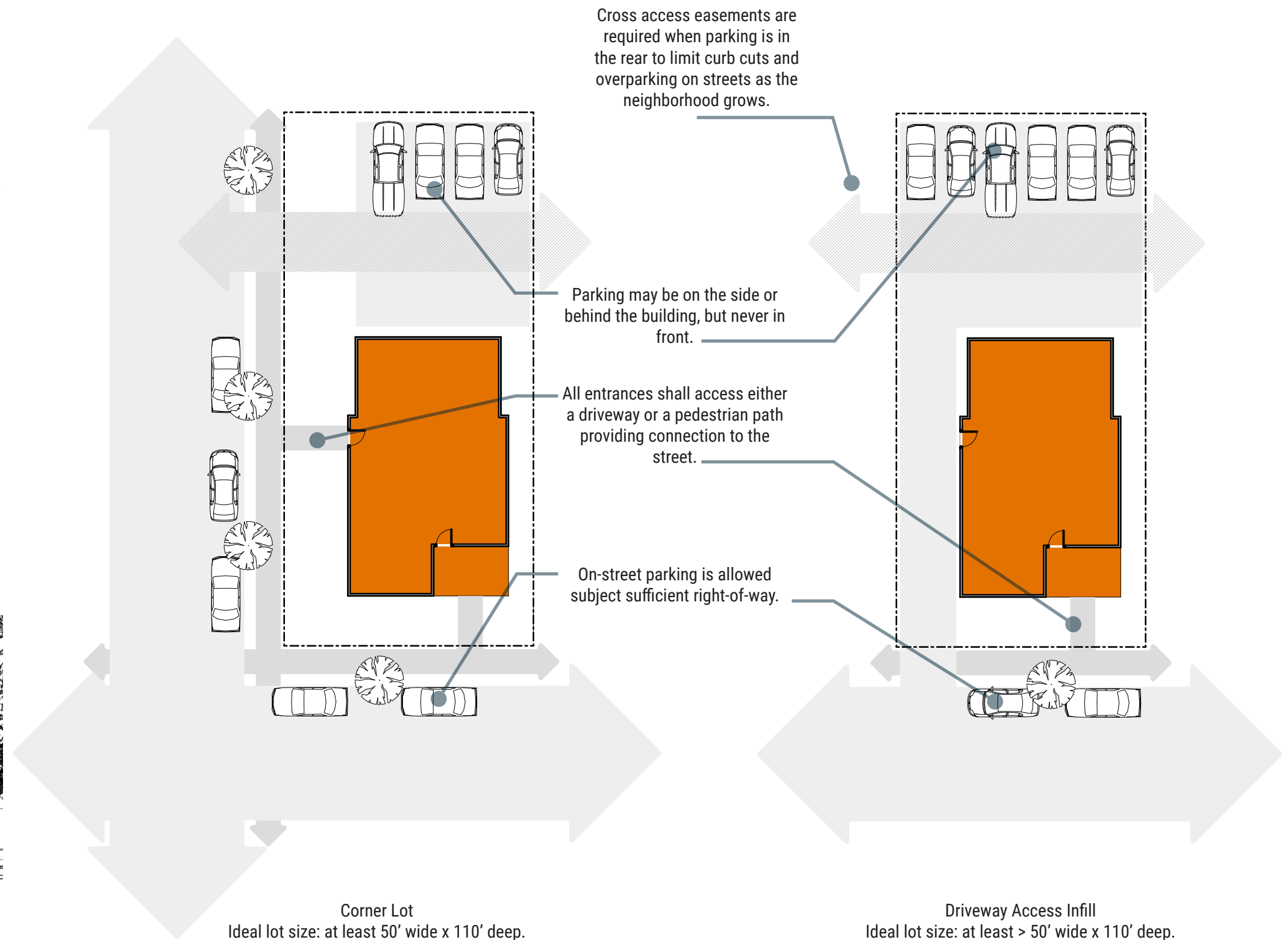
Lot diagrams

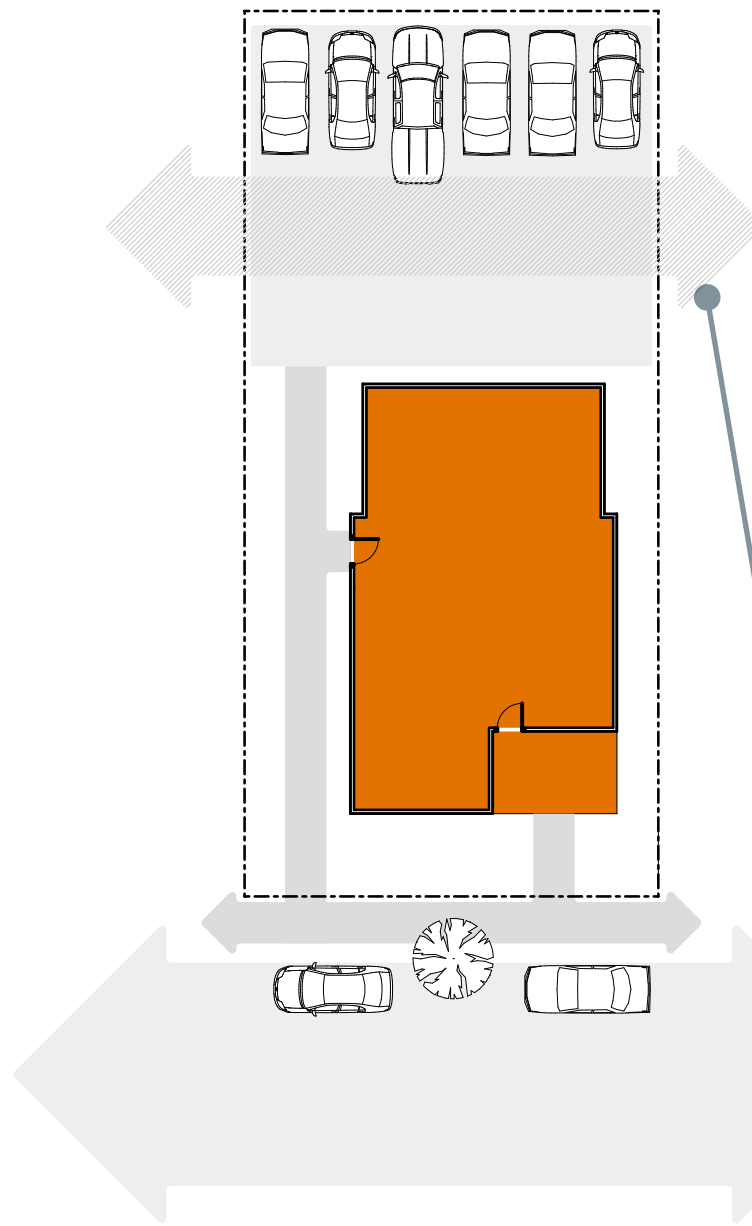
Refer to Supplementary Criteria and underlying code for detailed site standards. Minimum parcel dimensions and setbacks are the greater of the underlying zoning code or the minimum dimensions included in the lot diagrams for each building type in the Pattern Book.

- *Corner Lot.* The Apartment House features entrances on two sides; it is well suited to corner lots where both entrances address the street.
- *Infill Lot.* The Apartment House may also be built on mid-block lots, with either driveway or rear access.

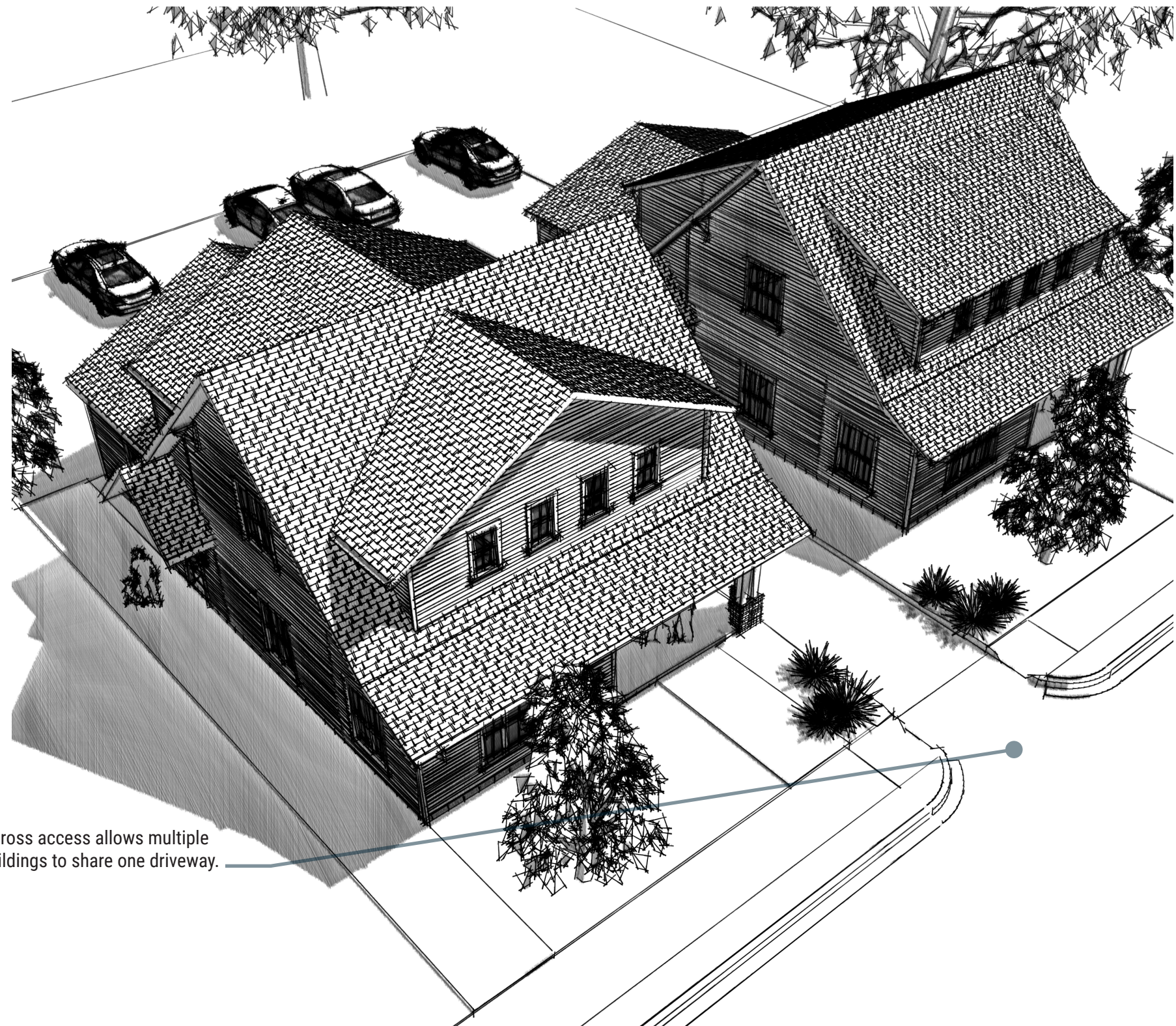


Option 2
Low-Slope Apartment House





Rear Access Infill
Ideal lot size: at least 50' wide x 110' deep.

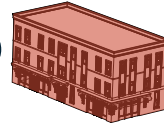


Cross access allows multiple buildings to share one driveway.

Two Apartment Houses with a Shared Driveway and Cross Access in Rear

MIDTOWN WALK-UP

Ultimate flexibility



Residential or mixed-use, two- or three-stories, the Walkup Apartment is a classic of American cities. This updated version maximizes a small footprint by providing up to 12 individual one-bedroom units in a three-story wood-frame building with no elevator.

Two-story residential and mixed-use versions of this building may be constructed from the provided builder's sets without the need to hire an architect.

Applicants wishing to build any three-story version of the building will be required by the State of Texas to retain the services of a licensed professional architect. Applicants are welcome to use any qualified architect for these services.

INCLUDED OPTIONS

1. Two-Story Parapet Residential
2. Two-Story Parapet Mixed-Use
3. Three-Story Parapet Residential
4. Three-Story Parapet Mixed-Use
5. Two-Story Hip Roof Residential
6. Two-Story Hip Roof Mixed-Use
7. Three-Story Hip Roof Residential
8. Three-Story Hip Roof Mixed-Use



Option 6
Two-Story Hip Roof Mixed-Use Walk-Up



Option 2
Two-Story Parapet Mixed-Use Walk-Up



Option 3
Three-Story Parapet Residential Walk-Up



Option 6
Two-Story Hip Roof Mixed-Use Walk-Up



Option 7
Three-Story Hip Roof Residential Walk-Up

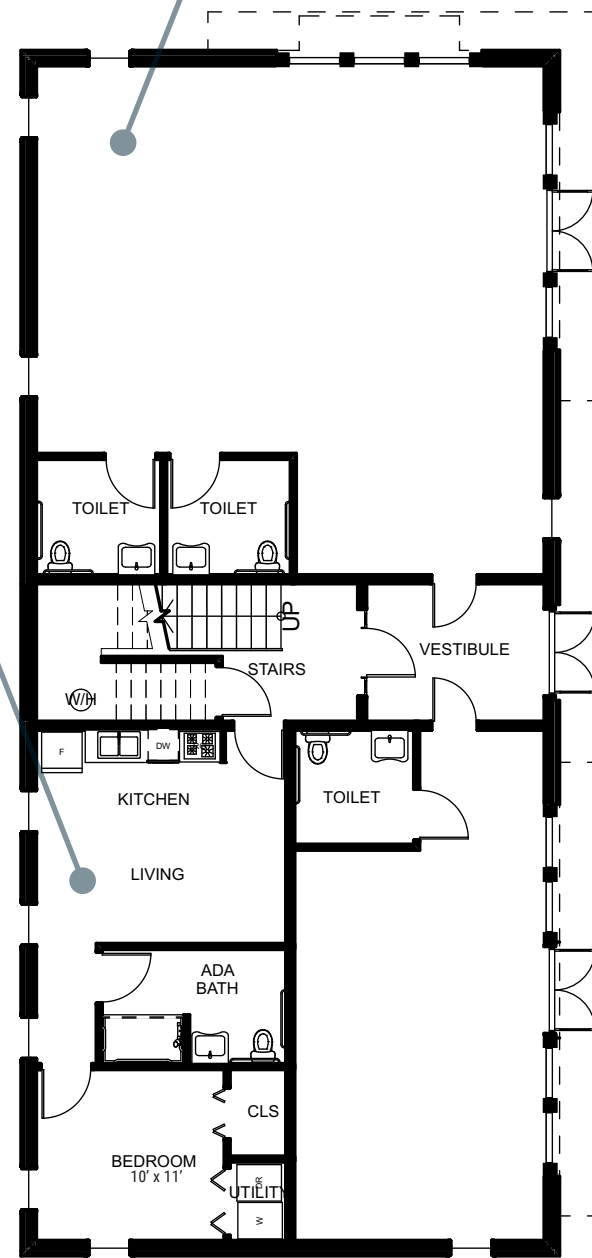


Option 8
Three-Story Hip Roof Mixed-Use Walk-Up

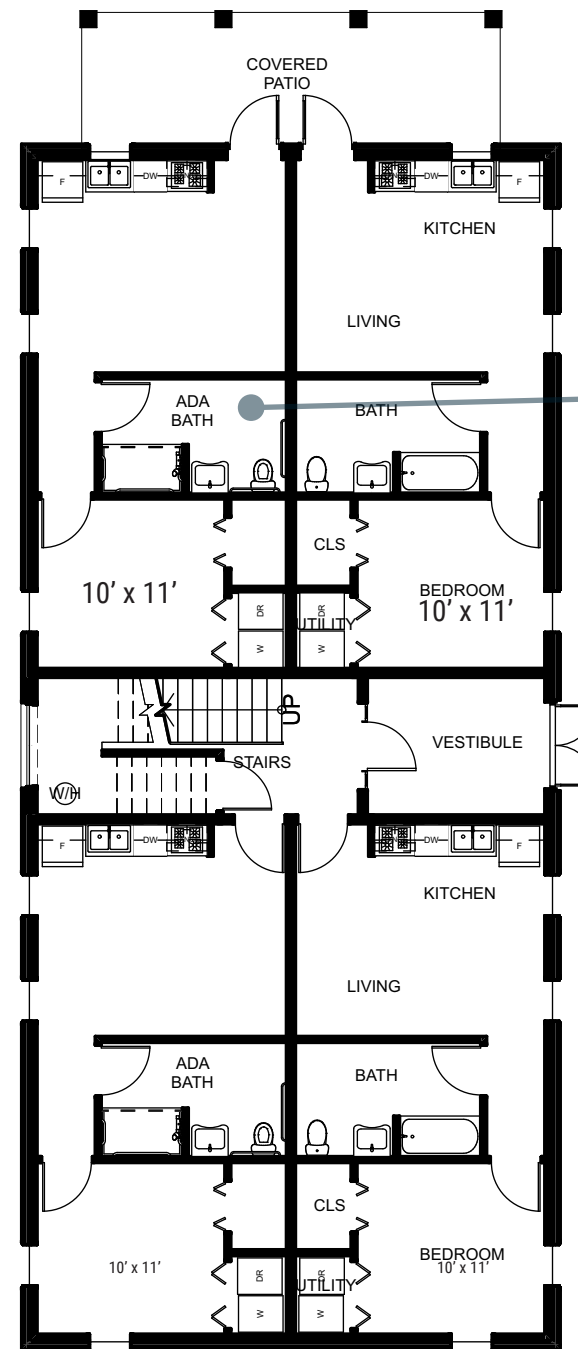
Mixed-Use options must have ground level apartment to comply with fair housing requirements.

All three-story options must be stamped by an architect licensed to practice in the State of Texas.

Commercial space on ground floor allowed per underlying zoning code.



Mixed-Use Ground Floor Plan
32' wide x 74' deep



Residential Ground Floor Plan
32' wide x 82' deep

At least one unit on the ground floor must be fully accessible, all others must be adaptable.

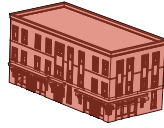
Multi-level gallery provides an amenity for upgraded units and gives the building a residential character.



Option 3
Three-Story Parapet Residential Walk-Up

MIDTOWN WALK-UP

Residential lot diagrams

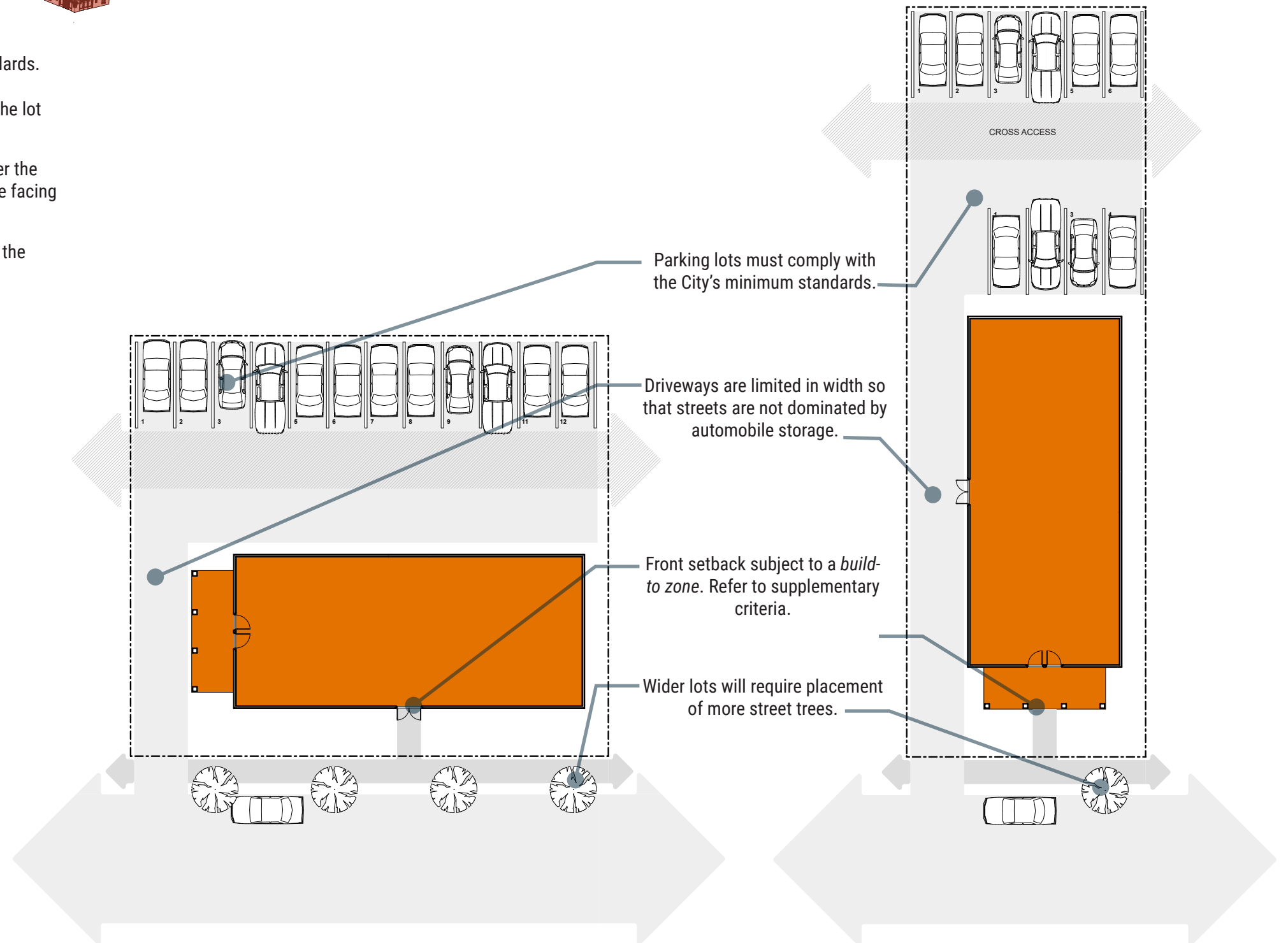


Refer to site diagrams and underlying code for detailed site standards. Minimum parcel dimensions and setbacks are the greater of the underlying zoning code, or the minimum dimensions included in the lot diagrams for each building type in the Pattern Book.

- *Infill Lot.* The building may be built on mid-block lots with either the long (vestibule) side facing the street, or the narrow porch side facing the street.
- *Corner Lot.* The building may be built on a corner lot with both the vestibule and the porch facing public streets.

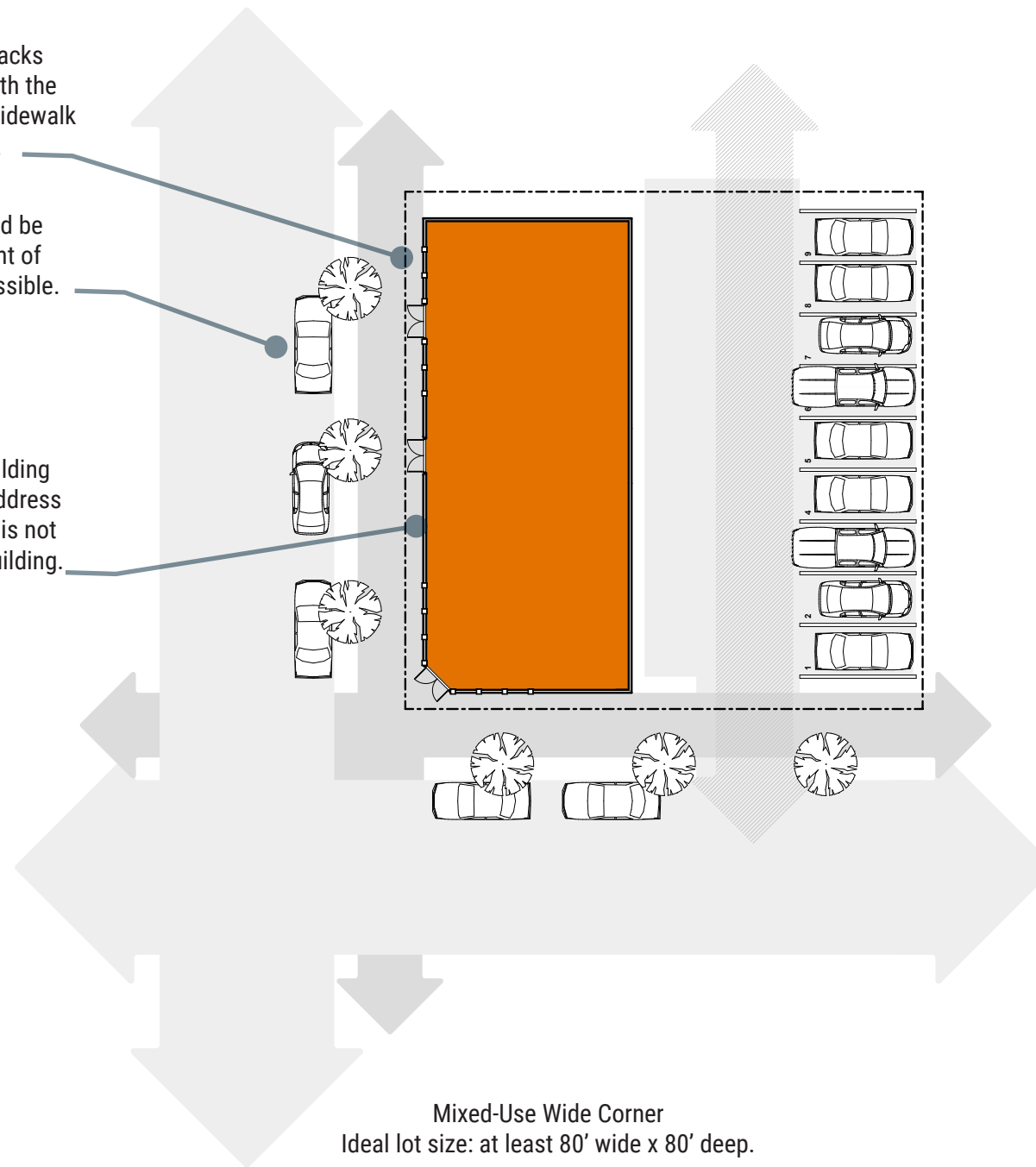
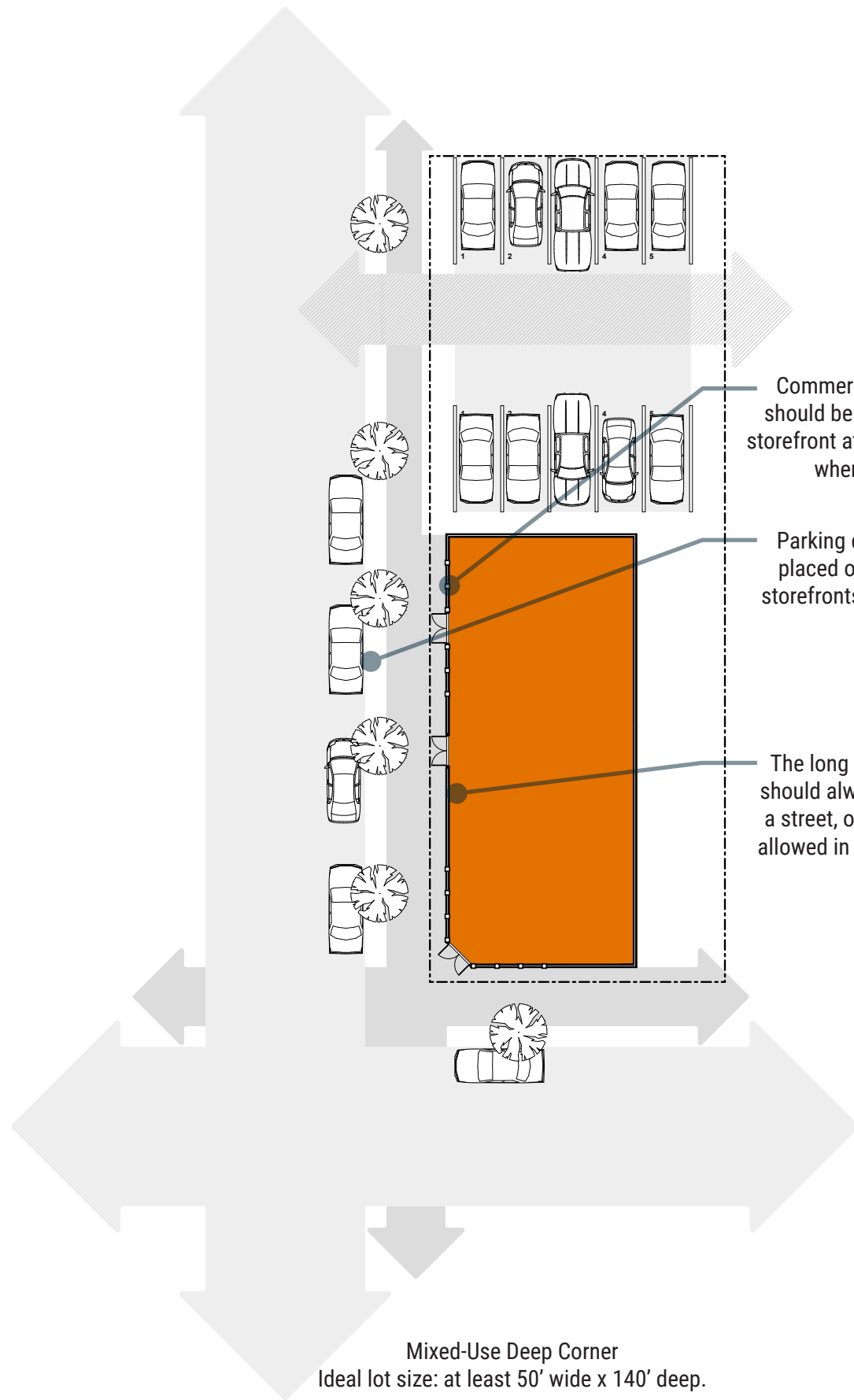


Option 8
Three-Story Hip Roof Mixed-Use Walk-Up



All Residential Wide Lot Infill
Ideal lot size: at least 100' wide x 88' deep.

All Residential Narrow Lot Infill
Ideal lot size: at least 50' wide x 160' deep.



SUPPLEMENTARY CRITERIA

Pre-permitted development projects must comply with these conditions to receive an expedited site development and building permit. These facilitate faster design and review.

A site plan with annotations showing how each of these conditions is being met shall be submitted by the development applicant to be eligible for expedited permitting. The site plan shall use a certified boundary survey as a basemap.

1) VARIABILITY

- A) *One per parcel.* No more than one pattern building may be located on any parcel. Pattern buildings constructed as accessory dwelling units do not count against this limitation.
- B) *Multiple architectural options required for larger projects.* Any contiguous set of three or more parcels with pattern buildings shall include at least two variants of the pattern buildings.

These conditions for variability help to ensure that pattern zones do not result in too many buildings that are too similar.

A minimum of 4' separation from the back of the curb is preferred.

2) PARKING

- A) *Minimum parking.* One parking space per bedroom.
- B) *On-street parking counted.* On-street parking spaces may be constructed with new projects where sufficient right-of-way exists. On-street parking spaces shall be counted toward the required parking minimums.
- C) *Parking lot location.* Parking lots shall not be constructed between a building and the street a building is oriented towards. They may be located to the side or to the rear of the primary structure.
- D) *Driveway width.* Maximum driveway width is 12', except when the driveway serves more than 4 units or commercial uses. For more than 4 units, the maximum width is 20'. Maximum curb cut radius is 10' on streets which aren't arterials.
- E) *Cross-access required.* When three or more contiguous parcels are proposed for development with pre-approved buildings, a cross-access easement in the rear is required to establish a shared parking and driveway scheme. The cross-access easement shall meet minimum dimensions for two-way vehicular travel.
- F) *Revised parking lot landscaping requirements.* End islands are not required at the end of each parking row when the parking lot services three parcels or fewer. Otherwise, an end island shall be constructed on the boundary line of adjoining parcels.

When formalized, on-street parking creates a more walkable street with slower speeds. It is often cheaper to construct than parking lots.

Trees provide critical shade that makes neighborhoods more livable over time.

Rules about parking location and driveway width make streets more walkable and maximize the availability of on-street parking.

Cross-access helps to limit curb cuts, front yard parking, and maximize the availability of on-street parking. This provision is also recommended for conventional development projects.

The build-to zone defines a zone on each parcel that the primary facade must be located in. New facades must be placed about the same distance to the right-of-way as other buildings, but they can be up to 10' closer. They cannot be located farther away than the average of other buildings, because doing so prevents the possibility of rear yard parking.

3) PEDESTRIAN FACILITIES

- A) *Sidewalk required.* Where no sidewalk exists on the same side of the street, a new sidewalk shall be constructed in accordance with City standards.
- B) *Sidewalk and driveway interface.* Sidewalks may have changes in elevation which meet ADA standards.
- C) *Pedestrian-oriented entry.* Each principal building shall have a clear and dedicated route from the right-of-way to its primary entrance, and its primary entrance shall face the street.

4) STREET TREES

- A) *Street trees required.* One street tree per 30' of lot width is required, round up normally.
- B) *Street tree location.* Trees shall be planted in the right-of-way between the curb and the sidewalk. If underground utilities or other conflicts prevent planting in that location, then they shall be planted within 4' to 10' of the sidewalk to provide shade and reduce future maintenance costs.
- C) *Existing trees counted.* Existing trees within 10' of the sidewalk may be counted towards this requirement if they are protected during construction.

5) LOT DIMENSIONS AND SETBACKS

- A) *Side and rear setbacks.* Side and rear setbacks are equal to the underlying zoning code or 5', whichever is greater.
- B) *Front build-to-zone.* The primary façade shall be placed in a zone starting from the average setback of other facades on the same block face, and ending up to 10' closer to the sidewalk. The front build-to zone may be varied by staff when necessary to preserve enough space for parking in the rear yard.
- C) *Minimum parcel dimensions.* The minimum lot area and lot width are the same as the underlying zoning designation or the minimum dimensions in the lot diagrams within the Pattern Book, whichever is less.

6) TRASH AND RECYCLING

- A) *Container location.* Trash and recycling containers shall be stored in a designated area to the side or the rear of the building. Buildings with four units or less shall not be serviced by dumpsters, unless service is aggregated among multiple parcels.

7) VARIANCES

- A) *Exemptions require conventional review.* In general, variances from these guidelines are not permitted except where otherwise noted. Minor changes to exterior ornamentation, such as a railing details or door style, may be administratively approved by staff. In general, requesting exemptions from these site design criteria or proposing changes to the architectural design of the buildings will require approval from the Director of Development Services

The use of provided variants is strongly encouraged. To maintain the ability to review projects quickly, further modification from the provided variants or from these general conditions makes a project ineligible for an expedited permit.

8) FLOOD-PRONE AREAS

- A) *Flood regulations apply.* Pattern zone doesn't eliminate floodplain or floodway regulations. Parcels with area designated as floodplain shall undergo a standard floodplain review and demonstrate regulatory compliance before a combined site development and building permit is issued.

9) USES

- A) *Commercial uses limited by zoning.* Pattern buildings which include a commercial format, such as the walkup, cannot be used for commercial purposes unless the underlying zoning allows it.
- B) *Residential uses allowed with associated map.* Pattern buildings which contain only a residential use may be constructed where indicated on the Pre-Approval Maps.



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IMPLEMENTATION WORKPLAN

DELIBERATE ACTION FOR STRATEGIC RESULTS

This section describes specific actions the City can take to implement this plan. The workplan can be used to guide Midtown development in a deliberate manner and in coordination with stakeholders. It calls for specific near term actions to be implemented in the next three years and is more general with respect to middle- and long-term tasks.

This plan organizes tasks according to when they should be completed: near-term (1-3 years), mid-term (3-5 years), and long-term (5+ years).

IMPLEMENTATION RESPONSIBILITY

Ultimately, the responsibility for implementing this plan rests with community leaders. This plan should help leaders make predictable decisions. Implementing the plan in a deliberate, stepwise process will help to align public and private sector activity while building a more resilient Midtown.

This document should be used much like the Comprehensive Plan is used. Members of the City Council and Planning Commission and staffers should refer to the plan when reviewing development applications, conceptualizing new infrastructure, or creating annual work programs.

In addition to the municipality, implementation of the plan will be more successful if the the civic sector and the public are invited to play meaningful roles. Civic institutions can help to drive the pace of implementation by coordinating stakeholder engagement. New policies and programs will be viewed as more legitimate if the public is regularly involved in their design.

OBJECTIVE

The objective of this plan is to coordinate public and private investment along the corridor. Each task in this implementation workplan was designed with that objective in mind.

STRATEGIC OVERVIEW

HOW TO GET STARTED

These strategies will be implemented over several years. The workplan begins by focusing on near-term strategies that can be accomplished within the first two years. At the end of the two years, assessment of status for those strategies that have been accomplished and those that have not will be re-evaluated and shuffled between near-term and mid-term strategies.

The same re-evaluation of mid-term and long-term strategies will take place and the next two-year cycle will begin again. The key is to build up towards the community's larger plans, by accomplishing the smaller tasks that lay the ground work for the long-term strategies.

This continuous assessment will show activation on the plan recommendations and garner allies in the community for following through on the vision.

STRATEGY 1: ADMINISTRATION

Create new administrative structures and resources in support of midtown.

STRATEGY 2: CORRIDOR

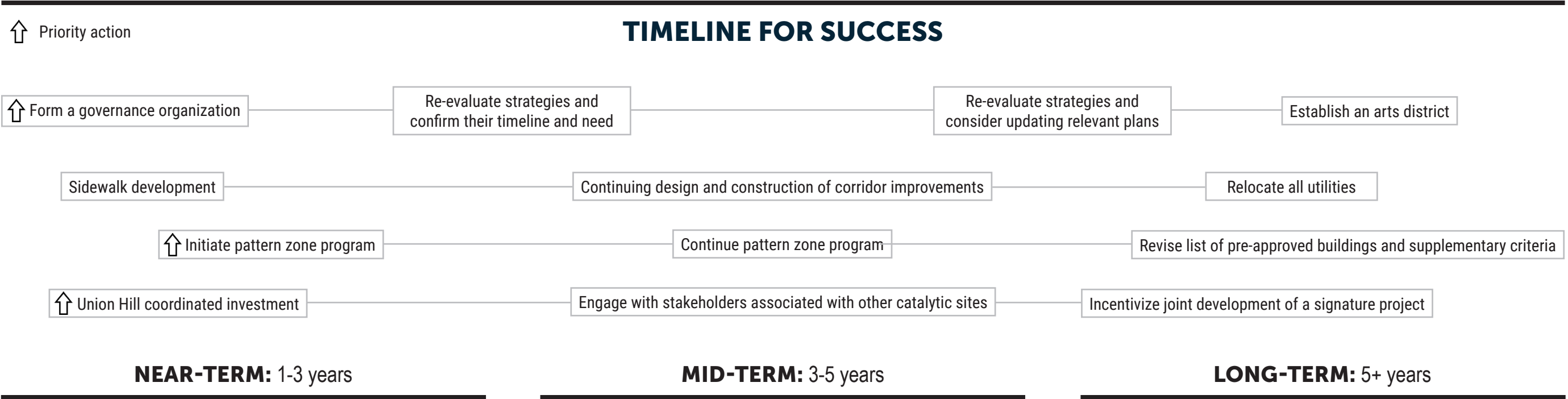
Invest in the corridor directly and in coordination with private sector activity at the site of catalytic projects.

STRATEGY 3: INCREMENTAL INFILL

Establish policies and programs that guide neighborhood development through incremental change over time.



Continuing to invest public resources into South College Avenue—and coordinating those resources with private sector investments—is critical to the success of Midtown.





TOP NEAR-TERM PRIORITY ACTIONS

Administration

- Transition MPAC into a permanent workgroup.
- Enhance enforcement of existing nuisance ordinances, including those for parking, trash, and noise.
- Fund a full-time Midtown coordinator.

Corridor

- Focus resources on Union Hill.
- Design walkability improvements to corridor in Gateway and Railyard districts.
- Commit to annual corridor improvements.

Incremental Infill

- Codify Midtown Pattern Book and critical zoning amendments.
- Initiate pattern zone program.

STRATEGY 1: ADMINISTRATION

Implementing the entire plan and achieving corridor and neighborhood investment from Downtown to North of Northgate may take 15 years or longer. Implementing any district plan over so many years requires stable resources to coordinate ongoing activity. In Midtown, that will mean new administrative structures that continue to involve stakeholders.

CREATE A NEW ENTITY TO COORDINATE ONGOING MIDTOWN DEVELOPMENT

Evolve the Midtown Plan Advisory Committee (MPAC) from a city advisory committee to a work group, an independent 501(c)3 non-profit group whose mission to support the implementation of this plan and its adherence to the Aligning Principles. This work can begin right away by organizing a transition team under MPAC. A full-time Midtown coordinator can work either for the municipality or for the new entity.

ENFORCE EXISTING NUISANCE POLICIES

Existing policies with respect to over-parked streets and yards, storage of solid waste containers, and loud noise during irregular hours are rarely enforced. They must be enforced in the future to minimize the negative impacts of detached shared housing and other projects, especially in the North of Northgate area. A report on existing levels of compliance should be created and used as a benchmark for measuring annual improvements. An earlier report on detached shared housing documents common complaints and the majority can be solved through better enforcement. It should be a priority.

CONTINUALLY UPDATE ZONING AND DEVELOPMENT CODES

Continue to bring forward amendments to zoning and development regulations after the first legislative package has been adopted. The first legislative package should codify, at minimum, the plan's new zoning designations and the pattern book. New ordinances for accessory dwelling units and courtyard subdivisions should follow soon after that. Other text amendments that recalibrate the code to existing conditions or new precedents can be proposed as they arise.





STRATEGY 1: ADMINISTRATION—SUMMARY TASK LIST

Near-Term

- Adopt the plan.
- Pass first legislative package including codification of the Pattern Book and zoning and map amendments.
- ↑ Transition MPAC to a new workgroup.
- ↑ Enhance enforcement of nuisance ordinances.
- Fund full-time Midtown coordinator.

Mid-Term

- Consider zoning and development amendments where waivers and variances of the prior two years have established precedents for new policy.
- Consider expansion of the Midtown zoning districts to adjacent tracts.
- Regularly review progress of MPAC work group.
- Assess compliance with enforcement practice refinements and create an accountability report to assess enforcement outcomes.
- Review organizational growth and revisit the structure of MPAC work group.

Long-Term

- Review and rewrite code for new policies as necessary.

STRATEGY 2: CORRIDOR

This plan approaches development of the South College Avenue corridor, and Old College Road and South College Main, through coordinated public and private investment at the site of Catalytic Projects in each Experience District. Catalytic Projects and the capital improvements they imply are the primary means through which the city can show commitment to the plan and maintain momentum throughout plan implementation.

PRIORITIZE UNION HILL

This plan is explicit in its recommendation to focus near-term resources. Union Hill is the best candidate for showing progress within two years.

Focusing resources is critical because it increases the likelihood a project will be completed—and be completed on schedule. Assigning resources along the entire length of the corridor would spread resources too thin to stimulate meaningful interest from the private sector.

Union Hill is the best candidate because a majority of property owners associated with the Catalytic Project have already been involved with the planning process and are eager to coordinate with the city. The city should put its first investments where the private sector is ready to leverage them for support in complementary projects.

GATEWAY AND RAILYARD IMPROVEMENTS

While full build-out of the Catalytic Projects in these Experience Districts is not as immediate a focus as in Union Hill, constructing pedestrian facilities, including sidewalks and lighting, in the Gateway and Railyard Districts will connect Midtown to Downtown efficiently. Creating a pedestrian connection from Downtown through Midtown sends a powerful message to the community about the city’s commitment to Midtown.

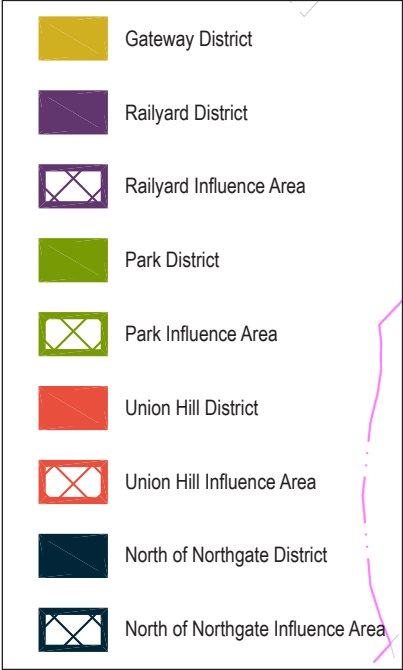
PARK IMPROVEMENTS

Park District projects directly address the interface between Bryan Regional Park and its surrounding neighborhoods. The strongest potential lies in the connection between Bryan Regional Park and Travis Field. Improving physical connections along multi-use paths, within the current right-of-ways available on Bomber Drive, will be essential to connecting and promoting a relationship between these parks and the neighborhood.

Additional development within the area depends on various other conditions, such as the scattered ownership of commercial properties in the area. This approach, using incremental infill and catalytic projects, allows work programs to be responsive and sets predictable standards for massing and heights of buildings. This approach ensures that property owners can expect their investment to work for them.

NORTH OF NORTHGATE IMPROVEMENTS

The initial catalytic public project was performed with the reconstruction of College Main Street. With the introduction of new zoning and street design guidance, new development will continue to induce itself in the market. Some properties, as they age out, will begin to turn over and be redeveloped. Having the rules and vision in place makes it easier to describe the intended development pattern and will help with due diligence on the developer’s side. The key to the success of this district is to allow people to make decisions with their land, as they are ready. Having an eclectic mix of housing in a college adjacent neighborhood will add to its vibrancy and development potential over time. This will allow the district to grow its character and begin to feed off activity from Union Hill and Northgate areas.





These four images show before and after street photos of Downtown. Just like Downtown, new shops and businesses can be catalyzed in Midtown with enhancements to public infrastructure.

STRATEGY 2: CORRIDOR—SUMMARY TASK LIST

Near-Term

- Coordinate bi-monthly economic development and development updates to new MPAC workgroup.
- Assemble and host meetings with a development advisory sub-committee within the MPAC workgroup to advise on critical issues as development occurs.
- Establish Art Path in Midtown.
- Work with TxDOT on cleaning up the intersection between South Texas Avenue, South Main Street and South College Avenue.
- ↑ Coordinate development agreements with landowners.
- Coordinate investment in public-supportive infrastructure.
- Support local entrepreneurs and businesses to establish compatible programming with food and entertainment vibe.

Mid-Term

- Establish walkable designs of roadways and intersections with TxDOT related to Old College Road realignment.
- Improve pedestrian and bicycle connectivity between Bryan Regional Park, Travis Field and adjacent neighborhoods.
- Improve drainage issues at the intersection of Villa Maria Road and South College Avenue.
- Revise and expand engineering design manual to include layered utilities within public and private right-of-ways.
- Coordinate with local non-profit arts groups to establish a public arts plan and funding strategy.

Long-Term

- Coordinate design and funding of undergrounding all utilities.
- Coordinated development compatible with the context and development schedule of Bryan Regional Park.
- Work with landowners to determine their needs and future plans with underutilized properties in the District and bring potential development partners and user groups to partner with landowners.
- Connectivity and roadway improvements within the district, respecting the current tree coverage.
- Promote appropriate local street renovation.

STRATEGY 3: INCREMENTAL INFILL

These actions are intended to guide new neighborhood development toward livable and resilient land use patterns. The intent is for neighborhoods to remain familiar to current residents as they grow. The major element of this workplan is the pattern zone program and its system for pre-approving infill projects.

ESTABLISH A PROCESS FOR PLATTING COURTYARD SUBDIVISIONS

Codify a new subdivision process which allows for new parcels to be created which have frontage on common open space instead of a public street, when certain conditions for high quality open spaces are met. This new process will allow for the development of courtyard arrangements of single-unit structures on large parcels. It is intended to offer new home ownership opportunities and integrate large sites within neighborhoods.

ALLOW ADU'S BY-RIGHT

Codify new rules for accessory dwelling units to allow ADUs to be constructed by-right throughout Midtown. The pattern book already allows the cottage to be constructed in a backyard format where it is pre-approved. Accessory dwelling units typically have less impact than other development formats. When constructed by a homeowner, they provide meaningful income or a way to have friends and family members close by as they age.

IMPLEMENT PRECISE CODE AMENDMENTS ALONGSIDE MORE COMPREHENSIVE PROPOSALS

Existing codes make it harder to execute high quality infill projects. The Pattern Book overrides some of those codes for pre-approved buildings, and implementing the general conditions for pre-approved buildings for development in Midtown generally will increase the utility of the Pattern Book and will lower barriers for custom projects, too. These recommended changes will help make sure infill projects are more appropriate throughout Midtown and can be implemented as an overlay district or as modifications to the existing zoning and development standards.

- ⬆ Adopt a definition for a new use unit: Pre-approved pattern buildings.
- ⬆ Allow on-street parking to be constructed and counted against parking minimums.



- ↑ Reduce parking requirements to one parking space per bedroom.
- ↑ Replace front setbacks with a build-to zone based on prevailing setbacks and preserving the ability to add parking in the rear yard.

- Reduce side and rear setbacks to 5 feet.
- Adopt a maximum driveway width of 12' for small-scale projects.
- Allow driveways and parking lots for small projects to be constructed with pervious surfaces.
- Amend single-family zones to allow two-unit structures by-right.

SUBJECT DETACHED SHARED HOUSING TO THE SAME SITE DESIGN CRITERIA AS PRE-APPROVED BUILDINGS.

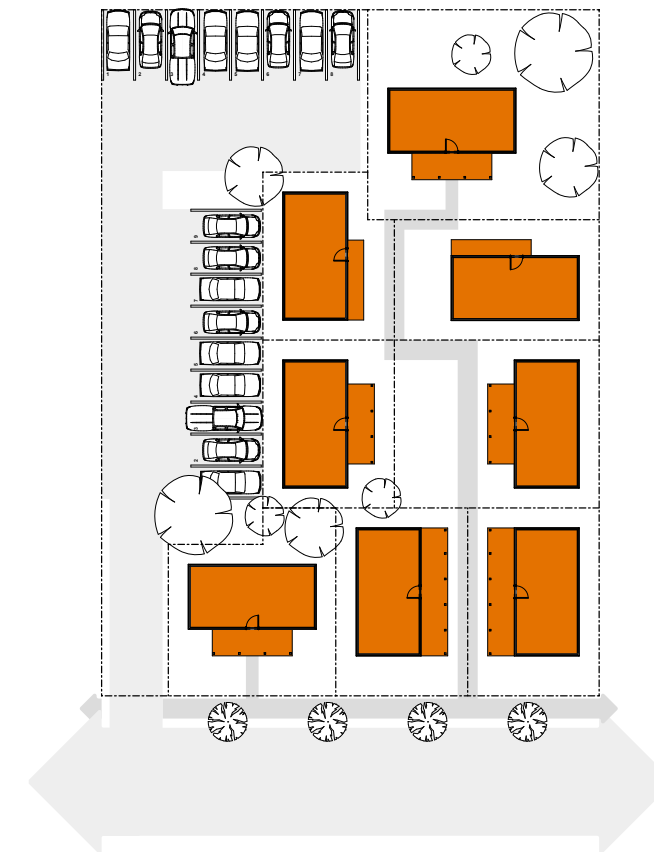
Require detached shared housing to comply with the Supplemental Criteria in the Pattern Book, including the provisions to ensure variability among projects. This will help to reduce the impact of detached shared housing by raising the standards for new projects.

Top concerns as indicated by a citizen survey include parking, lawn care, traffic congestion, and trash and litter. These concerns are directly addressed by enhancing existing code enforcement policies and applying the Supplemental Criteria found within the Midtown Pattern Book.

Top Concerns Regarding Detached Shared Housing

From the 2017 Citizen Survey

1. Parking
2. Lawn care
3. Noise
4. Traffic Congestion
5. Maintenance
6. Trash and litter
7. Safety
8. Neighborhood integrity
9. Housing options
10. Building standards



STRATEGY 3: INCREMENTAL INFILL—SUMMARY TASK LIST

Near-Term

- ↑ Building safety review and architectural licensing of design documents sets included with the pattern zone.
- Pattern zone permitting process documentation.
- Qualify initial program participants.
- Codify recommended policies for courtyard subdivisions and accessory dwelling units.
- Announce pilot program intended to vet the new expedited permitting system and the pre-approved plans.
- Apply the Supplemental Criteria to Detached Shared Housing.

Mid-Term

- Evaluate pattern zone policies in six month intervals to ensure that the right mix of unit types and compatibility is being achieved.

Long-Term

- Consider other locations within the City that would be appropriate for the program as infill opportunities arise.

	TOPIC AREA(S)	DISTRICT(S)	TASK	SUMMARY	COMPLETION CONDITIONS	TIMEFRAME
↑	Administration	All	Adopt the plan.	Pass an ordinance adopting the plan and affirming the Aligning Principles. This gives staff the direction to proceed to plan implementation and to continue assembling the first legislative package.	A resolution has been passed and signed.	Near-Term
	Administration	All	Pass first legislative package.	Codify the Pattern Book and major revisions to Midtown zoning designations and map amendment.	Both items have been adopted as legislation.	Near-Term
↑	Administration	All	Transition MPAC into a permanent workgroup.	Begin transitioning MPAC into a work group and eventually into an independent non-profit which will support plan implementation full-time.	A transition work group has been formed from MPAC.	Near-Term
	Administration	All	Enhance enforcement of nuisance ordinances.	Increase enforcement practices to address top areas of concern as identified by city residents in a prior city report on detached shared housing.	A compliance report and any recommended changes are delivered to city management.	Near-Term
↑	Administration	All	Fund full-time Midtown coordinator.	Assemble capacity funding for a full-time coordinator focused on Midtown and implementing the plan. The new work group can be responsible for developing a job description and conducting a search.	A full-time coordinator has been hired.	Near-Term
	Administration	All	Consider zoning and development amendments based on variances and waivers.	As new waivers, variances, and conditions of approval are implemented by appointed review bodies, consider amending code to eliminate the need for future public hearings when such exceptions or new conditions become commonplace.	Ongoing.	Ongoing
	Administration	All	Consider expansion of the Midtown zoning districts.	Evaluate the effectiveness of Midtown zoning districts and consider using the zonign designations elsewhere when doing so will advance the goals of the city's Comprehensive Plan and Midtown Plan.	A policy on using Midtown zoning designations elsewhere is put into practice.	Mid-Term
	Administration	All	Regularly review progress of MPAC workgroup.	MPAC should give regular reports to the governing body and other interested stakeholders.	A two-year report is delivered to the City Council.	Mid-Term
	Administration	All	Assess compliance with enforcement practices.	Review complaint and enforcement databases to determine if enforcement practices are effective.	An enforcement report is issued and practices and policies are sustained or amended.	Mid-Term
	Administration	All	Review organizational growth and revisit the structure of MPAC work group.	Reflect on the growth and current needs of the organization approximately every three years.	Organizational resources are affirmed or expanded.	Mid-Term
	Administration	All	Review and rewrite code for new policies as necessary.	Commit to reviewing policies for their utility and ease of implementation. Develop new policies and programs proactively in response to novel proposals that aren't handled well within adopted frameworks.	Ongoing.	Long-Term
	Corridor	All	Coordinate corridor development updates to new MPAC work group every six months..	Regular updates of economic and development activities will keep the work group active in staff programs and support activation and publicity within the community.	Regular coordinated meetings with MPAC work group.	Near-Term
	Corridor	All	Assemble and host meetings with a development advisory sub-committee within the MPAC work group to advise on critical issues as development occurs.	Use a sub-committee of knowledgable MPAC members to form a working group to solve planning and development issues that occur within the Midtown area.	Establishment of sub-committee with regular meetings on select topics highlighted by planning staff.	Near-Term
	Corridor	All	Establish an Art Path in Midtown.	Coordinate with artists and representative organizations to define and curate an Art Path in Midtown.	An Art Path is defined and the first installation has taken place.	Near-Term
	Corridor	All	Promote appropriate local street renovation.	Encourage developers to renovate local streets with their projects in a manner that enhances pedestrian safety and comfort.	Ongoing.	Ongoing
↑	Corridor	All	Coordinate design and funding of a project to place utilities underground.	Working with all utility providers including Bryan Texas Utilities (BTU), city should continue to promote underground utilities as roadways are renovated. Priorities for Corridor should be identified and gap funding should be organized near-term.	All utilities are underground.	Ongoing
	Corridor	All	Connectivity and roadway improvements within the district.	Identify, design, and construct complementary network improvements in Midtown that enhance access to the South College Avenue corridor.	Ongoing.	Ongoing
	Corridor	All	Revise and expand engineering design manual to include layered utilities within public and private right-of-ways.	Planning and engineering staff should work together to expand on the appropriate context for a new utility and right-of-way improvement, developing a complete street section design for all major and local thoroughfares.	Street sections adopted with utlity details correlated to all street types in the City.	Mid-Term



TOPIC AREA(S)	DISTRICT(S)	TASK	SUMMARY	COMPLETION CONDITIONS	TIMEFRAME
Corridor	All	Coordinate with local non-profit arts groups to establish a public art plan and funding strategy.	Existing local non-profits are interested in supporting public art in Downtown and Midtown Bryan. Coordination and special fundraising activities must be advertised and supported by the City of Bryan to be effective. A public art plan will establish locations and types of acceptable public art, the policy and means to approving public art locations and any special fundraising efforts that should be done to raise money and awareness of the public art plan.	Public art plan adopted.	Mid-Term
Corridor	All	Work with landowners to determine their needs and future plans with underutilized properties in Midtown and bring potential development partners and user groups to partner with landowners	Economic Development and Planning staff need to be aware of local landowner's needs and goals for their businesses to be successful. Determining if they are in need of development partners to realize their goals or if they are interested in relocating for development to occur.	A list of local landowners and their goals/needs is created and maintained. Eventually turning over underutilized land to new or additional development.	Mid-Term to Long-Term
Corridor	Gateway	Work with TxDOT on cleaning up the intersection between South Texas Avenue, South Main Street and South College Avenue	Take advantage of the current redesign of Texas Avenue, being led by TxDOT. Any influence of the guiding principles for the Gateway District should be provided to the design team and immediate attention and follow-up with the design and management team will be required to ensure delivery of desired outcomes.	Agreement on a design of an intersection that enhances the gateway nature of the location.	Near-Term
Corridor	Union Hill	Coordinate development agreements with landowners.	Economic Development to coordinate specific project development agreements.	Both items have been adopted as legislation.	Near-Term
Corridor	Union Hill	Coordinate investment in supportive public infrastructure.	Ensure that any incentives related to public infrastructure are being done to support a fiscally responsible development that brings long-term value through property tax (ad valorem) not just sales tax.	Incentivized developments are presented with development agreements accompanied by fiscal impact analysis that returns value of incentive within 5-10 years.	Near-Term
Corridor	Union Hill	Support local entrepreneurs and businesses to establish compatible programming with food and entertainment vibe.	Economic Development should continue promoting a local-first strategy that provides opportunities for development support and incentives to local chefs, entertainers, and entrepreneurs.	A local-first strategy with the Bryan Business Council has been memorialized.	Near-Term
Corridor	Union Hill	Establish appropriate design of roadways and intersections with TxDOT related to Old College Road realignment.	Planning and engineering staff to work with TxDOT to ensure design of Old College realignment meets needs for all users in a reasonable and context-sensitive approach.	Realignment of Old College Road is planned and funded.	Near-Term to Mid-Term
Corridor	Park	Improve pedestrian and bicycle connectivity between Bryan Regional Park, Travis Field and adjacent neighborhoods.	Additional sidewalks and multi-use trails will extend the effectiveness of improvements within Bryan Regional Park.	Multi-use trails and sidewalks are installed on roadways connecting sports and entertainment venues.	Near-Term to Mid-Term
Corridor	Park	Improve drainage issues at the intersection of Villa Maria Road and South College Avenue.	With the improvements of Bryan Regional Park, improvement of drainage issues in roadways need to be handled so that investors will be comfortable renovating and redeveloping adjacent to the major intersection.	Drainage project designed and constructed.	Near-Term to Mid-Term
Corridor	Park	Coordinated development compatible with the context and development schedule of Bryan Regional Park.	With construction of Bryan Regional Park improvements, economic development should track needs and compatible users adjacent to the park to provide amenities to users of the park and the neighborhood around the park. City owned land should structure near-term opportunities that do not inhibit long-term opportunities. For instance, the near-term opportunity would be to provide shared parking facilities and room for pop-up events, where long-term a full hospitality, entertainment and food and beverage development could be incentivized with the land.	A coordinated development has been planned using city-owned and privately-owned land adjacent to the park.	Near-Term to Long-Term
				Seeking funding for new art.	Long-Term
Corridor	Railyard	Connectivity and roadway improvements within the district, respecting the current tree coverage.	Redesign of South College Avenue must have a narrow curb-to-curb width so that tree coverage can be protected as the roadways are improved. Sidewalks being introduced to the right-of-way may need pedestrian access easements into adjacent property to avoid damage to existing trees.	Multi-use trails and sidewalks are installed on roadways, specifically South Congress Avenue.	Mid-Term to Long-Term
Corridor	North of Northgate	Promote appropriate local street renovation.	Coordinate with local development efforts, like the Jefferson Street Townhomes, promote the continued reconstruction of standard streets to include multi-modal amenities to promote walkability.	Existing standard streets are renovated to include multi-modal amenities.	Mid-Term to Long-Term
Incremental Infill	All	Building safety review of pattern buildings.	Working with the consultant team, the project review teams will perform a standard review on the buildings proposed for pre-permitting.	A contingent approval letters have been signed by the Chief Building Official.	Near-Term
Incremental Infill	All	Architectural licensing.	Develop licensing agreement to allow applicants unlimited use of the submitted buildings when certain conditions are met.	A licensing agreement has been executed.	Near-Term



TOPIC AREA(S)	DISTRICT(S)	TASK	SUMMARY	COMPLETION CONDITIONS	TIMEFRAME
Incremental Infill	All	Pre-approved permitting process documentation.	Draft processing workflows for pattern zone applications to use during the 2020 pilot. Documentation should identify staff and departments and their role in expedited reviews.	A flowchart, memo, or similar documentation to use while launching the program.	Near-Term
Incremental Infill	All	Qualify program participants for launch.	Survey individuals and developers with respect to their interests in using the pre-approved buildings in their 2020 projects. Qualify pilot project participants based on the scale of their project (1-3 buildings) and whether or not the proposed use and intensity is already allowed by right. Select project sponsors with a range of experience to get robust feedback.	At least four pilot projects have been selected.	Near-Term
Incremental Infill	All	Launch pattern zone program.	Conduct a public launch with selected sites and applicants. Review construction progress and document any opportunities for revisions.	Ongoing. Evaluate the program annually.	Near-Term and Ongoing
Incremental Infill	All	Courtyard subdivisions.	Codify recommended policies for courtyard subdivisions and accessory dwelling units. Evaluate the policies after six months.	A project has been approved under the ordinances, started construction, and feedback has been reported.	Near-Term
Incremental Infill	All	Accessory dwelling units.	Codify recommended policies for accessory dwelling units. Evaluate the policies after six months.	A project has been approved under the ordinances, started construction, and feedback has been reported.	Near-Term
Incremental Infill	All	Apply Supplemental Criteria to Detached Shared Housing.	With respect to new construction, address concerns raised by residents regarding detached shared housing by insisting their site development plans comply with the Supplementary Criteria.	A policy has been codified and has been enforced on a development application.	Near-Term
Incremental Infill	All	Evaluate pattern zone policies in six month intervals to ensure the right mix of unit types and compatibility is being achieved.	Continuously review the outcomes of the pattern zone. Approximately every five years, consider adding new pre-approved buildings to the program or decommissioning buildings which are no longer in demand.	Ongoing.	Ongoing
Incremental Infill	All	Consider other locations within the City that would be appropriate for the program as infill opportunities arise.	If the pattern zone proves effective at stimulating and guiding private sector development, evaluate other areas of the city where the pattern zone may be expanded beyond Midtown.	A decision to expand the pattern zone program has been formally evaluated.	Long-Term