



BRYAN HEALTH AND WELLNESS AREA PLAN

APRIL 2015

CITY OF BRYAN, TEXAS



Prepared for:



City of Bryan, Texas

300 South Texas Avenue
Bryan, TX 77803
(969) 209-5100
www.bryantx.gov

Prepared by:



Looney Ricks Kiss – Master Planning, Architecture

175 Toyota Plaza, Suite 500
Memphis, TN 38107
(901) 521-1440
www.lrk.com



TBG Partners – Landscape Architecture

3050 Post Oak Boulevard, Suite 1100
Houston, TX 77056
(713) 439-0027
www.tbg-inc.com



Mitchell & Morgan – Engineering

3204 Earl Rudder Fwy S
College Station, TX 77845
(979) 260-6963
www.mitchellandmorgan.com



Kozusko Harris Duncan – Organizational Strategy

1666 K Street, N.W., Suite 400
Washington, D.C. 20006
(202) 457-7200
www.kozlaw.com



Davis Wince Ltd. Architecture – Architecture

1466 Manning Parkway
Powell, OH 43065
(614) 785-0505
www.daviswince.com



Ohlson Lavoie Collaborative Designs – Architecture

616 East Speer Boulevard
Denver, CO 80203
(303) 294-9244
www.olcdesigns.com



Equity Inc. – Real Estate Market/Development

7000 Bee Caves Road, Suite 310
Austin, TX 78746
(512) 827-3590
www.equity.net



Oldham Goodwin – Real Estate Market/Development

2800 South Texas Avenue, Suite 401
Bryan, TX 77802
(979) 268-2000
www.oldhamgoodwin.com

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EXECUTIVE SUMMARY

Creating a Vibrant, Growing and Healthy Neighborhood

The purpose of the *Health and Wellness Area Plan* is to create a shared community vision and implementation plan for improvements to the area around St. Joseph Regional Health Center and Blinn College in Bryan, Texas. Seeing the success of a community-based planned effort in revitalizing Downtown Bryan, the City of Bryan, in partnership with St. Joseph Regional Health Center, sponsored this plan. Their efforts, along with those of other stakeholders, have created this guide for future development and land uses, infrastructure improvements, and enhancements to this vital area.

The *Health and Wellness Area Plan* (Plan) establishes priorities and identifies investments to help stabilize the neighborhood as a key economic center in Bryan; to increase presence and awareness of the St. Joseph Regional Health Center and surrounding medical and educational uses; to enhance and brand the area as a healthy neighborhood; to add destinations serving employees, residents and visitors; and to promote continued private investment in the area.

Key elements of the plan include:

1. **Create a Great Lawn** – create an attractive new public face for the hospital, activated with community-facing healthy activities and uses.
2. **Emphasize Osler Boulevard** – improve the hospital's front door experience (Osler Boulevard) by lining it with friendly buildings and landscaping.
3. **Improve Major Streets** – improve East Villa Maria Road, East 29th Street and Briarcrest Drive with medians, landscaping, wide setbacks, wide multi-use paths, lighting, signage, and public art.
4. **Enhance Pedestrian Access** – provide enhanced pedestrian crosswalks at all signalized intersections (push-button activators, ADA-compliant ramps and "zebra" striping) and add crossings (HAWK signals) where pedestrians unsafely cross today.
5. **Improve Local Streets** – enhance local streets with landscaping, lighting and signage improvements, and create a consistent network of sidewalks and on-street bicycle lanes.
6. **Improve Emergency Access** – provide better turning movements and signage for emergency access to the hospital's new Emergency Care Center.
7. **Provide More and Better Residential Options** – promote progressive redevelopment of multifamily property, allowing for greater varieties and types of

market-rate residential options. Explore student housing scenarios as an appropriate partial solution to reducing automobile traffic and increasing district population density.

8. **Promote Senior Living** – incorporate additional senior-living facilities with easy access to area amenities and retail.
9. **Create Neighborhood Park Spaces and an Enhanced Creek** – expose and improve the Burton Creek Tributary, creating a neighborhood crossroads green space that is themed/designed for nearby residents (gatherings, dog park, exercise, etc.), and enter into a Joint-Use Agreement for recreation space next to Bryan Collegiate High School.
10. **Take Advantage of Underutilized Property** – develop infill residential on underutilized property along East 29th Street and utilize BISD's out-moded M.C. Harris property.
11. **Improve Medical and Commercial Development** – encourage improvement of existing medical and commercial properties so that they are more attractive in the marketplace.
12. **Create a Community Health and Wellness Center** – create a public and welcoming community destination with a health and wellness focus in the form of a fitness/clinical care facility next to the hospital alongside retail and other uses with active outdoor space.
13. **Neighborhood-oriented Retail** – seek additional neighborhood-oriented retail including better dining options; encourage office/multi-family over retail in a walkable environment; and target some uses that are attractive to medical services employees, Blinn College students, and others such as dining/coffee, books, clothing, etc.
14. **Improve Connections to Blinn College** – provide a comfortable walkable connection between Blinn College campus and the rest of the district.
15. **Address Traffic Concerns** – institute “game day” protocols at problem intersections during the first two weeks of Fall semesters and the first week of the Spring semester when Blinn College students are learning how to navigate the area.

The plan recommends methods for the area stakeholders (City of Bryan, St. Joseph Regional Health Center, Bryan ISD, Blinn College, and other property owners), to establish a development-focused entity charged with advancing projects identified in the plan. Funding of this organization and the projects would be derived from several sources, including corporate sponsorship, public sources, new revenue sources, and grants.

The first projects undertaken would be to:

- Develop underutilized or vacant properties and facilities (including hospital-owned property)
- Enter into a Joint-Use Agreement for use BISSD property at Bryan Collegiate High School for community use
- Start relocating parking and other uses in order to open up property for development
- Make improvements to several public streets (East 29th Street, East Villa Maria Road, Kent Street, Memorial Drive, Broadmoor Drive), and
- Make amendments to the land use regulations for the study area.

Subsequent projects would be to:

- Create a Health and Wellness Center facility to serve the public with wellness-related services
- Create a "Great Lawn" community green space at East Villa Maria Road and East 29th Street, and
- Make improvements to the Blinn College Campus.

These transformational and catalytic projects, both publicly and privately funded and executed, would set the stage for additional sizable private investment in improving commercial, retail and multi-family residential property in the balance of the study area.

Describing each of the aspects above in greater detail, the Bryan ***Health and Wellness Area Plan*** serves as the guide to the first steps towards transforming the Bryan Health and Wellness District into a vital, growing and healthy neighborhood.



INTRODUCTION AND GOALS

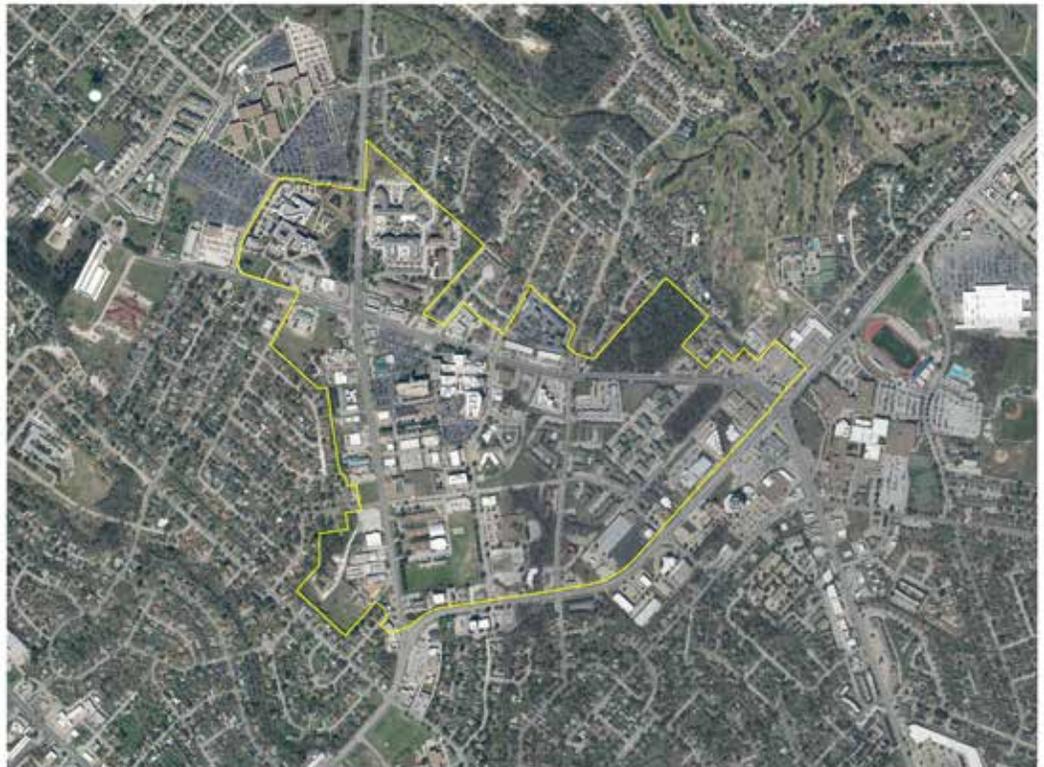
Purpose of the Plan

The purpose of the *Health and Wellness Area Plan* is to create a shared community vision and implementation plan for improvements to the study area illustrated below. The City of Bryan, in partnership with St. Joseph Regional Health Center and other stakeholders, requested that this plan be created to guide the future development of land uses, infrastructure improvements, and enhancements in this area with the ultimate goal being the creation of a healthy neighborhood anchored by several institutions critical to the growth and well-being of Bryan, Texas. By establishing priorities, identifying investment opportunities, and creating and communicating an identifiable neighborhood brand associated with healthy living and community wellness, this area can become both a desirable destination for Bryan residents and visitors and also bolster a critical economic center in Bryan.

The Study Area:

The Study Area includes the land and uses in and around Briarcrest Drive, East Villa Maria Road, and East 29th Street (outlined by yellow).

Major uses in the study area include: St. Joseph Regional Health Center, Crestview Retirement Community, Mary Catherine Harris School, Bryan Collegiate High School, the Bryan-College Station Eagle, and Blinn College.



The Study Area

The study area generally includes the area between and adjacent to East 29th Street, East Villa Maria Road Boulevard, and Briarcrest Drive. The area includes the following major land uses and features:

- St. Joseph Regional Health Center
- Bryan Collegiate High School and Mary Catherine Harris School (BISD)
- The Bryan-College Station Eagle
- Crestview Retirement Community
- Various retail stores and medical offices
- Various multiple family residential developments and assisted living facilities
- Blinn College (adjacent to study area)

Goals In Creating the Plan

The Health and Wellness Task Force, whose members are listed on page 14, sought to achieve the following goals in creating the *Health and Wellness Area Plan*:

Identity

- Create a unique identity for the area
- Improve the presence of St. Joseph Regional Health Center
- Create a good (first) impression, a welcoming experience

Land Uses

- Create a vibrant and comfortable mixed-use district
- Address BISD property questions
- Address Blinn College expansion impacts
- Address eyesore buildings (and gas stations on every corner)
- Recommend zoning changes

Commercial

- Create more/better opportunities for business
- Organize the uses around the Hospital

Livability

- Make it more attractive and desirable to live here
- Tap potential for senior housing

Parks, Recreation and Activity

- Create better access to parks and trails
- Create deliberate and usable green spaces

Infrastructure

- Address current and future traffic due to growth
- Improve connections to adjacent neighborhoods and Downtown
- Be able to cross busy streets (walking, bicycling)

Implementation

- Be actionable and executable
- Stakeholder buy-in, community excited

The *Health and Wellness Area Plan* seeks to address each of the above goals in a comprehensive and organized manner to affect the change envisioned by the Task Force. Please refer to the Vision Plan section of this report for a point-by-point description of the Plan's recommendations that address (and fulfill) these goals.

The Planning Process

In March 2014, the City of Bryan engaged a planning team led by Looney Ricks Kiss to assist in establishing a *Health and Wellness Area Plan*. The team includes master planners Looney Ricks Kiss, landscape architects TBG Partners, civil engineers Mitchell & Morgan, legal advisors Kozusko Harris Duncan, architects from Davis Wince Architecture and Olsen Lavoie Collaborative Designs, and real estate development experts Equity Inc. and Oldham/Goodwin. The team leveraged both national expertise in creating healthy communities and the deep local knowledge needed to ensure the plan can be implemented as shown.



The planning process took approximately 12 months, beginning in March 2014 and concluding in February of 2015. During that time, the team proceeded in five phases of work:

1. Develop Work Plan and Initiate Planning Process
 - » Site Visit 1
 - » Gather and Process Base Mapping Information and Other Data
 - » Project Branding Package
 - » On-line Survey 1: Community Vision for a Vibrant Health and Wellness Area
2. Analyze and Understand Opportunities and Constraints
 - » Existing Plans and Documents Review
 - » Base Map Development
 - » Site Investigation and Analysis
 - » Real Estate Market Report
 - » Case Study Report
 - » Vision Branding Package
 - » Site Visit 2
 - » Preparation of Pre-Workshop Design Options
3. Health and Wellness Area Planning and Design Multi-day Workshop
 - » Site Visit 3
 - » Multi-day Design Workshop

4. Making Choices and Defining Direction
 - » Evaluating Alternatives
 - » Site Visit 4
5. Finalize and Present the *Health and Wellness Area Plan*
 - » Final Plan Preparation
 - » Site Visit 5 – Planning and Zoning Commission meeting
 - » Site Visit 6 - City Council meeting

Public Engagement

As part of this process, the public and stakeholders in the area were engaged in several ways and multiple times. Public engagement included:

- **Public Meeting 1** held on June 23, 2014
- **Stakeholder interviews** were held with 10 groups/individuals on June 23-25, 2014, and December 16, 2014.
- A three-day **Design Workshop** was held on August 18-20, 2014, including:
 - » **Public Meeting 2** on August 18
 - » **Public Open House** during the Design Workshop on August 19
 - » **Focus Group Meetings** with 3 groups on August 18-19
- **On-line Survey**, available August 18 through September 26, 2014
- **On-line Website**, including project information, links to surveys, and progress reports and documents relating to the plan, active from June through March 2015 at bryanwellnessplan.com. No meaningful comments were received through the website.
- **Public Meeting 3** was held on March 5, 2015, followed by presentations to the Planning and Zoning Commission (March 5, 2015) and City Council (**April 14, 2015**).

The planning team also frequently met and worked with the Health and Wellness Task Force, was guided the development of the plan. The Task Force includes:

- City of Bryan: Joey Dunn, Lindsey Guindi, Kean Register, Paul Kaspar, Martin Zimmermann, Matthew Hilgemeier
- City of Bryan City Council: Ann Horton
- City of Bryan Planning and Zoning Commission: Pete Beinski, Nancy Harde-
man, Scott Hickle

- St. Joseph Regional Health Center: Reba Ragsdale, Tim Ottinger
- Health Point: Adil Nicolwala, Eric Todd, Julie Ribardo
- Bryan ISD: Ronnie O'Neal
- Crestview: Matthew Currie
- TAMU Health Science Center: Lee Ann Ray
- TAMU: Bobby Bisor
- Blinn College: Sylvia McMullen, Cindy Griffith
- Don Sweeney

Goals and Objectives

As described further in the Implementing the Plan section of this report, a multi-phase approach to implementation is recommended to achieve the plan's goals and objectives. Leveraging efforts already underway, such as construction of the new St. Joseph's Emergency Care Center, a first phase (Phase 1-A) would encourage some infrastructure improvements and transitioning of vacant and under-utilized properties to make new properties available, followed by a second phase (Phase 1-B) that would develop key projects and public infrastructure improvements. These phases would create opportunities for further market-driven development of opportunistic projects and secondary public infrastructure improvements (Phase 2).

Phase 1-A: Target Underutilized Properties to Establish Momentum

- Develop hospital-owned 12-acre undeveloped property north of East 29th Street for future residential or mixed-use development.
- Reposition M.C. Harris School building as a possible short-term relocation option for displaced uses, and eventually senior or other housing.
- Consider short-term use of BISD fields south of the Bryan Collegiate High School as a community park and amenity by the City of Bryan negotiating a Joint-Use Agreement.

Phase 1-B: Create the Building Blocks for a Healthy Community

- Develop the Health and Wellness Center site.
- Implement the Great Lawn concept.
- Improve Blinn College campus pedestrian connectivity to the neighborhood.
- Target hospital-owned surface parking lots for hospital-related expansion.

- Transition former Sherwood Health Care facility on Memorial Drive to surface parking and make other area parking areas available for development.
- Create a health-related retail business at vacant gas station at the southeast corner of East Villa Maria Road and East 29th Street
- Implement streetscape enhancements on East Villa Maria Road, East 29th Street, Kent Street, Memorial Drive and Broadmoor Drive.

Phase 2 – Market-driven Investment

- Encourage future residential development at two undeveloped properties on the south side of East 29th Street in private ownership.
- Redevelop vacant or out-moded retail, office and medical office space when buildings reach the end of their useful life or are no longer competitive in the marketplace.
- Achieve intermediate commercial property improvement measures through a Business Improvement District, Facade Easement program or similar matching-grant program.
- Explore incentivizing redevelopment of older, less-desirable multifamily properties with more contemporary, market-driven products of increased density.

Next Steps

The next steps for the *Health and Wellness Area Plan* are, generally speaking:

1. Seek adoption of the Plan by the City of Bryan.
2. Identify projects and seek funding in the City's CIP budget for public improvements (streetscapes, parks, drainage, etc.).
3. Adopt zoning changes to permit the recommended development pattern.
4. Establish an organization to coordinate and promote private investment according to the plan (including acquisition/RFPs for development).
5. Provide (financial, regulatory) incentives necessary to accomplish key public-private partnership efforts.

Please refer to the Implementing the Plan section of this report for more detail.



BACKGROUND

Existing Conditions

The Health and Wellness study area is comprised of approximately 262 acres of developed property located just over a mile southeast of Downtown Bryan, Texas. The area has three major thoroughfares passing through it including Briarcrest Drive, East Villa Maria Road, and East 29th Street, that carry tens of thousands of vehicles each day. Visitors to the area typically arrive along one of these roadways, coming from Downtown to the northwest, Texas Avenue to the west, William J. Bryan Avenue to the north, or the Earl Rudder Freeway (TX-6 Bypass) to the east.

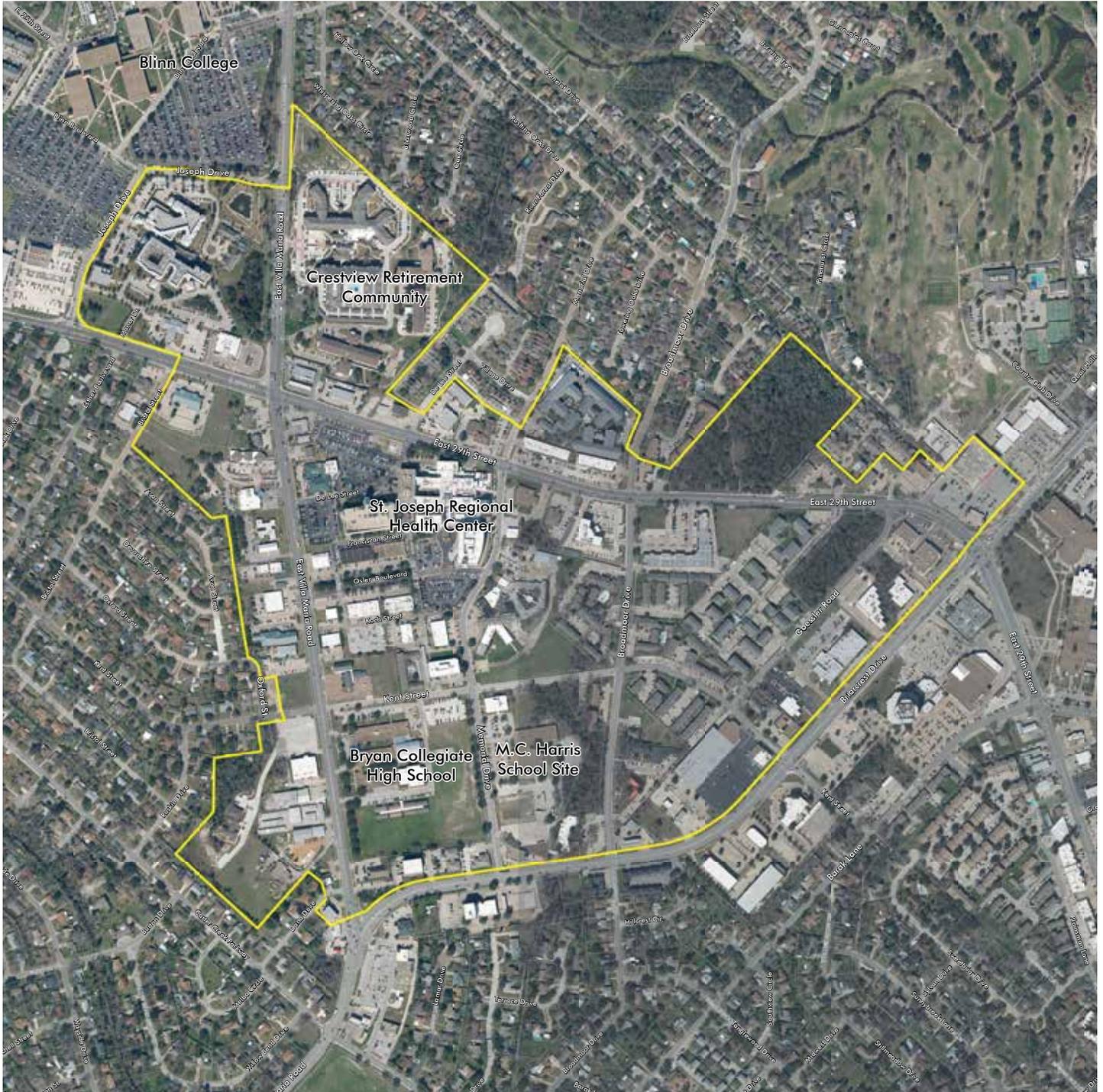
A detailed description of existing conditions is included in Appendix B; however, a summary is provided below.

Land Uses and Buildings

Major institutional uses in the study area include St. Joseph Regional Health Center, Crestview Retirement Community, Mary Catherine Harris School, Bryan Collegiate High School, the Bryan-College Station Eagle, and Blinn College. Numerous medical offices are located near the hospital, most notably along East 29th Street and East Villa Maria Road. Several retail establishments such as Walgreen's, Must Be Heaven Restaurant, and gas stations are present, as are offices for the Bryan Eagle newspaper, insurance companies and other uses, particularly along Briarcrest Drive. Several multi-family residential developments are located generally on the east side of the study area (east of Broadmoor Drive) and are comprised of two and three-story apartment complexes. Adjacent to the study area are Bryan High School and other commercial/retail uses along Briarcrest Drive, as well as three single-family neighborhoods (Sul Ross, Upper Burton Creek and Memorial Forest). Several senior assisted and independent housing developments are located near the hospital.

The architecture in the area is typified by brick, stucco, siding and glass construction, ranging between one and three stories tall (except for the hospital tower and garage) and having been constructed in the last 25-40 years.

The pattern of development is designed for the ease of use by the automobile with the area dominated by surface parking, wide streets, few sidewalks, and buildings set back from the road behind parking. While that makes the area accessible for drivers, it creates an unsafe, hostile, and uncomfortable environment for people.



Health and Wellness Area Plan study area (outlined in yellow).

Superblocks

The Study Area includes several blocks that are excessively large, typified by block faces (block lengths) that are over 1,000 feet long, or block perimeters (cumulative measure of all block faces) over 2,000 to 3,000 feet in length.

Several blocks are over 1,700 feet long and exceed 3,500 feet in perimeter.

Pedestrian Facilities

Sidewalks are present on certain streets, but their locations, widths and conditions are inconsistent. In many places, the sidewalks are not continuous, are in varying states of disrepair, or are not accessible due to the absence of ADA-compliant ramps or utility poles and other obstructions in the path. In the neighborhoods surrounding the study area, sidewalks are rarely provided thus making it difficult for nearby residents to walk to the destinations in the area.

Crosswalks, where provided, are inconsistent in striping and at some intersections they not fully implemented (not provided on all sides of the intersection, or missing pedestrian crossing signals). Most blocks are excessively large (so-called superblocks), which creates excessively long distances between striped and signaled pedestrian crossings at intersections along major roads. We have observed pedestrians attempting dangerous crossings of major streets at unmarked locations, seemingly due to the lack of pedestrian crossings along these excessively long blocks.

Thoroughfares

Three major thoroughfares pass through the study area: East 29th Street, East Villa Maria Road, and Briarcrest Drive. Several smaller local and collector streets are also present including Memorial Drive, Broadmoor Drive, and Kent Street. Osler Boulevard serves as a main entry to the St. Joseph Regional Health Center.

Several conditions were observed throughout the street network including very wide paved street widths, traffic traveling above posted speed limits, dips at intersections for drainage, and the absence of crosswalks and ADA-compliant ramps as was noted above. Narrow sidewalks (4 ft. wide) are provided alongside some major roads and absent along some local streets.

Public input noted that traffic in the area is particularly problematic at the beginning of the Blinn College semesters due to an inundation of students driving to campus at the same time. Casual observation during non-peak times indicated that roadways are generally more than adequate.

Parking and Transit

With the exception of the parking garage at St. Joseph Regional Health Center, surface parking is the predominant parking solution. Thousands of parking spaces are provided with large surface lots dominating the area around the hospital and Blinn College. Many lots appear to be near full capacity during the daytime; however, they sit mostly empty outside normal work hours. A lack of landscaping,

shade and safe pedestrian pathways make these parking lots unsafe and inhospitable to people during much of the year.

Public transportation in the form of three bus lines from Brazos Transit District (The District) and one line from Texas A & M University Transit Services does serve the area; however, they run on limited headway times Monday through Friday (no service evenings and weekends) and do not provide fixed shelters for riders to have comfortable places to wait for the bus. The lack of infrastructure and formally identified stops along the routes creates challenges to increasing transit ridership as an alternative to driving.

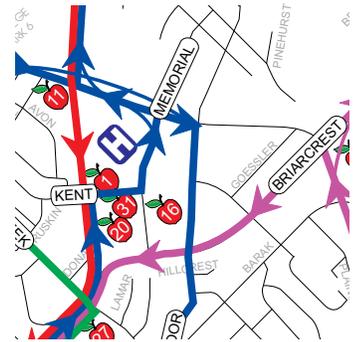
Utilities and Drainage

Utilities are present throughout the area and adequately serve development, however overhead electric utilities, especially along major thoroughfares, are not visually appealing and interfere with landscaping.

The study area sits atop a crest of the hill and rain water drains both to the north and south of the area. One water feature, Burton Creek Tributary 4, is present running along Broadmoor Drive in a relatively natural state, presenting an opportunity to improve the quality of stormwater runoff.

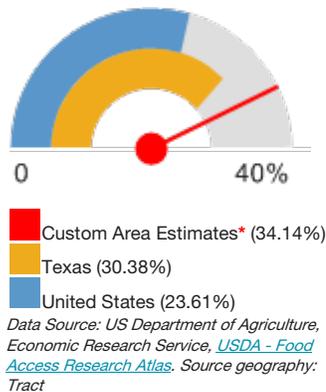
Lighting and signage is inconsistent in the area, with several types of streetlight poles and fixtures installed throughout, and minimal signage providing directions to the Hospital and Blinn College that is not obvious unless one pays close attention.

In general, the visual character, streetscape elements, buildings and parking layouts are designed for the automobile user and not the pedestrian.

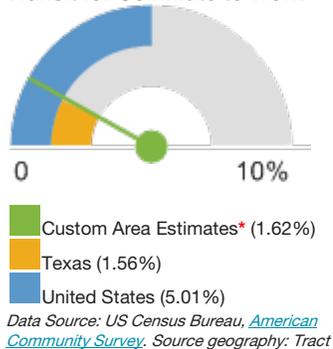


The District Transit Map: The Red, Blue and Purple lines serve the Study Area. See Appendix B for full-size map.

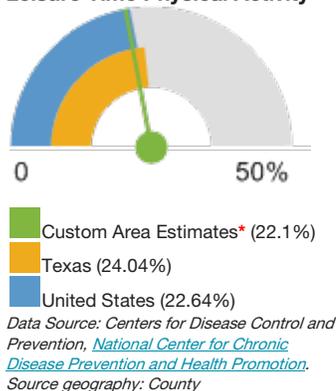
Percent Population with Low Food Access



Percent Population Using Public Transit for Commute to Work



Percent Population with no Leisure Time Physical Activity



Assessing the Community's Health

Addressing health and wellness conditions during neighborhood and community planning can lead to positively influencing known health issues, while also ensuring that the health and wellness needs of residents are addressed adequately in order to prevent future health issues. To better understand current health conditions in the study area, the planning team utilized Community Commons' *Community Health Needs Assessment* tool (www.communitycommons.org/chna/).

Community Commons is web-based, interactive mapping utility hosting the *Community Health Needs Assessment* (CHNA) toolkit through a free web-based platform. CHNA develops sets of Data Indicators by analyzing data derived from national-level data sources in the following categories: *Demographics* (23 Indicators), *Social & Economic Factors* (21 Indicators); *Physical Environment* (10 Indicators); *Clinical Care* (13 Indicators); *Health Behaviors* (10 Indicators); and *Health Outcomes* (32 Indicators). The Report Area can be constructed using pre-determined boundaries such as county or city boundaries, or a custom area can be drawn. Specific Indicator analysis availability varies based upon data that is available for a given report area. The planning team chose to use the Bryan city boundaries to describe the Report Area and selected several of the most meaningful Indicators from each category to review.

Social & Economic Factors – High poverty, high unemployment, and low educational achievement can negatively affect access to healthcare and limit healthy behaviors in a community. In comparison to Texas and the United States, the City of Bryan had higher percentages of Children Eligible for Free/Reduced Price Lunch (73.18%), Children in Poverty (37.27%), and Population in Poverty (28.8%). Vulnerable populations typically have less than adequate access to health services, healthy food, and other necessities that contribute to a healthy life.

Physical Environment Factors – Increased access to healthy foods and more opportunities for physical activity can positively impact a community's health. Sometimes a community may have a good selection of grocery stores offering healthy food selections and fitness centers; however, the locations of these facilities are not readily accessible to all community residents. In comparison to Texas and the United States, the City of Bryan had a higher number of fast food restaurants per 100,000 population (90.84); a lower number of grocery stores per 100,000 population (10.26), a higher percentage of Population with Low Food Access (34.14%) and a higher percentage of Low Income Population with Low Food Access (21.37%). Recreation and Fitness Facility Access was higher per 100,000 population (8.72) than Texas (7.23) but not the United States (9.44), and the City

had a lower percentage of Use of Public Transportation (1.62%) than the United States (5.01%) but not Texas (1.56%).

Recreation and Fitness Facility Access was higher per 100,000 population (8.72) than Texas (7.23) but not the United States (9.44), and the City had a lower percentage of Use of Public Transportation (1.28%) than Texas (1.6%) or the United States (4.98%).

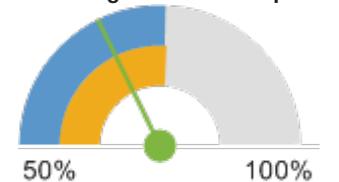
Health Behaviors – Certain health behaviors including increased level of exercise and higher rates of poor diet can contribute to significant health issues such as obesity, diabetes, and poor cardiovascular health. The City of Bryan had a lower rate of Physical Inactivity (22.1%) by adults aged 20 or older when self-reporting than Texas (24.04%) or the United States (22.64%); and it also had a lower rate of Fruit/Vegetable Consumption (67.7%) by adults over the age of 18 than did Texas or the U.S.

Health Outcomes – Understanding a community's health by examining its reported health outcomes within the context of Indicators from other categories (for example, obesity and fast food access) can help establish a better picture of the health needs of the community. Health Outcomes are reported at the Brazos County level for consistency. Within the county, self-reported Asthma Prevalence for adults aged 18 and older is 12%; percentage of adults aged 20 or older who have ever been told by a doctor that they have Diabetes is 8.8%; percentage of adults aged 18 or older who have ever been told by a doctor that they have Heart Disease is 2.39%; percentage of Adults with High Blood Pressure is 28.1%; percentage of adults 20 and older self-reporting Obesity is 26.4%; and the number of adults self-reporting that they are Overweight with a Body Mass Index of between 25.0-30.0 is 39.87%.

In general, Brazos County was closely aligned with Texas and the United States for a majority of the Health Outcomes examined; however, it was at least 4.0% higher than either geography in its percentage of population that are overweight.

A Health and Wellness plan that focuses on increasing access to opportunities for physical activity and access to healthier foods, and seeks to advance economic development in the area could help to address the most pressing social, economic, and physical factors impacting community health and thus positively impact health outcomes.

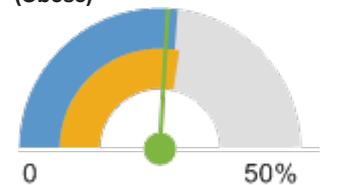
Percent Adults with Inadequate Fruit / Vegetable Consumption



- Custom Area Estimates* (67.7%)
- Texas (76.1%)
- United States (75.67%)

Data Source: Centers for Disease Control and Prevention, [Behavioral Risk Factor Surveillance System](#). Accessed via the [Health Indicators Warehouse](#). Source geography: County

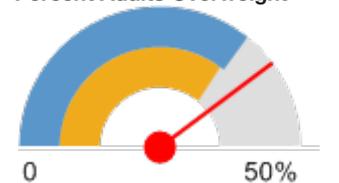
Percent Adults with BMI > 30.0 (Obese)



- Brazos County, TX (26.4%)
- Texas (28.24%)
- United States (27.14%)

Data Source: Centers for Disease Control and Prevention, [National Center for Chronic Disease Prevention and Health Promotion](#). Source geography: County

Percent Adults Overweight



- Brazos County, TX (39.87%)
- Texas (35.50%)
- United States (35.78%)

Data Source: Centers for Disease Control and Prevention, [Behavioral Risk Factor Surveillance System](#). Additional data analysis by CARES. Source geography: County

Recent and Planned Investments, Improvements, and Campus Plans

There are multiple planned infrastructure improvements projects located in the Bryan *Health and Wellness Area Plan*.

St. Joseph ED and Trauma Center Addition

St. Joseph Regional Health Center is currently working on relocating and expanding its Emergency Department and Trauma Center from its existing location at the southwest corner of East 29th Street and Memorial Drive to an area located on Memorial Drive south of the existing patient bed tower. The new addition will include new emergency and trauma rooms, a new ambulance drop-off area, re-design of the main hospital entryway, and new parking lots to serve hospital staff and visitors. This project is currently under construction.

City of Bryan Street Improvements at St. Joseph Regional Health Center

In anticipation of the new St. Joseph Regional Health Center expansion, the City of Bryan retained professional engineering services to redesign the intersection of East 29th Street and Memorial Drive. It became apparent that this intersection would need reconstruction in order to provide better maneuverability for emergency service vehicles, including fire trucks and ambulances transporting patients to the hospital as well as for hospital staff and visitors.

This project will include several roadway improvements, replacement of existing sidewalks to meet ADA standards, and relocation of overhead utility service lines to underground conduit along the entire length of St. Joseph Regional Health Center's north property line located along East 29th Street. The improvements considered in this design are as follows:

1. East Villa Maria Road Improvements

The East Villa Maria Road improvements consist of constructing an exclusive north bound right-turn lane at the East 29th Street intersection, the replacement of the existing traffic signal that is old and outdated, new sidewalk and handicap accessibility ramps, and approximately 1,500 linear feet of electrical duct bank along East Villa Maria Road from north of De Lee Street to the East 29th Street intersection in order to move all overhead utility lines underground in this section.

2. East 29th Street Improvements

This portion of the project scope includes the installation of an additional 1,650 linear feet of electrical duct bank from east of East Villa Maria Road to just west of Memorial Drive for the relocation of overhead utilities to underground. The East 29th Street improvements will also include the installation of an exclusive east bound right-turn lane at Memorial Drive along with new sidewalk facilities to replace and upgrade those that will be removed to accommodate the new right-turn lane.

3. Memorial Drive Improvements

The most extensive improvements included with the City of Bryan's project are those planned for the complete reconstruction of the Memorial Drive and East 29th Street intersection. This intersection currently has several problems such as non-ADA compliant pedestrian facilities, and cross drainage through the intersection that impedes the flow of traffic. In order to improve the drainage design of this intersection new storm sewer will have to be added. This work will include an exclusive northbound right-turn lane, a dedicated left-turn and thru movement through the intersection, new pedestrian facility improvements, a new traffic signal and design of temporary signal modifications to allow for construction.

This project is a great opportunity to begin the implementation of some of the visionary goals and aesthetic recommendations of this Health and Wellness Area Plan. It already includes several of the recommendations that will be proposed such as upgrading pedestrian mobility facilities to meet ADA compliance and placing overhead utilities underground as redevelopment occurs throughout the area.

A project map for this project can be found in Appendix E. The design services contract with the engineering firm was awarded in October 2014. It is anticipated that the design and construction will be complete by end of the 2015 calendar year so that it can meet or exceed the anticipated opening of the new St. Joseph Regional Health Center ED and Trauma Center addition.

East Villa Maria Road / Joseph Drive Signal and Roadway Improvements Project

Crestview Retirement Community, a local senior housing development located in the Health and Wellness plan area, contacted the City of Bryan regarding traffic concerns for their elderly residents and campus visitors due to the intense traffic volumes created by Blinn College staff and students. The destination for the

majority of this traffic is located across East Villa Maria Road from Crestview's campus. City staff retained the services of a local engineering firm to provide design improvements to the intersection of Joseph Drive and East Villa Maria Road. This project includes the removal/demolition of an existing three-leg traffic signal, existing sidewalks, and existing pavement to allow for the construction of a new raised median. The planned improvements consist of constructing a four-leg traffic signal, a new three-lane driveway into the Crestview Retirement Community, and a new raised median along East Villa Maria Road from Joseph Drive toward East 29th Street. A map of this project can be found in Appendix E. The construction of this project is anticipated to be completed in April 2015.

East Villa Maria Road at East 29th Street Intersection Raised Median Project via the TxDOT Highway Safety Improvement Program

The City of Bryan Engineering Department is currently working with the Texas Department of Transportation (TxDOT) regarding the potential of funding a raised median project near the East Villa Maria Road and East 29th Street Intersection through the federally funded Highway Safety Improvement Program (HSIP). The program is designed to allow States to target funds toward their most critical safety needs and thereby achieve the goal of significantly reducing the number of traffic fatalities and serious injuries on all public roads. According to the TxDOT traffic crash data, there have been over 200 accidents along East Villa Maria Road between East William J. Bryan Parkway and Carter Creek Parkway from the beginning of 2011 thru July 2014. There have been 300 plus crashes along East 29th Street between Barak Lane and Hollow Hill Drive during the same time period. A total of three accidents out of the 500 total have involved incapacitating injuries.

The project proposes constructing raised medians along East Villa Maria Road between Osler Boulevard and Joseph Drive and along East 29th Street between Joseph Drive and DeLee Street resulting in limited left-turn maneuvers and ideally a decrease in the number of accidents in the area. This project is still in the planning stage but if approved would be an improvement to safety in the area and would potentially provide an opportunity to include landscaping in the medians to beautify the area.

Generations Long Term Care and Rehabilitation Facility

Generations is an exciting redevelopment project located within the center of the Health and Wellness Plan area at the northwest corner of Memorial Drive and Kent Street. The project includes the redevelopment of the existing Sherwood Health

Care Nursing Home facility, which has served the Bryan / College Station community for nearly 50 years, into a 124-bed state-of-the-art health care center. The construction is nearing completion and the facility should open in 2015.

Bryan Texas Utilities (BTU) Transmission Line Upgrade Project

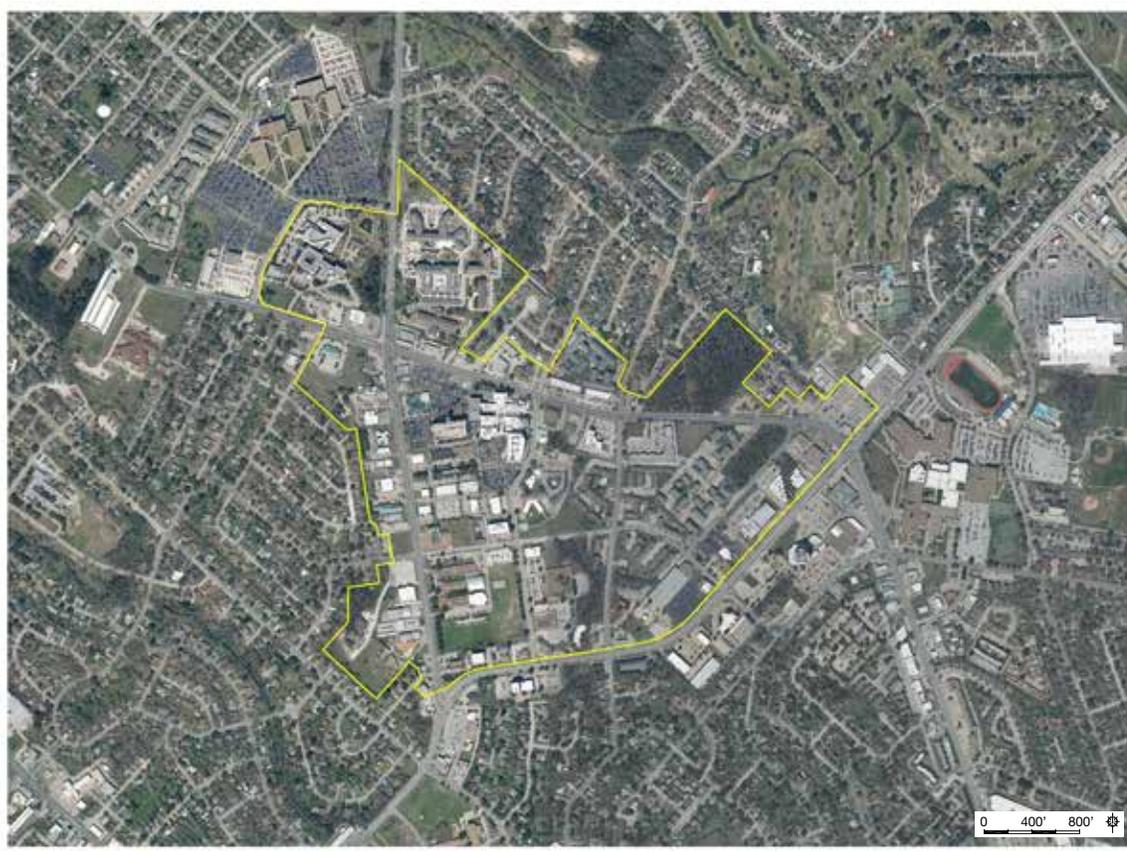
Bryan Texas Utilities is planning an upgrade of their transmission line from the Atkins Substation located at the intersection of Atkins Street and Fountain Avenue to the Briarcrest Substation located behind the Brazos Bingo shopping center at the northwest corner of Briarcrest Drive (FM1179) and East 29th Street. A portion of this line crosses through the Health and Wellness Plan Area beginning near the intersection of East Villa Maria Road and Briarcrest Drive (FM1179) until it reaches the Briarcrest Substation. A map of this project can be found in Appendix E. The construction of this project will start soon and is anticipated to be completed during the 2015 calendar year.

Study Area Analysis Maps

As part of the planning process, a series of project base maps were developed and visual investigation was conducted in order to better inform the design and recommendations. Physical conditions, patterns of development, and other supplementary information was gathered in Geographic Information Systems (GIS) format, with aerial and ground-level photography, as well as other data (like traffic counts, property ownership, etc.). The following maps illustrate several of these aspects, including land uses, property ownership patterns, location and configuration of streets and buildings, recreational areas, utility infrastructure, topography and hydrology (water courses and drainage).

Conclusions drawn from the study area analysis maps include:

- The area is predominately free-standing buildings, loosely arranged in a suburban pattern on their sites (as opposed to a more urban downtown or residential neighborhood pattern) with considerable open space or parking between buildings;
- Institutional and commercial uses dominate the western and perimeter areas, with multifamily residential to the east side;
- The presence of street trees, landscaping, and shade is considerably less than surrounding neighborhoods;
- Three major roads converge in the area, tying the district to important places and corridors, including Downtown, Earl Rudder Freeway (TX-6), and South Texas Avenue;
- The area sits atop a ridge (roughly following East 29th Street) that extends from the Downtown area east towards Earl Rudder Freeway (TX-6), and the St. Joseph Regional Health Center sits atop a local high point on that ridge; therefore, the area is not at high risk of flooding;
- Utility infrastructure generally follow the major streets and adequately serve the area permitting a fairly flexible development pattern on properties; and
- The street pattern forms much larger blocks than commonly found elsewhere in Bryan. This pattern restricts access to property and inhibits connectivity.



**EXISTING CONDITIONS
AERIAL – STUDY AREA**

The study area, shown in yellow, comprises most of the institutional, commercial and multi-family residential uses in and around Briarcrest Drive, East 29th Street, and East Villa Maria Road. Several residential neighborhoods abut the area. St. Joseph Regional Health Center, Blinn College, Crestview Retirement Community, Bryan Collegiate H.S. and Bryan H.S. are easily identifiable.

Legend
Health & Wellness District Boundary



**EXISTING CONDITIONS
AERIAL – BRYAN AREA**

The study area sits just one mile southeast of Downtown Bryan and is close to Earl Rudder Freeway (TX-6) to the east. While centrally located in the region, the area sits between several residential neighborhoods.

Legend
Health & Wellness District Boundary

FIGURE/GROUND –
STUDY AREA

Figure/Ground analysis depicts the pattern of development evident when looking solely at building structures.

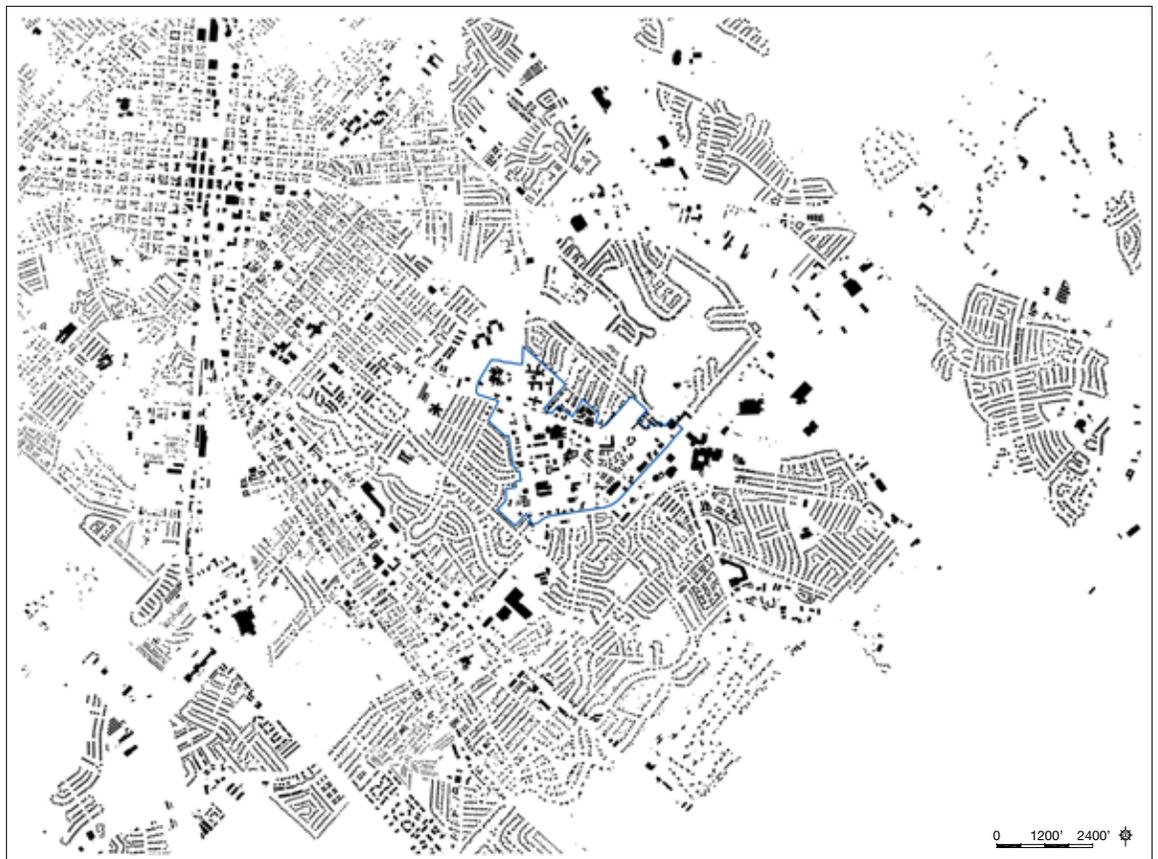
The area is comprised of independent, free-standing buildings that are arranged in a suburban pattern. In contrast, one can see the pattern of streets and homes in the surrounding residential areas, typical of most neighborhoods.



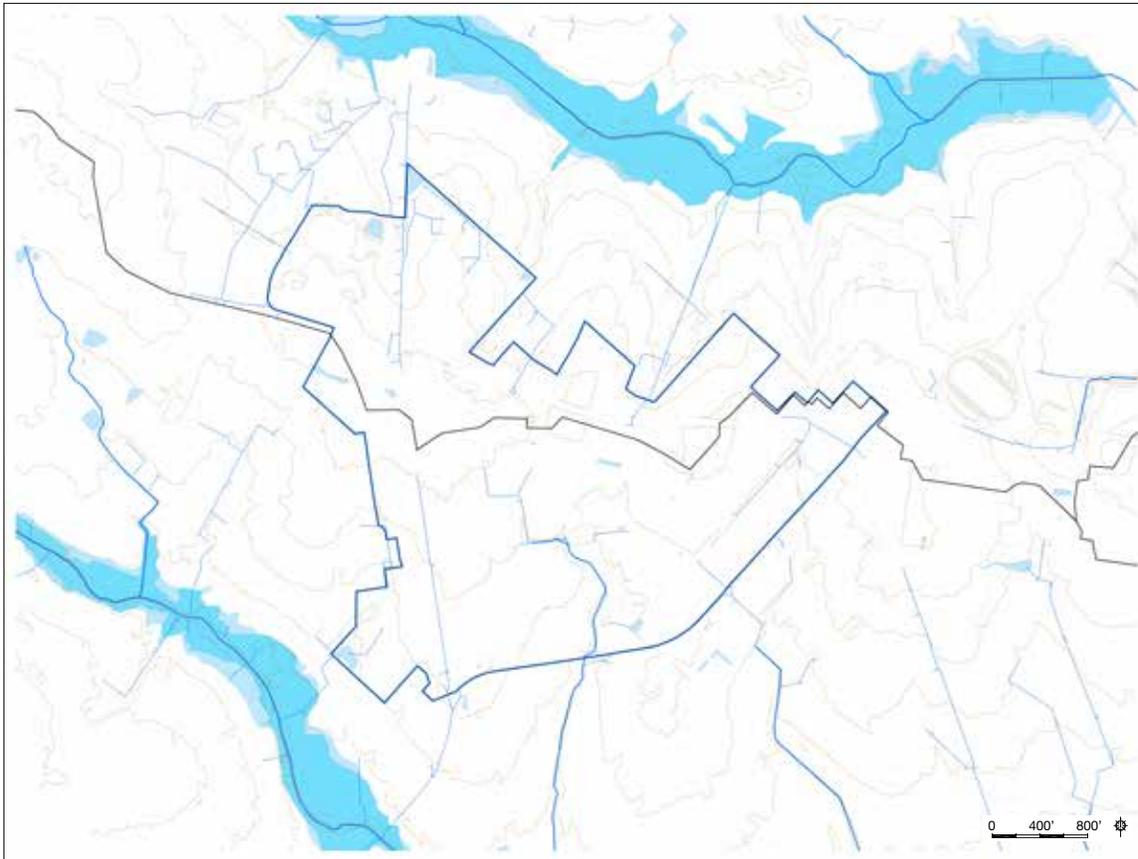
Legend
Health & Wellness District Boundary

FIGURE/GROUND –
BRYAN AREA

Similar to above, the pattern of buildings in the study area is loose and suburban rather than the more uniform and regular pattern seen Downtown (top left corner). It becomes easy to distinguish commercial buildings (larger footprints, often "floating" in the map) from the smaller, more regular pattern of residential development.



Legend
Health & Wellness District Boundary

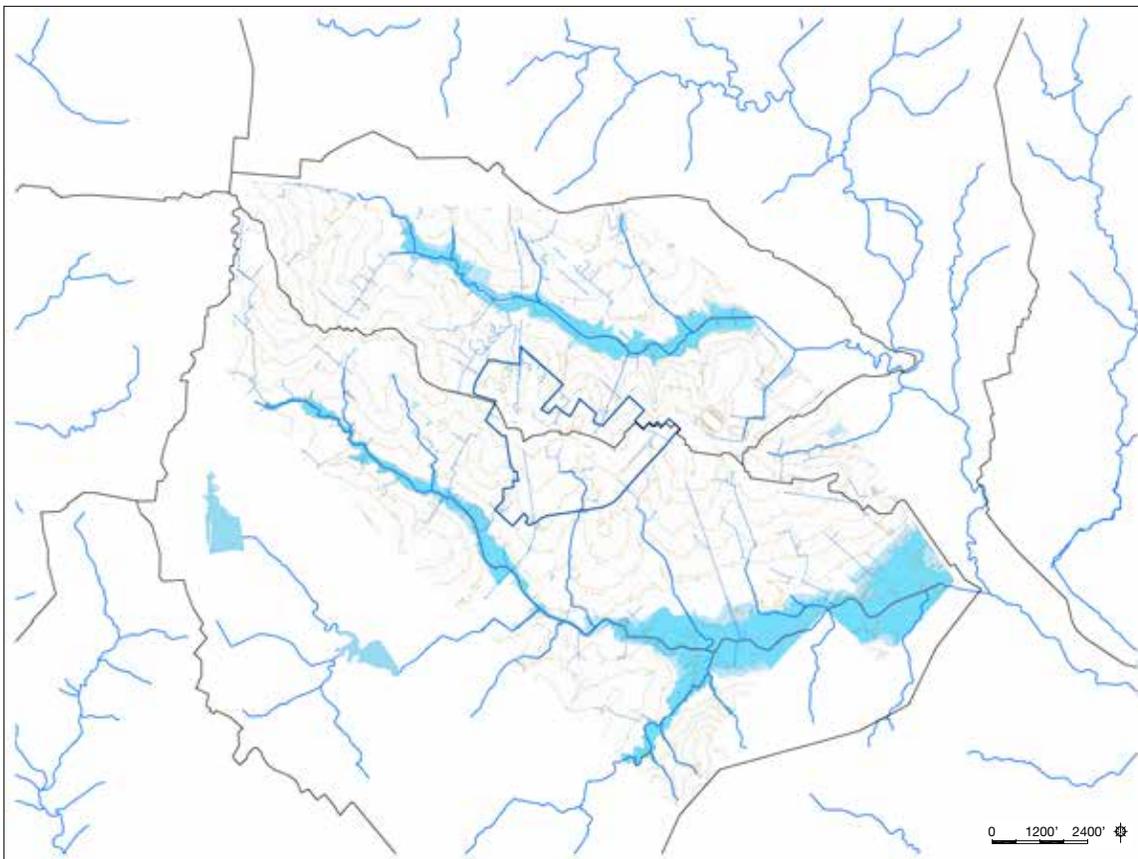


**HYDROLOGY –
STUDY AREA**

Two drainage basins carry stormwater away from the Study Area; Burton Creek to the south and Carter Creek to the north. The headwaters of the Burton Creek Tributary 4 is within the Study Area. Flooding is less of a concern, however surface runoff may negatively impact lower reaches. Managing the quantity and quality of stormwater runoff from the Study Area is a concern.

Legend

-  Streams
-  Zone A (1% annual chance of flood)
-  Zone AE (1% annual chance of flood)
-  Health & Wellness District Boundary



**HYDROLOGY –
BRYAN AREA**

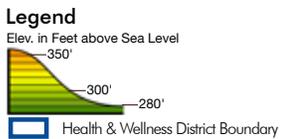
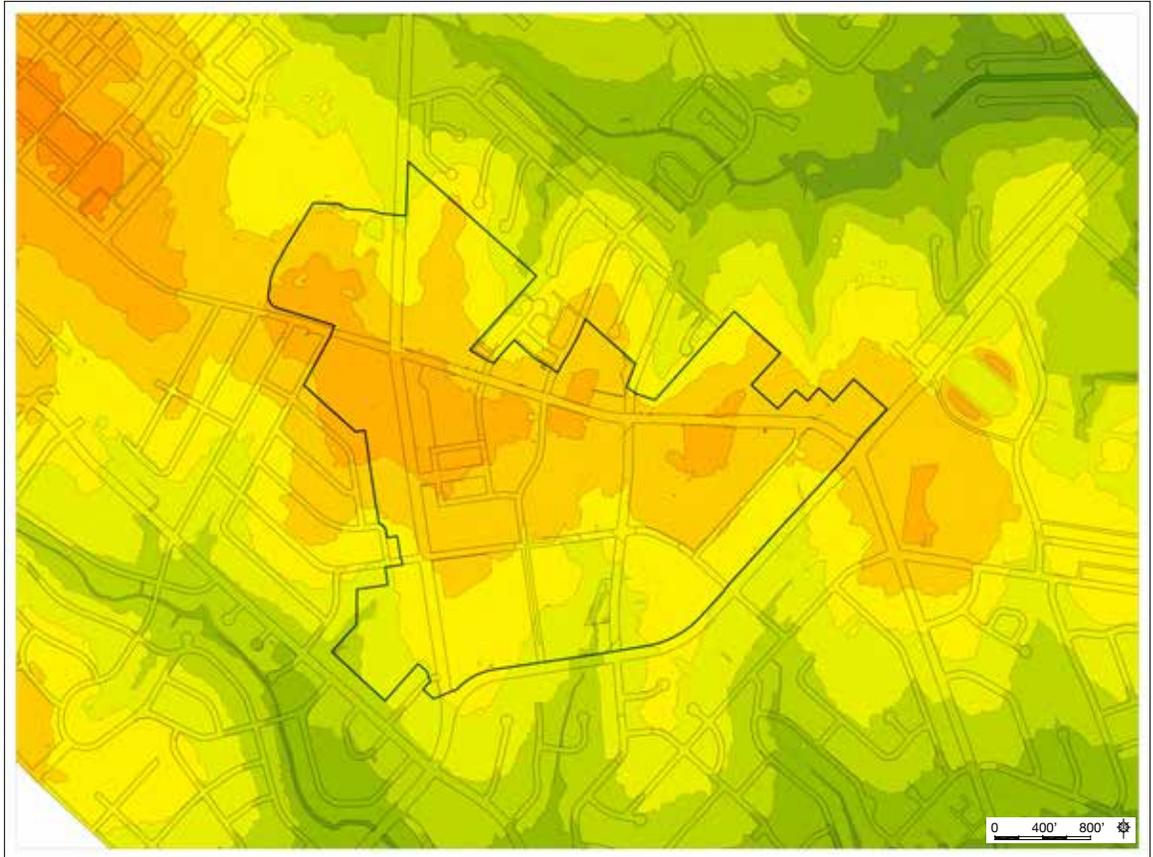
The Study Area is situated atop a ridge line between two drainage basins. The width of the floodable area (shown as 100-year and 500-year flood zones) indicate that nearby creeks may be able to support additional parks, trails and other recreation and natural features. Connections between the Study Area and these creeks would allow for access to recreation and natural areas.

Legend

-  Streams
-  Zone A (1% annual chance of flood)
-  Zone AE (1% annual chance of flood)
-  Health & Wellness District Boundary

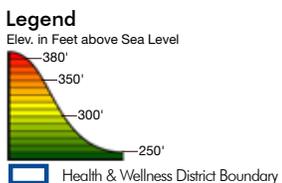
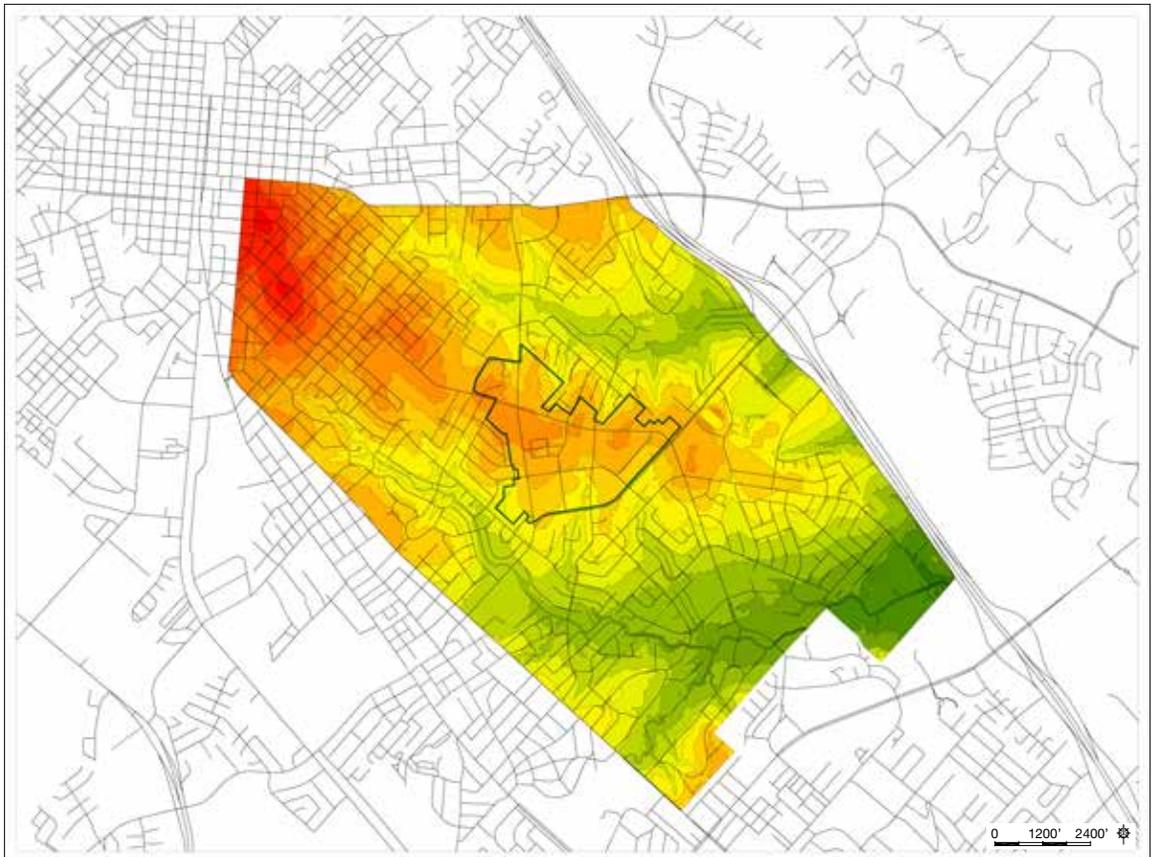
TOPOGRAPHY –
STUDY AREA

East 29th Street roughly aligns with the ridge dividing the area in two. Drainage courses are visible as "fingers" extending north and south from the ridge. The St. Joseph Regional Health Center sits atop a local high point.



TOPOGRAPHY –
BRYAN AREA

Downtown Bryan (top left corner) was established on higher ground than the study area; a common practice when establishing new towns. The lower reaches of Burton Creek, and Carter Creek, are visible in the darker green low-laying areas.



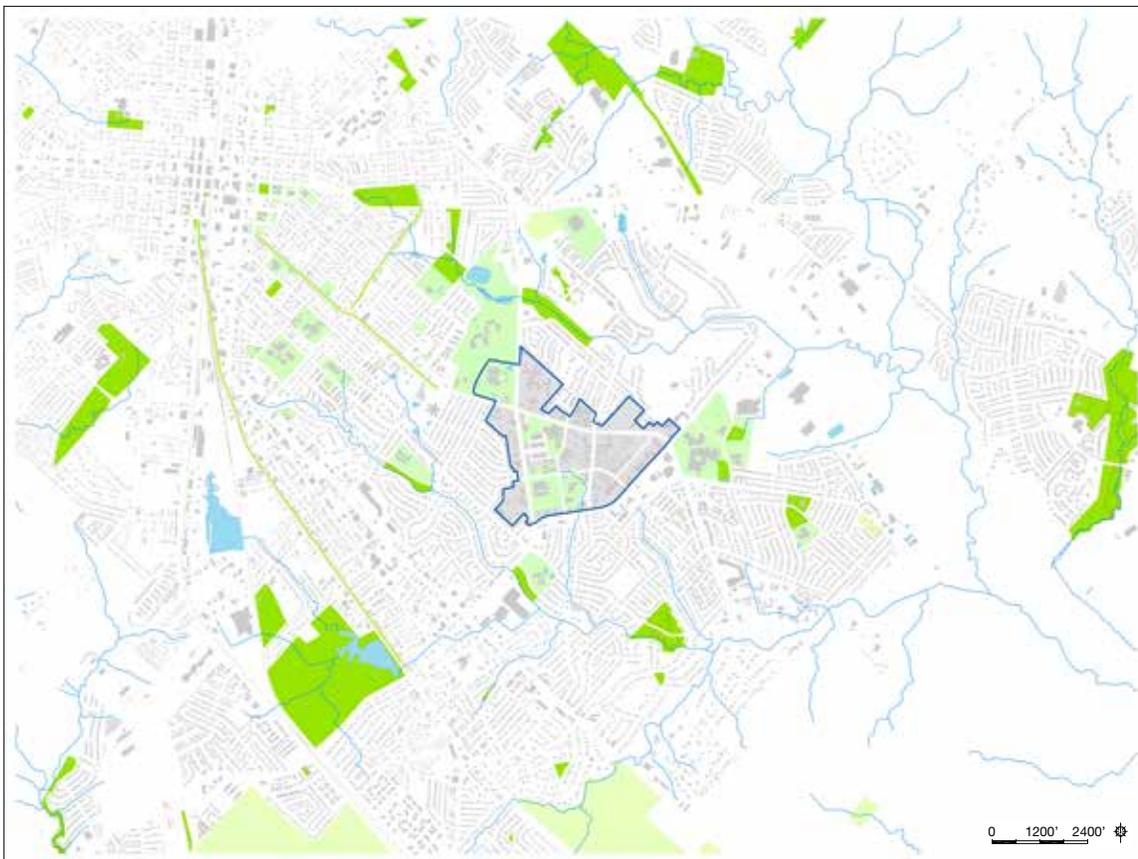


**PARKS, OPEN SPACE,
AND INSTITUTIONS –
STUDY AREA**

This map compares dedicated park space (dark green) with land controlled by institutions such as schools, churches, and hospitals. Sometimes these spaces look like campuses with green spaces. Near the area are two drainage ways with flood-prone areas that could incorporate recreational trails, as other cities have done.

Legend

- Bikelanes
- Parks
- Institutions
- Streams
- Zone A (1% annual chance of flood)
- Zone AE (1% annual chance of flood)
- Health & Wellness District Boundary



**PARKS, OPEN SPACE,
AND INSTITUTIONS –
BRYAN AREA**

Within the study area there are no public park spaces, however several exist nearby, within a long walk or short bicycle ride away. Connecting residents, employees and visitors to these amenities may be desired, either along existing streets or new off-street trails, to create an interconnected network of green spaces.

Legend

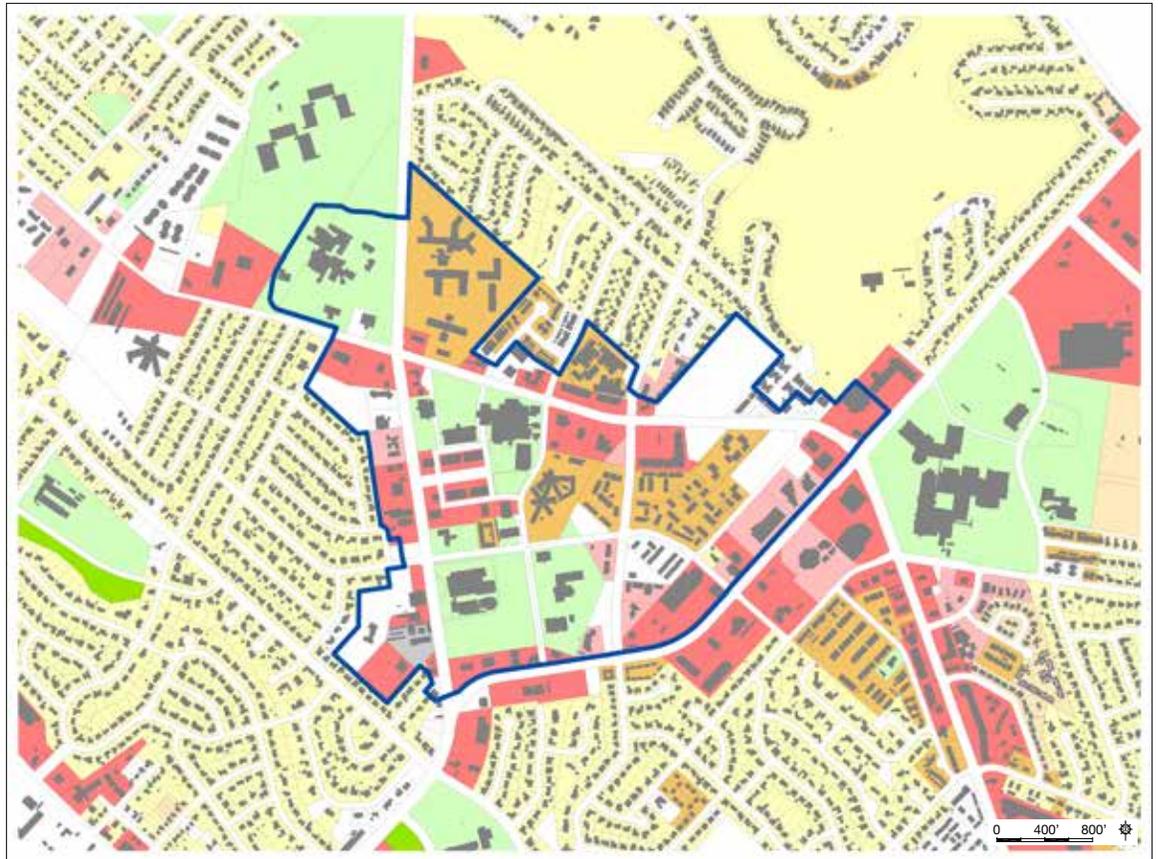
- Bikelanes
- Parks
- Institutions
- Streams
- Health & Wellness District Boundary

**EXISTING LAND USE –
STUDY AREA**

Current land uses in the study area are predominately commercial, institutional, or multi-family residential. Surrounding the area is low-density residential neighborhoods and open spaces. Commercial uses are concentrated along Briarcrest Drive, East Villa Maria Road and E. 29th Street.

Legend

- Agriculture
- Commercial Office
- Commercial Retail
- Light Industrial
- Manufactured Homes
- Multi-Family Res.
- Parks
- Public/Semi Public
- Single Family Res.
- Two Family Res.
- Vacant
- Health & Wellness District Boundary

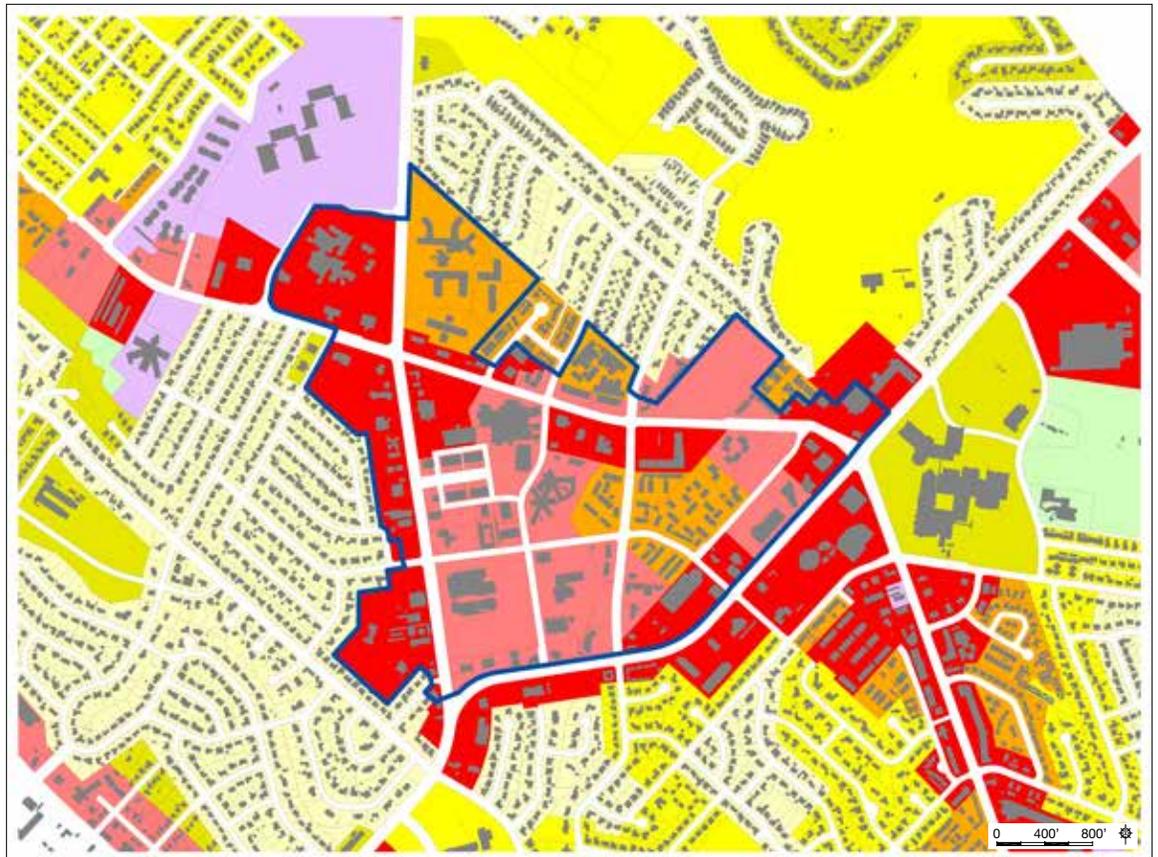


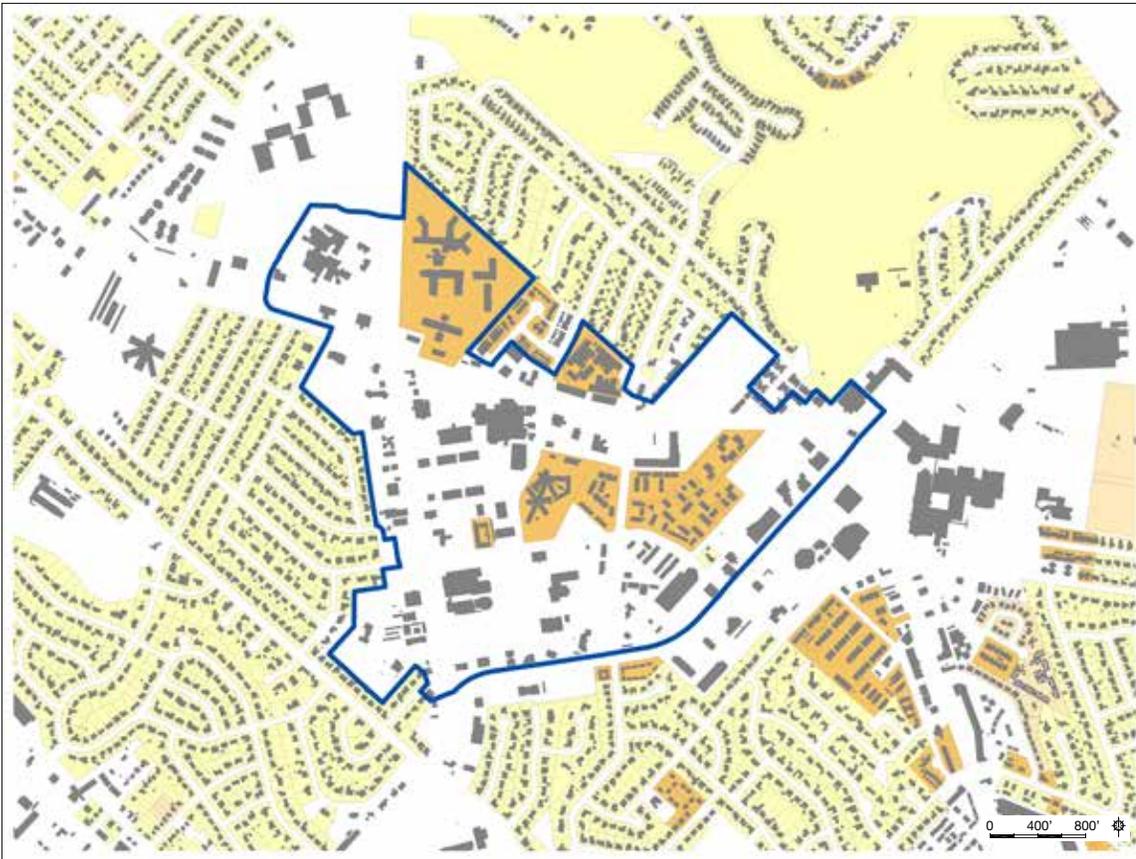
**EXISTING ZONING –
STUDY AREA**

Land use regulations for the area permit office, retail and health-care uses, along with multi-family residential. Some inconsistencies exist, especially where multi-family uses are zoned office. The relatively haphazard pattern of zoning districts do not reflect a cohesive vision for the combination of uses in the area.

Legend

- Agricultural Open District
- Office District (C-1)
- Retail District (C-2)
- Commercial District (C-3)
- Multi Family District
- Planned Development District (PD)
- Residential 5000 District (RD-5)
- Residential 7000 District (RD-7)
- Residential Neighborhood Conservation District (R-NC)
- Health & Wellness District Boundary



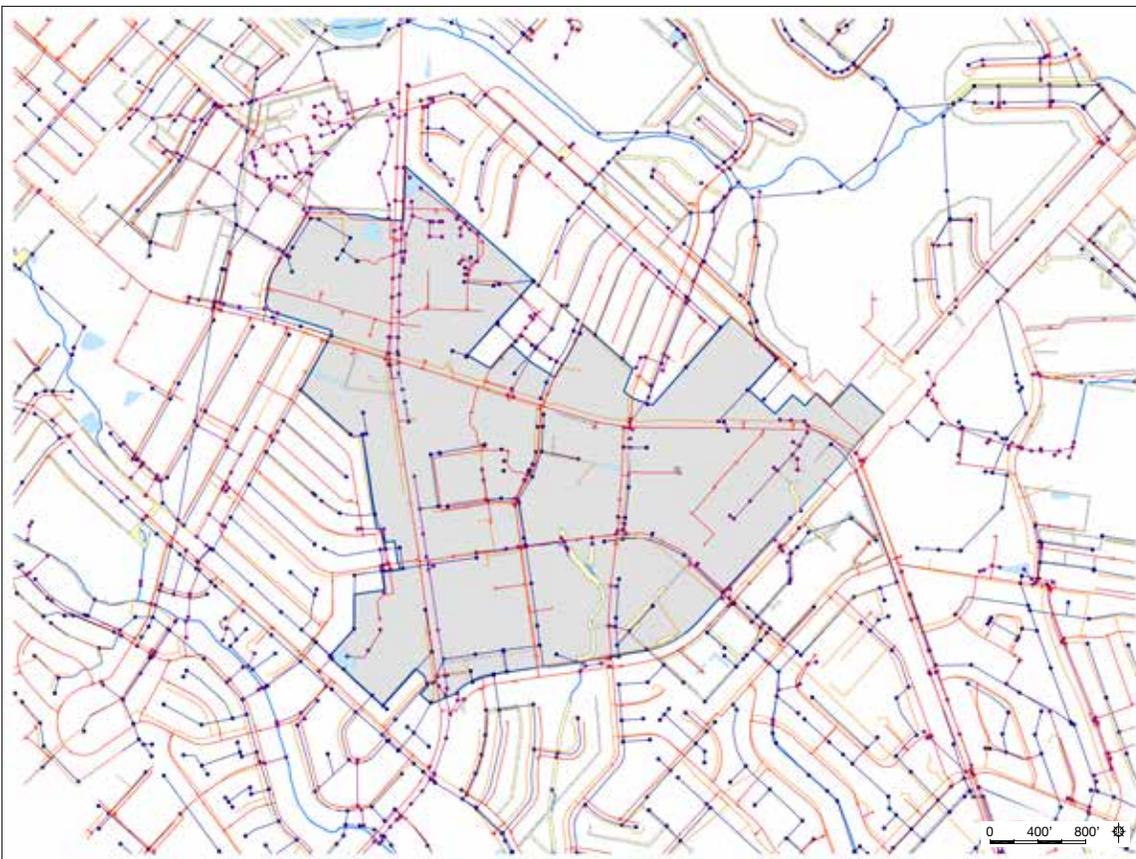


RESIDENTIAL AREAS – STUDY AREA

Multi-family residential is present in the study area both at the Crestview Retirement Community (north) and Sherwood Health Care Facility along with several apartment communities (in the core). Single family residential surrounds the study area, with a handful of apartments located further south on East 29th Street.

Legend

- Manufactured Homes
- Multi-Family Res.
- Single Family Res.
- Two Family Res.
- Health & Wellness District Boundary



UTILITIES – STUDY AREA

Utility infrastructure is primarily located within or alongside the major streets in the area, tying back to the surrounding communities. This means large tracts of land are relatively unencumbered with underground utilities, however improvements to streetscapes may be hampered by overhead wires or underground utility runs.

Legend

- Fiber Optic Line
- Gas Lines
- Water Lines
- Stormwater Sewer
- Sanitary Sewer
- Easements
- Health & Wellness District Boundary

*TRANSPORTATION –
STUDY AREA*

Three major roads meet to form the core triangle shape of the study area. Briarcrest Drive is the only TxDOT facility in the study area. Traffic volumes average 15,000-30,000 vpd on these arterials. Smaller local roads and collectors, notably Kent Street, Broadmoor Drive and Memorial Drive, connect the study area with surrounding neighborhoods.

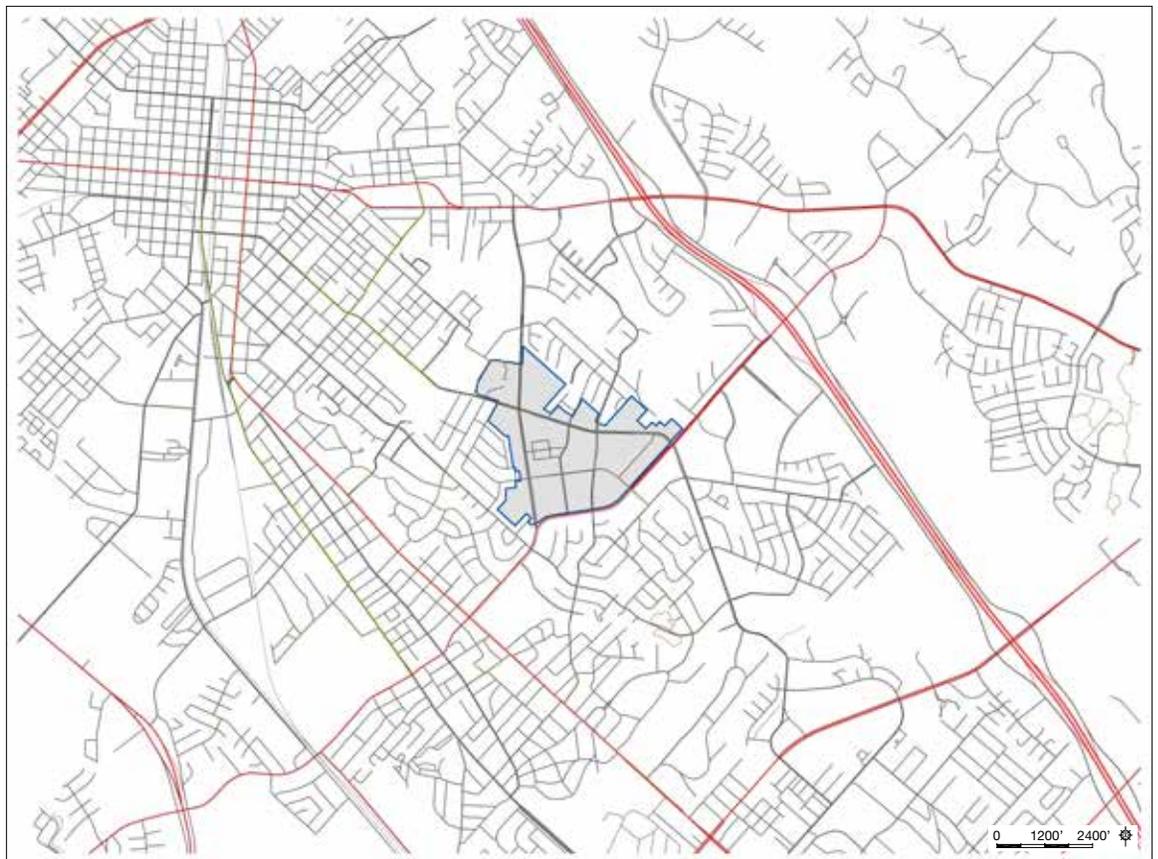


Legend

- Bikelanes
- Existing Sidewalks
- Proposed Sidewalks
- Local Streets
- State and Federal Highways
- Health & Wellness District Boundary

*TRANSPORTATION –
BRYAN AREA*

When compared to surrounding development, the study area has relatively fewer streets and therefore the development blocks are much larger than average. This also results in less walkable blocks and a more automobile-dominated environment because it becomes difficult for pedestrians or bicyclists to traverse the area easily. Downtown Bryan (top left) illustrates a more walkable street pattern.



Legend

- Bikelanes
- Existing Sidewalks
- Proposed Sidewalks
- Local Streets
- State and Federal Highways
- Health & Wellness District Boundary



Analysis of Existing Plans

As part of the planning processes analysis and understanding of existing conditions phase, a review of several key existing plans and planning documents was conducted. The following documents were provided by the City of Bryan.

- » *Bryan Comprehensive Plan, 2006*
- » *Bryan, Texas Comprehensive Plan Implementation Progress Report, 2009*
- » *Central Business Corridor Standards*
- » *The District: Bryan & College Station Route Map*
- » *South College Avenue Corridor Redevelopment Plan*

The Planning Team review sought to understand key elements of the plans that might impact the **Health and Wellness Area Plan**, as well as surrounding development plans, planned municipal services, and other factors that might influence the future development of properties in the planning area or how the planning area might relate to the broader community.

Generally, all plans and documents reviewed broadly support opportunities to create an innovative Health and Wellness area that also performs as a regional destination point using a master planning and implementation process similar to the Downtown Bryan master planning effort. Specifically,

- » The *Comprehensive Plan* supports economic development in the form of redevelopment and infill;
- » The *Comprehensive Plan* identifies the need for additional park and trail development and encourages increased access to parks, open space, and trails;
- » The *Central Business Corridor Standards* and *South College Avenue Corridor Redevelopment Plan* provide precedence for enhanced street designs and encourage designs that support a distinctive sense of place and improve community appearance; and
- » The *Comprehensive Plan* supports higher intensity land use and increased multi-modal transportation options.

While none of the plans or documents specifically addresses community health, tools to support the development of a Health and Wellness area are readily available.

A full summary of the Analysis of Existing Plans is included in Appendix A.

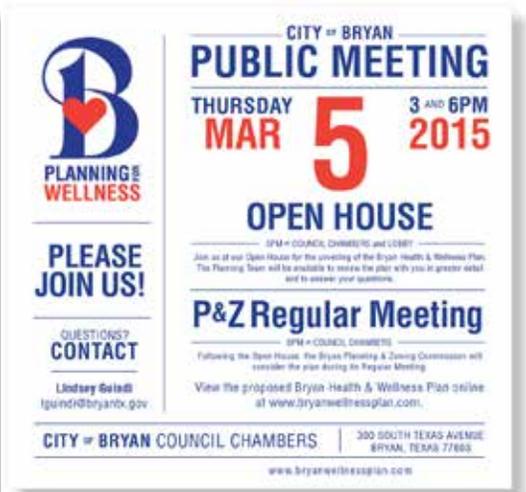
Public Input Process

Throughout the planning process, the public was given ample opportunity to be informed, participate, and provide input to the Plan. Public meetings, presentations, stakeholder interviews, open houses, and an on-line survey and website gave the public a voice in the process. During a three-day Design Workshop where attendees heard about the planning process, they were able to interact with the design team and provide direct feedback that informed the master plan and recommendations. Direct mailing of postcards were sent three times to all addresses inside and within 200 ft. of the study area, and public notice was published in the *Bryan-College Station Eagle*.

The Plan is now proceeding through administrative review and approval, first by public review of the draft report, then presentation to the Planning and Zoning Commission of the City of Bryan. If it so chooses, the P&Z Commission has the option to accept the report and recommend to City Council that it adopt the plan as an official planning document. If City Council should take action and adopt the Plan, it will then become an official document informing the future planning, regulations and development of the study area.

The opportunities for public input were:

- **Public Meeting 1** held on June 23, 2014.
- **Stakeholder interviews** held with 10 groups/individuals on June 23-25, 2014, and December 16, 2014. See Appendix C for meeting minutes.
- A three-day **Design Workshop** held on August 18-20, 2014, including:
 - » **Public Meeting 2** on August 18;
 - » **Public Open House** during the Design Workshop on August 19; and
 - » **Focus Group Meetings** with 3 groups on August 18-19.
- **On-line Survey** available August 18 through September 26, 2014 that received 67 responses, plus approximately 30 responses recorded during Public Meeting 2.
- **On-line Website** active from June through December that included project information, links to surveys, and progress reports and documents relating to the plan, at bryanwellnessplan.com. No meaningful comments were received through the website.



- Public Meeting 3 was held on March 5, 2015
- Planning and Zoning Commission held a Public Hearing on March 5, 2015
 - » Planning and Zoning Commission voted to recommend City Council approve the plan
- City Council Public Hearing [will be held on April 14, 2015]
 - » City Council may take whatever action it deems appropriate

On-line Survey and Interactive Survey Results

An interactive on-line survey was conducted to gauge the interests and preferences the public had for what the study area should become in the future in terms of activities, services, and the look and feel of the district. The results were incorporated into the planning process. The full survey results are included in Appendix D. The following images are the most popular responses to questions that touched on the look, feel and character of the physical environment in the district. They indicate a preference among the respondents for traditional building materials and composition, buildings situated close to the sidewalk, comfortable sidewalks and well-marked crosswalks and bicycle facilities, and more landscaping than is present today.

Most Favored Images from the On-Line Survey – Percentages listed on each image indicate the portion of respondents that preferred that image over all others.



79%

79% prefer this relationship between the sidewalk and street



58%



42%

100% prefer highly visible or decorative crosswalks (58% and 42%, respectively)



58%



42%

100% prefer signage to be landscaped and well-designed (58% and 42%, respectively)



52%



47%

100% prefer protected bicycle facilities (52% and 47%, respectively)



63%



26%

63% prefer buildings close to the sidewalk or with some landscaping (not parking) (37% and 26%, respectively)



50%



28%

78% prefer way-finding signage to be colorful, decorative and easy to read (50% and 28%, respectively)



32%



32%

65% prefer buildings with a mix of traditional materials (brick and glass) (32% and 32%, respectively)



37%



32%

69% prefer the district to be identified or branded through monument and upright signage (37% and 32%, respectively)



Bryan, Texas Health & Wellness Planning Area



Bryan, Texas Study Area



Brazos County, Texas

Summary of Market Potential

The planning team conducted a market report, included in Appendix H, to understand the current real estate market conditions and potential for new investment in the study area.

Study Areas and Key Demographics

The areas defined within the real estate market analysis include a primary focus on the Plan Area (“Plan Area”), City of Bryan study area (“Bryan”), and Brazos County (“County”) overall.

The population within all of these areas is projected to grow in the range of approximately 1.5-2.0% annually and current estimated population within the Plan Area is 1,823. The Plan Area is comprised mostly of lower and middle incomes, with 35% of households having an income less than \$25,000 annually and approximately 30% in the \$35,000 to \$75,000 range. The Plan Area consists of a substantial older population, with over 25% of the population being over the age of 65 (as compared to less than 10% for Brazos County as a whole). Research indicates the presence of over 3,800 employees in the Plan Area, which could be a substantial driver for future development of amenities to support these employees. As a benchmark, the Plan Area's number of employees per capita is nearly double the average of Bryan. Nearby Blinn College's fall 2014 enrollment increased to 13,587 students (6.4% increase over the previous year), which leads us to believe student housing and additional amenities to support these students should be considered a viable component of future development.

This study tracked approximately 6.4 million square feet of commercial and multi-family property in the area (not including the hospital). These properties are primarily comprised of office + medical office (3.3 million square feet) and retail (1.4 million square feet). The primary corridors for all commercial property within the Plan Area are East 29th Street (2.1 million square feet) and East Villa Maria Road (2 Million square feet)

Healthcare

Opportunity: Consolidation of ancillary and supportive uses can create the density needed to drive new development and create redevelopment opportunities

Census Data indicate the average healthcare spend (including services and insurance) to be approximately \$4,400 per capita for the 10,000 residents within 1 mile of the hospital, which calculates to an estimated \$44,000,000 healthcare spent by



these residents. St Joseph's hospital anchors the Plan Area and consists of 316 beds. Other major hospitals in Brazos County include Scott & White (143 beds) and College Station Medical Center (119 beds).

As is the case with any substantial hospital campus, the area proximate to St Joseph's hospital is populated with a host of ancillary and supportive uses. These include acute long term care, physician offices, and medical suppliers. The Plan Area consists of the highest density of physicians in Bryan. We believe that consolidation of these ancillary and supportive uses will create the density needed to drive new development and also create opportunities for redevelopment of property that was vacated as a part of the consolidation.

Medically Integrated Fitness

Opportunity: An integrated medical fitness facility can improve community health by addressing unmet needs for medically-supervised fitness programs, complete the continuum of care for pre- and post-surgery patients, and represent a tangible commitment to preventive health by working to prevent chronic disease in the community.

As the physical headquarters for a hospital's community health initiatives related to disease prevention, injury rehabilitation, and chronic disease treatment, a medical fitness center is the venue for delivery of medically informed exercise and diet.

Medical Fitness Centers offer a diverse menu of exercise based wellness programming to patients, members and non-members. Highly trained, properly credentialed fitness professionals work in client-focused collaboration with clinical professionals. Centers are financially sustainable because they charge for their services through membership dues; ancillary fees and third party reimbursement.

Medical fitness centers operate most effectively when collocated with medical service providers that have common clientele. The treatment of heart related issues, obesity, diabetes, sports injuries, post-surgical rehabilitation, work related injuries, and stroke rehabilitation are a few examples of practices and services that integrate well with Medical fitness.

Fitness facilities would include 2-3 types of pools, locker rooms, babysitting, a small café, fitness floor and class rooms, as well as therapy alcoves and a running/jogging track.

A unique opportunity exists to open a conversation where St. Joseph and Blinn College work together to offer student health and recreational facilities as part of an integrated fitness program.





Office and Medical Office

Opportunity: *New medical office space can drive higher average rental rates, provide existing tenants with new space meeting technological and practice needs, and create opportunities to attract new tenants.*



The office/medical office market for the Bryan study area is exhibiting higher (14.2%) vacancy than Brazos County (9.5%) although the weighted average rent of available space is similar (approximately \$16 per square foot all inclusive). For the Bryan study area, net absorption since 2011 is approximately negative 50,000 SF, meaning that the move-outs have exceeded the move-ins during this period. These factors point to speculative general office construction as likely to be difficult. However, we recommend pursuit of larger general office users as a part of the ongoing activities. Specifically, these could include county agencies, other government users, and collaboration with state and local economic development entities to make sure they're presenting the Plan Area as a potential for major corporate users. Notwithstanding the average rents and negative absorption indicated above, we believe the moving existing medical practices into new medical building(s) is workable for several reasons. First, medical practices can carry higher rents than general office users which are included in the rent average above. Second, the fact that these practices are already located in the Plan Area indicates the area works for their practice. Finally, these practices will be able to create a better patient experience and better collaborate with other providers in newer facilities that better meet their technological and practice needs.



Retail

Opportunity: *Lower than average vacancy rates and triple net lease rates (NNN) (base rent + percentage of taxes, insurance, and common area maintenance expenses) combined with community preferences for a more walkable commercial retail/services environment featuring dining and entertainment options suggest that well-designed mixed-use retail development could perform well and be popular with the surrounding population and Blinn College students.*



The Bryan study area retail research set includes approximately 1.7 million square feet within 65 buildings. The vacancy rate is a healthy 4.7% compared to Brazos county overall, which is slightly higher at 5.4%. Asking Net-Net-Net rental rates (less expenses) are approximately \$2.00 per SF higher in Brazos County overall compared to the Bryan study area which is approximately \$11.86 per square foot. Net retail absorption in the Bryan study area is approximately zero since 2011, indicating a relatively stable market with the same amount of retail move-ins as move-outs.

The Bryan study area lacks building suppliers, lawn and garden, direct sales establishments, and bars / taverns. Those living and working within the Bryan study area are spending their retail dollars elsewhere outside of the Bryan study area.

We believe that a mixed use retail component would help meet the demand, particularly as it relates to direct sales and bars / taverns. In aggregate, the population within the Bryan study area (17,423) is estimated to spend approximately \$28 million in food away from home. The large younger population from Blinn College could be a driver for these uses.

Multi-Family and Senior Housing

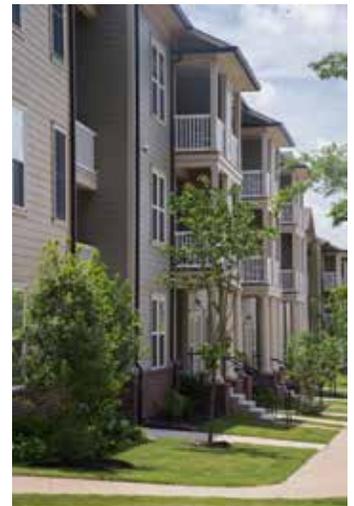
Opportunity: Higher average vacancy rate and lower average rent suggest low demand for multi-family housing in the planning area; however, this could be attributable to the age and condition of much of this housing type. Redevelopment of existing multi-family housing and development of student housing may generate demand for multi-family. Senior housing should be examined separately due to the highly regulated nature of this product.

CoStar data indicates that the multi-family vacancy rate is approximately 13.7%, which is high in comparison to Brazos county overall (5.7%). Asking rents per unit are substantially lower (\$690 per month) when compared to Brazos county overall (\$1,040 per month), although we note that research indicates the pricing for the Plan Area is likely set correctly with few concessions beyond asking rent for either tenant or landlord. Net Absorption within the Plan Area is positive, indicating more move-ins than move-outs.

College Edge, a 160-unit complex at the edge of Blinn College, is commanding the highest rents in the Plan Area (effectively \$1,250 per unit per month) whereas the other multi-family developments in the Plan Area are in the \$550-\$750 per unit per month effective range.

The higher rents commanded near Blinn College, along with the growth of the student population noted at the outset, lead us to conclude that a student housing solution should be given serious consideration within the redevelopment plan.

The Texas Department of Aging and Disabilities is indicating a total of 667 beds in senior housing facilities within Brazos County, of which 63% (421) are located in Bryan. Senior housing developments have stringent economic and government approval requirements. If increasing the amount of senior housing in the Plan Area is desired, additional study would be required related to this goal. These studies typically include population within the required age demographics, their associ-





ated incomes and housing values, draw and occupancy of competing facilities, anticipated reimbursement, and regulatory requirements.

Industrial / Warehouse

Opportunity: Industrial/Warehouse development in the area is limited and is not encouraged due to low ROI when compared to other uses and lack of compatibility with existing uses.

Preliminary research on the industrial market indicates a lack of industrial/warehouse product in the Plan Area. Although Brazos county as a whole has a fair amount (approximately 2.4 million square feet) of industrial warehouse space, we do not believe that industrial/warehouse should be a meaningful component of Plan Area development plans. This is because these uses require large stretches of land, pay the lowest rents among commercial categories, and are often undesirable proximate to dense mixed-use development. Flex product is defined as a combination of office or retail and warehouse and still provides substantially lower rents than retail/office/medical, although the rents would be higher than general warehouse or industrial space.



CREATING HEALTHY PLACES

Healthy Neighborhood Concept

Quality of life has become a critical factor in the lives of many Americans as they make choices about where to live and work. In the new economy, where a talented and knowledgeable workforce is the most valuable commodity, businesses are increasingly locating where workers choose to live, and transformations in transportation and communication technology mean that people can choose to live in places that will afford them a high quality of life. Today, successful cities are creating places where people want to be—vibrant, diverse, healthy places—and that are attractive to both people and businesses. These places share many characteristics in common; they are unique, authentic, people-centered, diverse, and reflective of local community. They are also accessible, safe, and inviting. But perhaps most importantly, they are places where individuals can lead healthy lifestyles. As we learn more about the impact of our built, social, and physical environments on our lives, we find that the design of the places in which we live is inextricably linked to our health and subsequently to our quality of life.

The idea that our built and physical environments impact our health is not new. In the 19th century, public health and urban planning grew out of society's desires to improve individuals' health outcomes by addressing both how people live and where people live. For example, disease inoculation and access to health-care, coupled with innovations in sewage infrastructure and access to clean water greatly improved both the length and quality of people's lives. Similarly, segregation of land uses created opportunities for people to live in residences with access to fresh, clean air and open spaces, and it contained some of the more harmful negative externalities of an industrial society.

As land use and public planning professionals moved forward with sometimes parallel efforts to positively address community health concerns in the 20th century, other innovations in how we live have sometimes had deleterious effects. For instance, society's increasing reliance on motorized transportation and adoption of less nutritious diets has resulted in reduced levels of physical activity and increases in obesity and chronic diseases. Research increasingly demonstrates that factors such as poverty and declines in neighborhood cohesion—economic and social determinants of health—are linked to some of the most challenging health disparities that communities face today. And so at the start of the 21st century, urban planning and community health professions are partnering to design and implement strategies that improve opportunities for individuals to lead healthy lifestyles.

What does it mean to design a healthy community and what does a healthy community look like? A healthy community is one that facilitates making the healthy choice the easy choice for individuals. It is one where health is a priority in the policies, systems, and environments in the community and where health is a priority in the planning and decision-making processes. Some characteristics of communities that support healthy lifestyles may include:

- Enhanced access to opportunities for physical activities ranging from walking and biking as modes of transportation to recreational activities in open spaces;
- Easy access to healthy foods including fresh foods;
- Increased access to healthcare and to wellness and preventative care;
- Robust local economies that support economic opportunities for all citizens;
- Vibrant, authentic public spaces and public realms that serve the needs of all people;
- Walkable neighborhoods and commercial centers featuring a mix of uses;
- Adequate supplies of affordable, healthy housing;
- Opportunities for social interaction and participation in community activities; and
- An identifiable “Culture of Health” that is supported by local government, businesses, and community organizations.

As the case studies included in this section indicate, health can be promoted at all levels, from the design of buildings to the planning of a community. Just as public health and urban planning partnered to address health disparities in the 19th and 20th centuries, contemporary partnerships that include public, private, and community sector organizations, community residents, health care service providers, can be organized to comprehensively address the integration of health into our communities and advance our quality of life.

Case Studies

Architecture, community planning, and urban design provide community leaders with a wide array of tools to plan and design built environments that can increase opportunities to lead healthier lifestyles. Building design can provide more natural light, improve air quality, encourage people to take stairs instead of elevators, and support compatible, health-focused activities such as pairing health care and community wellness facilities together in the same location. At the community level, creating more compact, dense communities can support walkability, bikability, and public transit ridership thus encouraging physical activity. In turn, these activ-

ities can contribute to a vibrant public realm and build sense of place that attracts people to a neighborhood commercial area, or community gathering place.

Several case studies offer examples of how health and wellness concepts have been incorporated into planning and design at a range of scales, from site specific to community-wide. Each case study illustrates factors that can contribute to successful projects including Client and Partner/Organizational Approach, Market Dynamics, Planned Approach, Implementation Strategy, Main Wellness Features, Performance, and Lessons Learned. They are drawn from projects in communities most similar to Bryan, TX in terms of size and land use patterns, and include:

St. Francis Health & Wellness Center-Fitness Plus, Cape Girardeau, MO.

This facility integrates medical services with wellness activities in a single building that is linked to the main hospital. Creating a resort-like atmosphere with wellness and medical services has led to high levels of patient and member satisfaction and a reduction in operating costs for healthcare.

Cadence Fitness and Health, Geneva, IL. Delnor Hospital and Central DuPage Health partnered to create a place that supports programming around aftercare and survivor care services, wellness and prevention programming such as weight management and cardiac fitness, and traditional wellness/fitness facilities. The facility helped the hospital to re-brand and re-position itself in the community as both a clinical care and wellness provider.

Innovation Park, Charlotte, NC. Redevelopment of a large business office campus included an on-site fitness center with management and programming provided by the local YMCA, new bike trails and a bike share program, an indoor walking track linking campus buildings, and wellness programming for employees. Incorporating wellness facilities and programming improved the attractiveness and marketability of the office spaces.

Florida Hospitals Health Village, Orlando, FL. Florida Hospitals Orlando created a walkable, multi-use community that brings together medical services, bio-technology research, retail and residential. Health Village is a medical business incubator designed to attract young professionals who want to live, work and play in the neighborhood.

Jackson Walk and LiFT, Jackson, TN. City officials and the local healthcare provider partnered with real estate developers to redevelop a 17+ acre brownfield site adjacent to downtown Jackson, TN. Jackson Walk establishes a new healthcare model by revitalizing the Center City core with new apartments and single family homes, outdoor recreation and amenities, commercial shops, and LiFT, a new wellness center/primary care clinic.

See Appendix J: Healthy Community Case Studies for more detailed information.

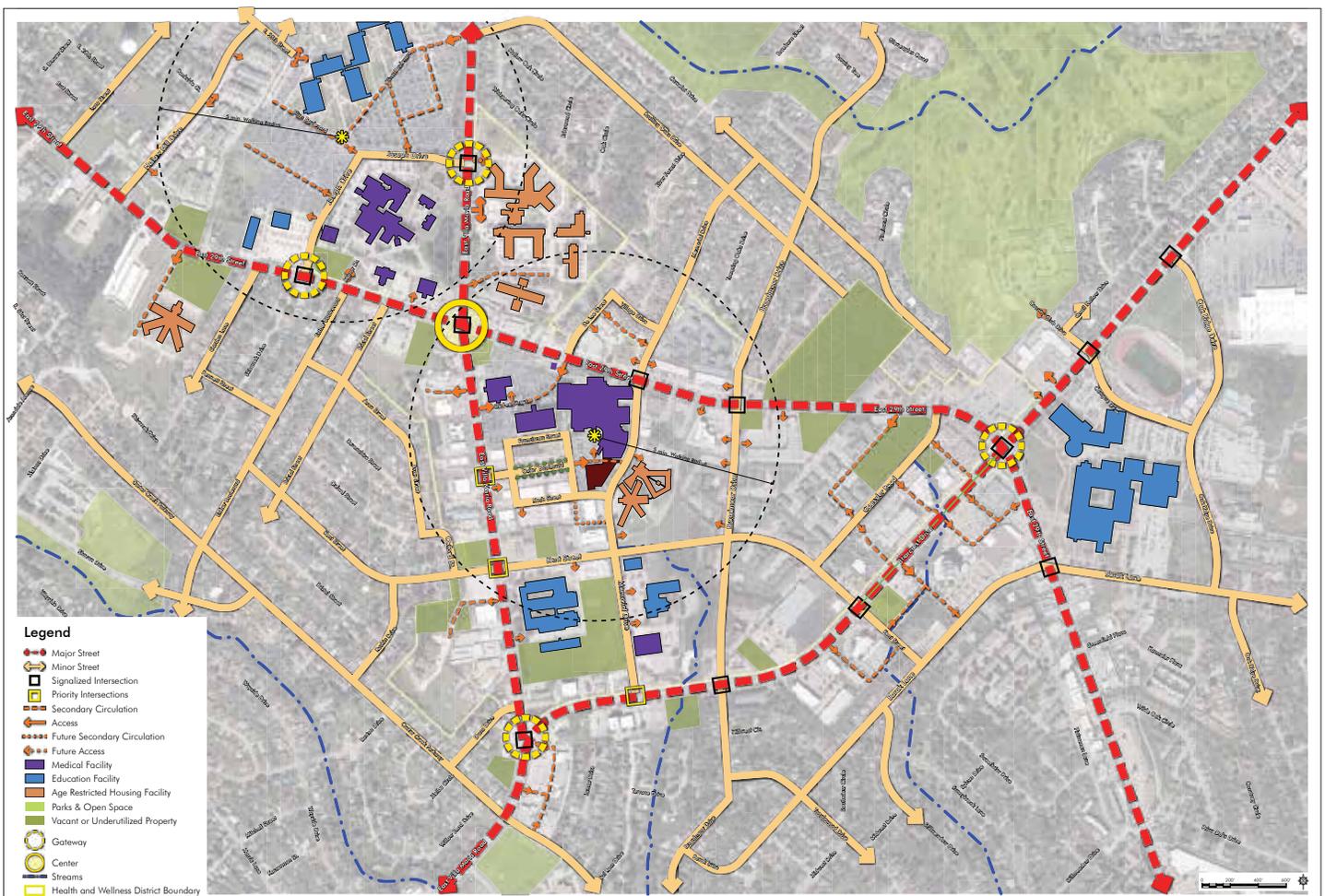
Opportunities and Constraints

The last step in understanding the study area prior to generating recommendations and a master plan design is helped by creating an Opportunities and Constraints diagram. This map, below, is used by the design team to identify key features and places that require particular attention in the master plan. A well-designed master plan will capitalize on opportunities while overcoming the constraints present in the area.

Opportunities are elements that are strengths, assets or locations and should be preserved or expanded upon. These may be a special building or place, valuable open space, or highly visible location. Constraints are elements that are barriers, detriments, or weaknesses that should be eliminated or transformed into something better. Examples might be a street too dangerous to cross, dilapidated buildings, or a stream or utility corridor that acts as a barrier. In the following diagram, the following Opportunities and Constraints were identified:

- Prominent gateway points along Briarcrest Drive, East Villa Maria Road and East 29th Street could indicate to visitors when they've arrived in a special district.
- These same major roads connect the study area to other local and regional destinations accessed by South Texas Avenue, William J. Bryan Parkway, and Earl Rudder Freeway (TX-6) and enhance the area's regional connectivity.
- Internal streets Memorial Drive, Broadmoor Drive and Kent Street carry relatively little traffic and extend into the adjoining neighborhoods, making them good local connections for nearby residents, pedestrians and bicyclists.
- Several educational facilities (Blinn College, Bryan Collegiate High School, and Bryan High School) are located in/near the area and are destinations for thousands of students, staff and faculty who may patronize area businesses at times throughout the day.
- St. Joseph Regional Health Center controls large properties on two corners of East Villa Maria Road and East 29th Street, making it the most significant intersection that the hospital could address.
- A significant number of senior housing facilities are located in the area, signaling an opportunity for additional housing.
- Relatively few parks and open spaces exist in the study area. The recreation area located at Bryan Collegiate High School could serve as community park space; several parks and green spaces in adjoining neighborhoods could be meaningfully connected to the planning area.

- Several vacant or underutilized properties particularly along East 29th Street, with one or two on East Villa Maria Road, could be developed.
- Significant portions of the area are within a 5-minute walk of St. Joseph Regional and Blinn College; however, the area acts as 2-3 distinct walkable areas. Establishing meaningful connections could improve accessibility.
- The upper tributary of Burton Creek is hidden behind overgrowth and could become an opportunity for park space as well as a place to improve the quality of stormwater runoff.



Opportunities and Constraints Diagram

- Osler Boulevard is a well-landscaped entrance to St. Joseph Regional Health Center; however, its presence on East Villa Maria Road is not prominent and there is no stoplight or crossing at the intersection.
- Briarcrest Drive, East Villa Maria Road and East 29th Street are high-speed major streets with 5 to 7 lanes. They act as barriers and create unsafe, hostile environments for pedestrians and bicyclists.
- The relatively few and distant signalized intersections along the major roads reduce walkability and connectivity of the area.
- The pattern of large blocks limits walkability and easy access to facilities due to block sizes and distances between street crossings.
- Multifamily housing is relatively old and hidden from view, hindering its relationship to adjacent development and limiting marketability. The housing is limited in type, size and price.
- Most buildings are independent and free-standing in an auto-oriented suburban pattern, making them difficult for pedestrians and bicyclists to access. Of all the institutions in the area, only one (Bryan Collegiate H.S.) has its primary entrance facing the street; all others primary entrances face parking lots internal to the site, making visitors feel unwelcome and unable to find the front door.
- A large number of surface parking spaces exist throughout the study area, and many smaller lots are underutilized much of the time. These represent opportunities to "recapture" land for new development if parking were consolidated or shared between uses.
- The lack of shade trees and landscaping combined with an abundance of asphalt and concrete surfaces creates a very hot, inhospitable, and visually unappealing environment for significant parts of the year, especially for pedestrians.





HEALTH AND WELLNESS AREA VISION PLAN

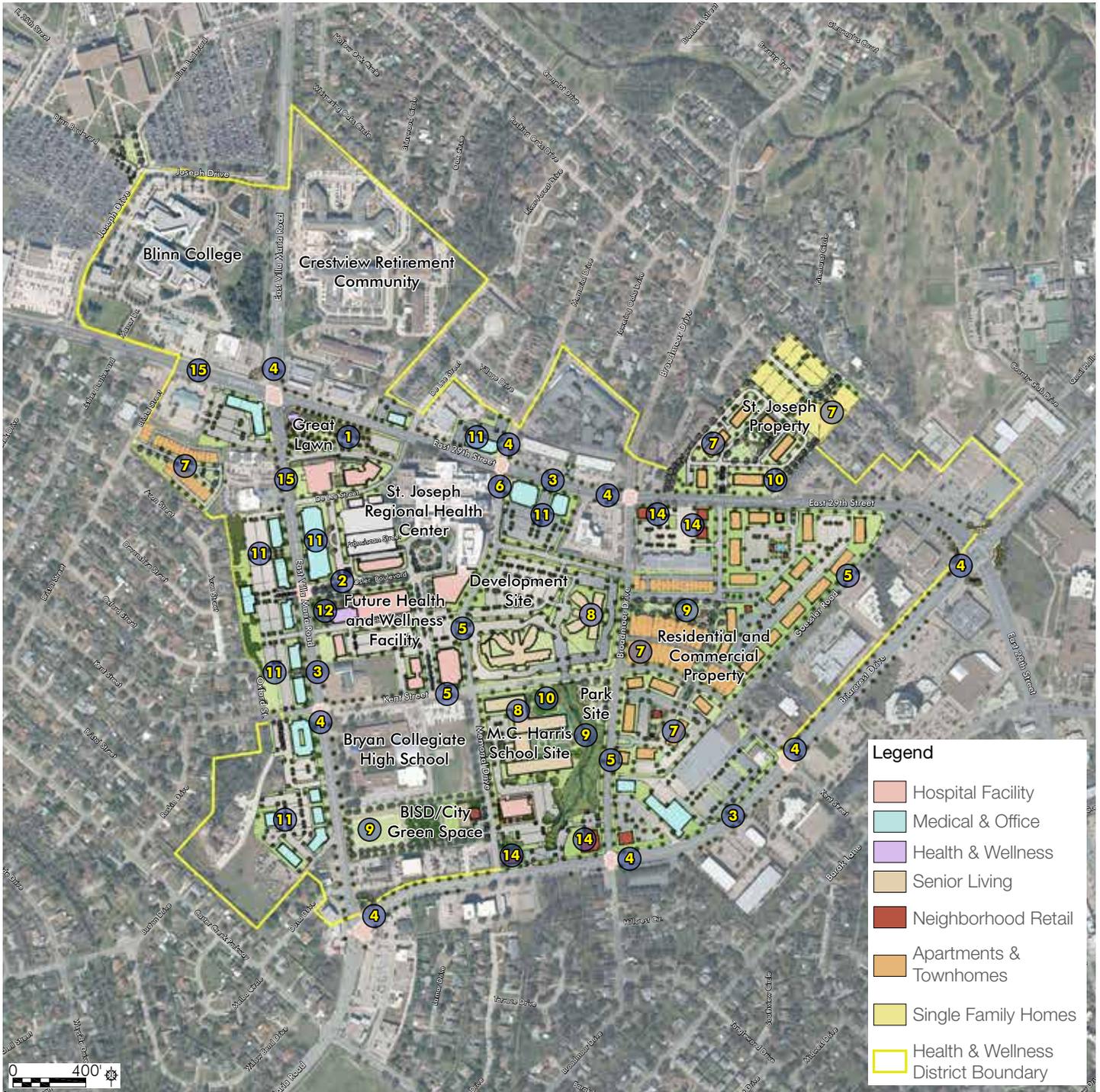
Following the background and existing conditions analysis, market study, and Opportunities and Constraints mapping steps, and utilizing considerable input from Task Force stakeholders, residents, businesses, institutions and civic leaders, a Vision Plan has been created to guide future public improvements and private investments in the area.

The Vision Plan is comprised of the recommendations that follow, along with the Master Plan map (left), and was created to help the City of Bryan undertake public improvements to streets and public spaces, guide institutional partners like St. Joseph Regional Health Center, Blinn College and Bryan Independent School District in their campus planning and growth plans, and provide direction to private property owners, business owners, real estate developers and investors in making investments and improvements to their own property.

Key Concepts of the Vision Plan

The Vision Plan is comprised of 15 key concepts that seek to create a vibrant and comfortable mixed-use district with health and wellness incorporated into the fabric of the community and its economic focus. The key concepts are:

1. **Create a Great Lawn** – create an attractive new public face for the hospital, activated with community-facing healthy activities and uses.
2. **Emphasize Osler Boulevard** – improve the hospital's front door experience (Osler Boulevard) by lining it with friendly buildings and landscaping.
3. **Improve Major Streets** – improve East Villa Maria Road, East 29th Street and Briarcrest Drive with medians, landscaping, wide setbacks, wide multi-use paths, lighting, signage, and public art.
4. **Enhance Pedestrian Access** – provide enhanced pedestrian crosswalks at all signalized intersections (push-button activators, ADA-compliant ramps and "zebra" striping) and add crossings (HAWK signals) where pedestrians unsafely cross today.
5. **Improve Local Streets** – enhance local streets with landscaping, lighting and signage improvements, and create a consistent network of sidewalks and on-street bicycle lanes.
6. **Improve Emergency Access** – provide better turning movements and signage for emergency access to the hospital's new Emergency Care Center.



Health and Wellness Area Master Plan

7. **Provide More and Better Residential Options** – promote progressive redevelopment of multifamily property, allowing for greater varieties and types of market-rate residential options. Explore student housing scenarios as an appropriate partial solution to reducing automobile traffic and increasing district population density.
8. **Promote Senior Living** – incorporate additional senior-living facilities with easy access to area amenities and retail.
9. **Create Neighborhood Park Spaces and an Enhanced Creek** – expose and improve the Burton Creek Tributary, creating a neighborhood crossroads green space that is themed/designed for nearby residents (gatherings, dog park, exercise, etc.), and enter into a Joint-Use Agreement for recreation space next to Bryan Collegiate High School.
10. **Take Advantage of Underutilized Property** – develop infill residential on underutilized property along East 29th Street and utilize BISD's out-moded M.C. Harris property.
11. **Improve Medical and Commercial Development** – encourage improvement of existing medical and commercial properties so that they are more attractive in the marketplace.
12. **Create a Community Health and Wellness Center** – create a public and welcoming community destination with a health and wellness focus in the form of a fitness/clinical care facility next to the hospital alongside retail and other uses with active outdoor space.
13. **Neighborhood-oriented Retail** – seek additional neighborhood-oriented retail including better dining options; encourage office/multi-family over retail in a walkable environment; and target some uses that are attractive to medical services employees, Blinn College students, and others such as dining/coffee, books, clothing, etc.
14. **Improve Connections to Blinn College** – provide a comfortable walkable connection between Blinn College campus and the rest of the district.
15. **Address Traffic Concerns** – institute “game day” protocols at problem intersections during the first two weeks of Fall semesters and the first week of the Spring semester when Blinn College students are learning how to navigate the area.

These key concepts informed a number of specific elements that were then incorporated into the Master Plan layout for the area, which are described in more detail below.



"Great Lawn" becomes a vibrant gathering space Healthy food and entertainment in a low-cost "pop up" setting attracts activity



"Great Lawn" in front of St. Joseph Regional Health Center (corner of East 29th Street and East Villa Maria Road), repurposing the old gas station as a healthy food outlet

Vision Plan Elements

The Vision Plan focuses on improving the Health and Wellness Area by taking advantage of a number of opportunities that were discovered earlier in the process, and that meet the goals and objectives of the Task Force. The Vision Plan incorporates the following elements in response to the goals and objectives of the Task Force:

Identity

***Aims:** Create a unique identity for the area; improve the presence of St. Joseph Regional Health Center; and create a good (first) impression and a welcoming experience for visitors.*

The Vision Plan includes:

- Establish a visible hospital precinct, bounded by East Villa Maria Road, East 29th Street, Kent Street and Memorial Drive, with a public presence at the intersection of East Villa Maria Road and East 29th Street.
- Establish a “Great Lawn” green space at the southeast corner of East 29th Street and East Villa Maria Road to provide a visually significant public impression space.
- Enhance Osler Boulevard as St. Joseph Regional Health Center's front entry drive with buildings lining the boulevard in a pedestrian and visitor-friendly format leading to the hospital front door.
- Extend the “image” of the hospital up and down East Villa Maria Road with landscaping, setbacks, and public art leading to an improved Osler Boulevard intersection.
- Program the "Great Lawn" for special events/programs where the public and the institution meet, such as Farmers Markets, 5k Fun Runs, and health-related events.
- Reface or line the buildings and parking garage with improved facades and active uses to improve the face of the hospital towards East 29th Street.
- Improve De Lee Street as a secondary front drive, connecting East 29th Street to Osler Boulevard along the edge of the parking garage.
- Create district identity with consistent lighting on all district streets, using contemporary fixtures.
- Improve district way-finding signage everywhere, incorporating directional signage from Earl Rudder Freeway (TX-6), Briarcrest Drive, East Villa Maria Road, and East 29th Street towards the hospital campus and way-finding signage in/near the campus.
- Use public art at the three major intersections and at the Osler Boulevard and East Villa Maria Road interior crossroads to identify the district beyond signage.



Public art incorporated into usable open spaces



Healthy community amenities show how to live, eat and be well



Health and Wellness Facility can be an open and inviting public place



Bring Health and Wellness, residential, and amenities close together



Health and Wellness Gateway corner (Briarcrest Drive and East Villa Maria Road)

Land Uses

Aims: *Create vibrant and comfortable mixed-use district; address BISD property questions; address Blinn College expansion impacts; address eyesore buildings (and gas stations on every corner); and recommend zoning changes.*

The Vision Plan includes:

- Enhance walkability by bringing buildings and uses closer to the street with parking between and behind buildings.
- Reduce driveway curb cuts by connecting parking lots and consolidating driveway entries wherever possible.
- Repurpose the BISD's M.C. Harris/Hammond Oliver property in the short term for medical office space, allowing relocation of medical practices from redevelopment areas; in the long-term redevelop the property into senior living or multifamily.
- Enter into a Joint-Use Agreement with BISD to utilize the open space south of the Collegiate High School for public recreation space.
- Enhance pedestrian connectivity to Blinn College by reconfiguring a small portion of their surface parking lots to provide a comfortable walkable connection between the campus buildings and East 29th Street and East Villa Maria Road along Joseph Drive; potentially add ancillary development on Blinn College parking facing Joseph Drive.
- Redevelop disused and underutilized/out-moded medical office buildings throughout the area.
- Establish a Health and Wellness Center that consolidates and expands out-patient rehabilitation and community fitness/clinical care into a single facility that bridges public well-being and the hospital; locate the Center near the hospital and other synergistic uses (everyday health retail, community activities, outdoor spaces, etc.) on south side of Osler Boulevard, sharing parking with other uses if possible.
- Develop hospital property on East 29th Street with residential low-density homes and park space adjacent to the existing neighborhood and higher-density or commercial uses fronting East 29th Street; allow potential trail access to Camelot Drive through property.
- Amend the City's *Zoning Ordinance, Land and Site Development Ordinance and Comprehensive Plan* to permit buildings to be placed closer to the front property line, allow for greater height and density in non-residential areas, promote placement of parking to the sides and rear of buildings, and consolidate parking access drives.



Walkable environments prioritize people, then cars



Attractive neighborhood-serving retail or medical services



Quality and varied housing options attract residents



Permit buildings to come closer to the street to serve pedestrians



Landscaping and sidewalks make walking enjoyable and pleasant



Bicycle racks and sidewalks allow alternative transportation use

Commercial

Aims: *Create more/better opportunities for businesses and better organize commercial uses through the area.*

The Vision Plan includes:

- Influence the form of commercial/retail/medical office redevelopment by requiring it to be more pedestrian friendly, including:
 - » Require street-facing buildings with active ground floors to be built with flexibility in mind to enhance the long-term utility of buildings.
 - » Locate parking between/behind buildings. Connect parking lots and reduce or consolidate curb cuts where possible.
 - » Introduce wider sidewalks and crosswalks to permit pedestrians to patronize businesses.
- Influence the redevelopment of medical/commercial along East Villa Maria Road (particularly the west side) and East 29th Street (particularly the north side).
- Consider rezoning some C-1 and C-2 property to MU-2 or a new district to permit more multifamily, increase density, and reduce setbacks; particularly along major streets. Prohibit auto-oriented uses from locating on corners of major intersections.
- Establish minimum design standards for architectural quality and character that reinforces the brand or image of the district.
- Use underutilized buildings, particularly at the corner of East 29th Street and East Villa Maria Road, to incubate a healthy food market business, and use the Great Lawn to host community activities (Farmers Markets, events).

Livability

Aims: *Make the area more attractive and desirable for people to choose to live here; tap the potential for additional senior housing.*

The Vision Plan includes:

- Promoting redevelopment of existing multi-family properties by allowing them to become denser (4-stories or more) and include a wider range of market-rate housing options.
- Encourage additional senior-living facilities especially along Memorial Drive and major roads where commercial/retail is not strong.
- Provide neighborhood amenities accessible by all residents within easy walking distance, including restoration of the Burton Creek Tributary 4 creek within a neighborhood park and enhanced walkability to retail close to residential.
- Make walkable/bikeable connections to adjacent neighborhoods along minor streets, creating better links to nearby parks and amenities.



Incorporate the Burton Creek Tributary in an interesting park space



Open spaces become vibrant with active ground floor uses nearby



Interesting features educate children, and make places fun



Useful green spaces can serve many purposes



Community park space between Broadmoor Drive, Kent Street, and Memorial Drive becomes a neighborhood amenity

Parks, Recreation and Activity

Aims: Create better access to parks and trails; create deliberate and usable green spaces.

The Vision Plan includes:

- Establish a restored creek (Burton Creek Tributary 4) and park space along Broadmoor Drive; expose and improve creek area and create a neighborhood crossroads green space at Kent Street and Broadmoor Drive that is themed/designed for residential use (gatherings, dog park, exercise trails, community garden, etc.).
- Bolster walkability and internal traffic movements by making additional street connections wherever possible linking residential, commercial, hospital and other uses with tree-lined streets linking parks and open spaces with the neighborhood.
- Break down excessively large blocks with streets and/or pathways where possible to enhance development potential and improve walkability.
- Utilize the proposed hospital Great Lawn as a community gathering place (farmer's market, community events, etc.).
- Utilize BISD's lawn for recreation, community gardening, or other community uses.

Infrastructure

Aims: Address current and future traffic due to growth; improve connections to adjacent neighborhoods and Downtown; allow people to be able to cross busy streets (walking, bicycling) safely.

The Vision Plan includes:

- Improving East 29th Street with medians, landscaping, a wider multi-use sidewalk on south side of the street, and lighting and signage; improved emergency vehicle access at Memorial Drive; enhanced pedestrian crosswalks at each signalized intersection.
- Improving East Villa Maria Road with medians, landscaping, lighting, and signage; Osler Boulevard would have a new stoplight with enhanced pedestrian crossing; Kent Street has enhanced pedestrian crossing (HAWK-type signal); deeper setback on East side helps “show the way” to Osler Boulevard; public art at both ends of East Villa Maria Road (echoed between) help brand the corridor; and a wider multi-use sidewalk on east side of the street.
- Improving Briarcrest Drive with medians; pedestrian crossings at signalized intersections; improved lighting and signage; and installing additional landscaping.
- Internal streets Kent Street and Broadmoor Drive serve to connect to/between adjoining neighborhoods and are improved with additional landscaping, lighting and signage; striped on-street bicycle lanes are introduced; sidewalks are installed where missing.



Bring uses together and celebrate living in a healthy community



Attractive retail need not be dominated by parking lots



Apartment-living can be attractive and create good neighborhoods



Townhouse-living can provide options for those with different means



Public transit can serve as a viable and comfortable choice



Crosswalks and ADA-compliant ramps serve everyone

- Memorial Drive becomes an improved service entry for hospital's new Emergency Care Center and so landscaping and lighting improvements are envisioned, as well as signage and turning improvements for emergency vehicles.
- De Lee Street becomes incorporated as part of the new Great Lawn and a front drive from East 29th Street and East Villa Maria Road to the parking garage.
- Institute “game day” protocols to improve traffic issues at problem intersections the first two weeks of the Fall semester and first week of the Spring semester of Blinn College, when students are learning how to navigate and manage their schedules and parking needs.
- Make intersection enhancements at all signalized intersection, and improve pedestrian connectivity by adjusting signal timing and installing ADA-compliant pedestrian ramps and crosswalks at major intersections (29th/VM/Briarcrest/Broadmoor/Kent/Memorial).
- Enhance pedestrian crosswalks with “zebra” striping or decorative pavers to make it obvious to drivers where to expect pedestrians.
- Introduce contemporary LED street lighting (both auto-serving high pole and pedestrian low-pole fixtures) and street signage to provide illumination and establish a contemporary district brand/character.
- Improve public transit service by introducing a short-run service with minimal headway times, and provide designated shelters.

Implementation

Aims: Create an actionable and executable plan; gain stakeholder buy-in, and get the community excited.

The Vision Plan response includes:

- Form a non-profit 501(c)3 Community Development Corporation (CDC) with cooperation and support by the City of Bryan, St. Joseph Regional Health Center, Blinn College, Bryan ISD, and area property owners, to promote and implement development of priority projects.
- Amend local codes and ordinances to enable the Vision Plan uses and projects to be realized, and to increase the potential value of future investment (thus stimulating the economics behind redevelopment).
- Establish financing mechanism, through Public Improvement District, Development Sales Tax and/or Tax Increment Financing, to provide the resources necessary to stimulate private investment. At the same time, secure municipal funding for catalytic public infrastructure projects through allocations in the City's Capital Improvement Program (CIP) 5-year budget.



DESIGN PRINCIPLES

We recognize that any Master Plan is by definition forward-looking; however, no implementation plan ever results in exactly what the Vision Plan depicts in the Master Plan drawing. It is important, therefore, to understand the principles and approaches that form the underpinning of the Vision Plan recommendations. These design principles can be applied to proposed development and when new and unanticipated changes in the plan are encountered. The following guidance is provided to enable the Vision Plan to be more flexible, adaptable, robust and relevant as time goes by.

Land Use and Redevelopment Principles

Land Uses and Redevelopment

All redevelopment should include the following characteristics in order to create a vibrant and comfortable mixed-use district:

- The ground floor of buildings should maximize visibility which supports business and retail uses and provides for additional public safety by increasing the visibility of sidewalks and streets from within the building.
- New and redeveloped buildings should provide the type of up-to-date spaces and amenities found in other highly sought after spaces. In other words, emphasis should be placed on developing world-class spaces capable of attracting a variety of tenants/uses and allowing for the type of flexibility that ensures a vibrant and sustainable district.
- Buildings should be constructed adjacent to sidewalks and/or property line or with a setback of no greater than 20 ft. with clearly defined primary entrances and points of egress to the public sidewalk (unless otherwise noted). Additional setback distance is appropriate at street intersections to:
 - » improve pedestrian and vehicle visibility and safety;
 - » provide outdoor retail and restaurant space; and
 - » to permit other types of programming/uses such as public art, message board kiosks and signage.
- The number of driveways should be minimized via the use of shared driveways and by encouraging parking access from adjacent side streets at corner lot conditions and alleys. This would increase roadway vehicle capacity, decrease vehicular travel times and improve pedestrian and bike safety.
- Parking should be located to the rear of the primary structure where possible.
- Where parking occurs along street frontages, this parking should be screened via appropriate fence and landscape treatments in order to provide for an im-

proved pedestrian experience and improve the appearance of the district as a whole.

- Additional gas stations and auto repair should not be permitted within the district.
- Drive-thru establishments should be permitted within the district but, in order to encourage pedestrian access and to improve the overall appearance of the district, should be designed in such a way as to minimize the visual impact of the drive thru windows from the street. These drive thrus should be screened from public view by way of appropriate landscaping buffers and fencing.

Residential Redevelopment

Redevelopment of existing and infill development of new residential housing options should occur in and adjacent to those properties that currently feature multi-family product mainly along and to the south of East 29th Street, east of Memorial Drive, north of Briarcrest Drive and west of Goessler Road. This area is currently the site of several multi-family properties and should take advantage of proximity to planned and existing nearby institutions, amenities, parks and access to regional destination via East 29th Street, East Villa Maria Road and Briarcrest Drive.

- New residential development should address and help frame the more compatible character of smaller pedestrian friendly streets like Broadmoor Drive, Kent Street, Memorial Drive, Goessler Road and any new streets that may be built.
- Those properties currently showing signs of deterioration and stress should be targeted for redevelopment first.
- Residential development within the district should be composed of a variety of product types in order to support a diverse range of lifestyles and age groups. Alley access single family homes, townhomes, stacked townhomes, garden apartments and flats may all be suitable to varying degrees within the district.
- Some mixed use development may be possible along East 29th Street with the ground level being occupied by residential amenities, retail or commercial uses and residential uses above.
- Appropriate building heights within the district south of East 29th Street and north of Briarcrest Drive may range from 2-4 stories (or higher). Development on the north side of East 29th Street should take the existing single family neighborhoods to the north into consideration and be limited in height to 2-3 stories and include a landscape buffer along the property line.

- While anyone should feel welcome to live in the district, an emphasis should be placed on attracting additional senior housing, student housing and options for those who work in or near the district. Senior housing would be more appropriate closer to medical institutions and services and should be targeted along Memorial Drive.

Neighborhood Retail and Commercial

New or expanded mixed use neighborhood retail or commercial uses would be welcome additions to the area, especially in light of the lack of options today. New retail and commercial should be of a neighborhood quality and character (not suburban strip centers or big box stores) to reinforce the district as a livable place.

Neighborhood-oriented retail should:

- » Include strong pedestrian, bike and vehicular connections to potential customers at St. Joseph Regional Health Center, Blinn College, and others in the district and the community.
- » Be defined by urban form and context with buildings fronting tree-lined sidewalks, on-street parking, ground floor transparency, primary entrances facing the street and parking located behind the primary building/use. Shared parking is highly encouraged.
- » Include a mix of potential uses and building types such as hotel(s), restaurants, retail, office space, housing and civic uses and buildings.
- » Ground floor uses will be composed primarily of retail, office or amenity/support uses with office, housing and hotel uses occurring in the floors above.
- » Provide the type of up-to-date spaces necessary to attract a broader range of businesses and services.
- » Help capture existing spending from visitors, students, employees and area residents that is currently lost to other areas/communities because of a lack of existing retail options.
- » Create lively shared common spaces for area residents, employees and students to gather.

Medical Campus

A growing regional population, which shows no indications of slowing, indicates the potential for continued future growth of the hospital space requirements.

- Direct immediate campus expansion and growth with continued focus on Osler Boulevard as the major entry to ensure wayfinding and access by hospital bound visitors and patients.
- Redevelop buildings adjacent to Osler Boulevard for medical support and related services and offices.
 - » Building heights range from 2-4 stories.
 - » New buildings should be located adjacent to new sidewalks along Osler Boulevard in order to create a pedestrian friendly street and to frame the boulevard as a grand entry to the hospital. Surface parking should be located behind the buildings.
 - » Consider expanding the existing St. Joseph parking garage to support hospital growth and redevelopment along Osler Boulevard.
- Direct future growth (and land acquisition) within an area defined by Memorial Drive, East 29th Street, East Villa Maria Road and Kent Street.
- By containing the hospital within this block, ample space for future facilities is provided, the existing street grid necessary for vehicular and pedestrian movement is maintained and opportunities for adjacent district development are ensured.

Ancillary Commercial, Medical and Health and Wellness

Weakness in the types and condition of surrounding medical and physician office spaces can be addressed by updating and improving the inventory of desirable space within proximity of the hospital. Similarly, movement towards bettering community health and preventative care is encouraging the medical profession to move towards a Health and Wellness model.

- Redevelop properties on the west side of East Villa Maria Road as a mix of commercial and retail uses with a focus on medical related support and office space that meets modern standards.
 - » Buildings heights range from 1-3 stories with taller buildings located along East Villa Maria Road between the Osler/29th, 29th/Villa Maria, and around the 29th/Villa Maria intersections.
 - » Redevelopment should take into consideration the adjacent single family homes to the west by incorporating stormwater/runoff best practices and includes a landscaped buffer adjacent to the rear property line.
- Consider placing proposed public and/or private health and wellness related outreach and activity center at the south side of Osler Boulevard.

- » Within walking distance of existing adjacent neighborhoods, St. Joseph, Blinn, proposed neighborhood center and northern anchor for proposed medical services and offices along East Villa Maria Road.
- » Adjacent to (physical and mental map) St. Josephs, and is highly visible as people pass along East Villa Maria Road or visit the hospital.
- » Would provide an additional setback for corner development at Osler/ Villa Maria with moderate to high visibility.
- » Focuses and elevates Osler Boulevard and adjacent areas along East Villa Maria Road between East 29th Street and Kent Street as the most desired place for medical offices, medical support and services.

Transportation and Streetscape Enhancements Principles

The backbone of the district is its streets and public ways. The quality and capacity of these shared public spaces are important to providing safe and attractive ways for everyone to navigate the area – whether they are driving, walking, bicycling, or riding public transit. The following should be incorporated into enhancements to area streets. Additional detail and information is provided in Appendices E and F.

- Incorporate uniform street lighting improvements throughout the district.
- 6 ft. bicycle lanes should be incorporated into Kent Street and Broadmoor Drive throughout the district, as well as extend towards the parks, trails and to the neighborhoods adjacent to the district.
- Striping of individual parking spaces should be incorporated into the streetscape to better denote where on-street parking is permitted.
- A more regular and user-friendly form of individual building and destination signage should be incorporated into the streetscape.
- Establish district branding and design guidelines to create a uniform appearance:
 - » District wayfinding should be implemented with consideration for first-time visitors seeking major institutions and destination both within and beyond the district.
 - » Directions to public parking locations/facilities (if any) should be included as part of the district wide wayfinding program to ease anxiety of visitors seeking a parking space, as well as to better utilize all the area parking resources.

East 29th Street

- Add center landscaped medians from Briarcrest Drive to East Villa Maria Road with openings for local streets and investigate other openings based upon need and cross access opportunities. Include continuous sidewalks on both sides of street separated from curb by landscape buffer, including a wider multi-use path on the south side of the street.

East Villa Maria Road

- Add center landscaped medians from Briarcrest Drive to East 29th Street with openings for local streets and investigate other openings based upon need and cross access opportunities. Include continuous sidewalks on both sides of street separated from curb by landscape buffer, including a wider multi-use path on the east side of the street.
- Setbacks along the east side of East Villa Maria Road should be deeper than normal (up to 50 ft., matching the setbacks of the institutional buildings), creating a large green lawn connecting the two intersections along East Villa Maria Road with the Hospital's front door, and preserving the memorial trees in front of the BISD Collegiate High School. This "shows the way" to the Hospital from two of the main gateway intersections.

Briarcrest Drive

- Add center landscaped medians from East 29th Street to Carter Creek Parkway with openings for local streets and investigate other openings based upon need and cross access opportunities.

Minor Streets (Kent, Memorial, Broadmoor, etc.)

- Include continuous sidewalks on both sides of local streets separated from curb by landscape buffer.
- Add bicycle facility route markings or lanes, as shown in the street sections and connectivity map.
- Include on-street parking where possible in order to support adjacent uses and to slow traffic.
- These streets should be striped to slow traffic by minimizing dedicated lane width where possible (10 ft. to 11 ft. max.).
- If intersections and streets are reconstructed as part of public investment or as part of private redevelopment, curb bumpouts should be considered at intersections and in appropriate locations along the street as a pedestrian safety and traffic calming measure. These bumpouts would need to take into consideration and allow for on street bike facilities (don't block the bike lane).

- New public or private internal streets within the district may be possible and should be incorporated into infill/redevelopment, to:
 - » Create more walkable blocks.
 - » Provide additional connections between residential development and nearby institutions and commercial services.

Osler Boulevard

- Emphasize Osler Boulevard as the front door to hospital and focal point for medical services. Signage should direct visitors and patients to Osler Boulevard as main point of entry to hospital.
- Enhance Osler Boulevard as a highly visible main entry for vehicular, bike and ped traffic. The primary entry improves wayfinding for patients and visitors.
- Preserve the existing landscaped median as visual amenity.
- Maintain the existing landscaped median and modify as necessary to accommodate a new entrance to the parking garage from Osler Boulevard. Include continuous sidewalks on both sides of street separated from the curb by a landscaped buffer to improve the bicycling and pedestrian connection to East Villa Maria Road.
- Maintain on-street parking along Osler Boulevard.

Intersection Improvements

- Pedestrian crosswalks at every major intersection (29th/VM/Briarcrest) and at Osler/VM, Memorial/29th, Broadmoor/29th, Broadmoor/Briarcrest, and Kent/Broadmoor should have pedestrian crossing push buttons and “zebra” stripes emphasizing the presence of pedestrians to motorists. On East Villa Maria Road mid-block crosswalks (with HAWK-style beacons) should be considered at Collegiate High School and DeLee Street to permit pedestrians to cross where no other signalized intersection is nearby.
- ADA-accessible ramps should be installed at all pedestrian crosswalks.
- Gateway signage and public artwork should be incorporated at the intersections of 29th/Villa Maria, Villa Maria/Briarcrest, and Briarcrest/29th to brand and signify the district as an important place. The design details and characteristics need to be determined.
- The potential for new signalized intersection on East 29th Street between Broadmoor Drive and Briarcrest Drive should be investigated that would allow for additional pedestrian and vehicular access across East 29th Street. This new crossing should be coordinated with development/redevelopment of properties on both sides of East 29th Street.

Parks, Recreation and Trails Principles

- The corner of East Villa Maria Road and East 29th Street provides an excellent opportunity for public green space at that key district intersection. This corner serves as a major gateway into the district along the two major roadways and is the perfect place for a gateway element that signifies the entrance into the district, such as a piece of art, a fountain or some other iconic element.
 - » Create a “Great Lawn” at southeast corner of Villa Maria/29th to serve as a community and district focal point and shared public space. This permits greater visibility of St. Josephs.
 - » Programming for the Great Lawn could include things like a farmers market, community garden, exercise trail, 5k-fun run start/finish, music events, community festival, arts and crafts markets – each with an emphasis on health and wellness.
 - » The existing building on the corner could serve as a gateway element by being repurposed into an associated amenity that would enrich the district. Suggestions include a local restaurant serving healthy dishes with outdoor dining or a shop featuring healthy foods (ingredients coming from the garden).
 - » The green space behind the building is provided through a great lawn and garden beds with pathways. The great lawn could be used for community events such as gathering, picnics or farmer's markets. The garden beds provide an area for a community garden space that could also be enjoyed by hospital visitors. This garden would provide a nearby respite environment to both people using it as a destination or people passing through the space.
- Incorporate a neighborhood park at the southwest corner of Kent Street and Broadmoor Drive as an amenity for the redevelopment of surrounding residential properties, including a natural area with cleared undergrowth, trails and educational signage if appropriate.
 - » By restoring the section of creek and woods along Broadmoor Drive between Briarcrest Drive and Kent Street, a natural area that serves as a neighborhood park and crossroads of the district would be provided. Not only could the park provide neighborhood benefits, like a pavilion for social gatherings, exercise trails, nature playgrounds or a dog park, the area provides for natural systems within a more urban setting. This allows for





more biodiversity within this setting as well as exposing the humans in the area to these natural systems.

- Improve the open space adjacent and to the south of the Collegiate High School as a public/school shared space for playground, recreation and sports fields.
 - » Redeveloping the under-utilized green space south of the Bryan Collegiate High School through a joint-use agreement would serve to establish another district recreation space that could be used as a community-wide destination. The large lawn area could serve as a community gathering space that would be flexible open space used for picnics, pick-up games, group exercise or even an alternate area for a farmers market. The smaller lawn space with a pavilion could be used as a performance area for community events such as concerts, art exhibitions or movies in the park. The grove of trees in the middle serves to buffer the two lawn spaces while also providing a shady respite for walking or just relaxing by providing a number of sitting areas.
 - » Running along the south side of the park is a tree-lined promenade that provides a link through the park from East Villa Maria Road to Memorial Drive sidewalks and subsequently a relationship to the Creekside Park. This relationship would support walkability and internal traffic movement through the district.
- Utilize Broadmoor Drive as a bike and pedestrian connection from neighborhoods south of Briarcrest Drive to creek/trail/natural area to the proposed neighborhood park then to existing park and trail along Briar Creek.
- Preserve portions of hospital owned wooded area on the north side of East 29th Street as buffer and potential park space between existing homes and development along East 29th Street.
- Seek additional pedestrian sidewalk, bicycling facilities and other trail connections outside the study area in order to create a more complete alternative transportation network.

Way-finding and Community Character Principles

- Introduce a robust system of way-finding signage to guide visitors to the district, to destinations within the district, and to the front door or parking for the place they're visiting.
- Incorporate four levels of signage and way-finding in a coordinated manner:
 1. Directional signage:
 - » Far-scale: signify the district well outside the area (along Earl Rudder Freeway, on William J. Bryan Avenue, in Downtown) directing visitors to the area.
 - » Near-scale: direct visitors to major destinations (St. Joseph Regional, Blinn College, BISD, etc.) as they approach an entry or gateway location (major intersections); provide driving directions towards parking shared among multiple users (not on-site).
 2. Identification signage:
 - » District-scale: signage for sub-areas within the district and the individual locations within the area (physicians office buildings, Rehabilitation Center, etc.).
 - » Site/Campus-scale: include signage identifying each building, address, or important location (multiple-listing pylon signs, red signage for Emergency entry, admissions, parking areas).
 3. Regulatory signage:
 - » Sensitively, discretely and consistently incorporate regulatory signs throughout the public and private areas (no parking, accessible paths, loading zones).
 4. Way-showing:
 - » Utilize non-signage methods to "show the way" towards destinations, using landscaping, setbacks, lighting, pathways, and artwork to signify the importance and nature of places without using signage.
- Utilize consistent lighting standards (types and poles), banner signage, street furniture (benches, trash receptacles, newspaper corrals, bicycle racks, etc.) to send a consistent message throughout the area.
- Install and maintain uniform sidewalks, paths and other elements that the public uses to send a message that the area is well-cared for and in good repair.







IMPLEMENTATION STRATEGIES

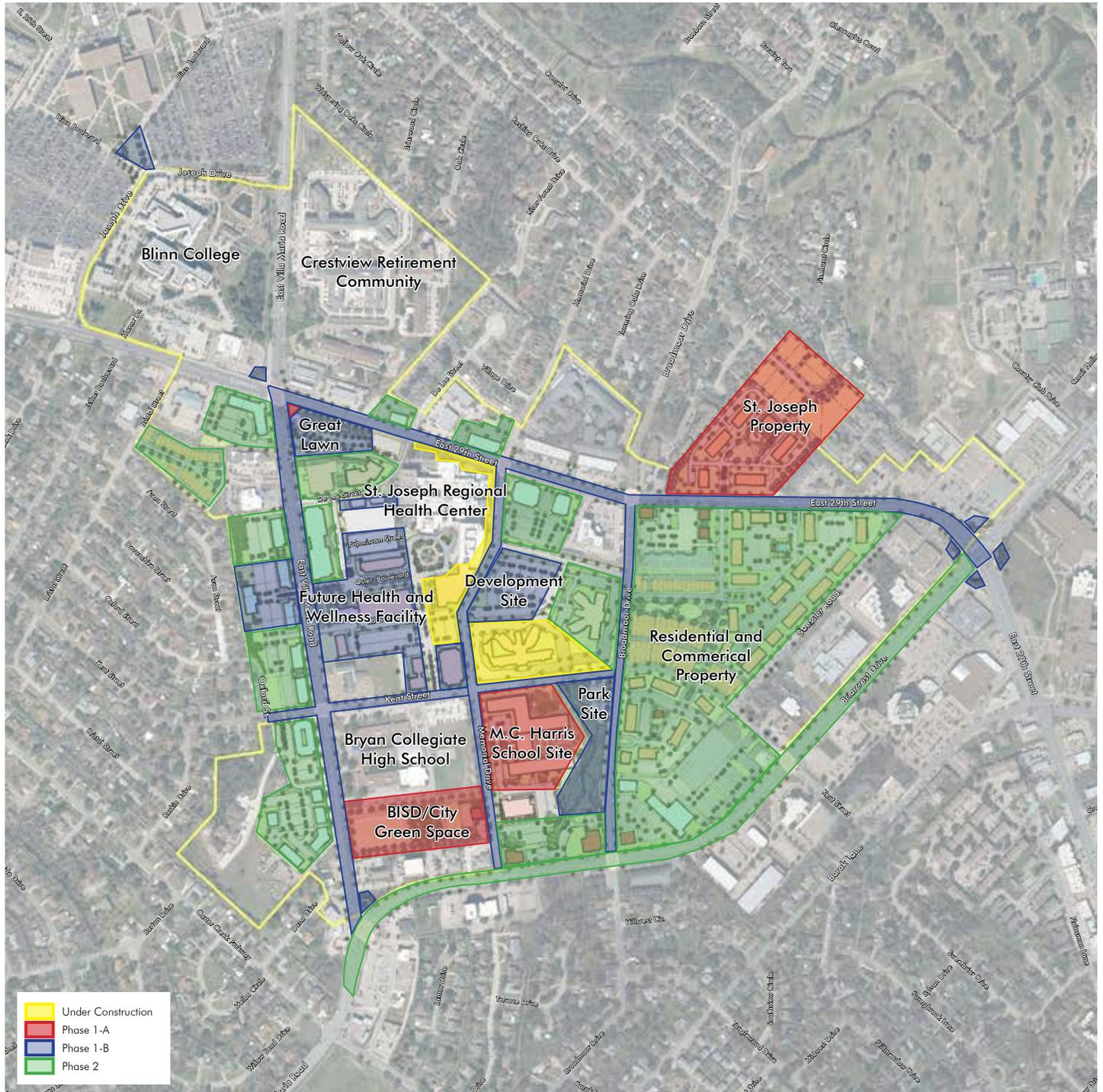
A critical component to any master plan is a clear path towards implementing the recommendations that have been proposed. Numerous plans have been successful planning exercises however when the time comes to convert planning initiatives into actions the desired results fail to materialize. Most often this is due to either a lack of understanding, commitment or resources by the parties responsible for taking action, loss of energy or momentum going into implementation thus making it difficult to "prove the plan is working," or due to a lack of coordination between organizations that need to work hand-in-hand to move forward in an effective manner.

This plan offers several items to help overcome these transitional barriers: identification of initial development opportunities (short-term wins) within capable reach of key stakeholders; an organizational management strategy for carrying out projects in a public/private partnership approach; and identifying resources and agencies responsible for carrying out the proposed improvements and investments. Similarly to how the *Downtown Bryan Master Plan* was able to guide public improvements and demonstrate the opportunity for private investment to revitalize that neighborhood, the Bryan *Health and Wellness Area Plan* seeks to replicate those successes.

Development Opportunities and Phasing

A sensible phased approach to development in the district begins with efforts that are already underway. St. Joseph Regional Emergency Care Center is currently under construction along Memorial Drive south of the hospital entrance, and with it comes modifications to two intersections so that emergency vehicles can reach the facility without undue delay. Also, a replacement facility to the Sherwood Health Care building on Memorial Drive is under construction.

The next steps in development is to move forward transitioning vacant and underutilized buildings and property (Phase 1-A), make property available and develop key new project plus make public improvements on critical streets (Phase 1-B), which then sets the stage for further market-driven development and public improvements on secondary streets (Phase 2).



Health and Wellness Area Phasing Plan

Phase 1-A – Target Underutilized Property to Establish Momentum

To begin implementing the plan, certain short-term development opportunities exist that could proceed within the next few years, demonstrating that implementing the plan is possible, effective and worth continued support. The most promising short-term opportunities are those which can proceed without being contingent on unpredictable outside factors, and so qualifying sites include unoccupied or vacant properties, underutilized property owned by district stakeholders or other friendly interests.

- Hospital-owned 12-acre undeveloped property north of East 29th Street for future residential or mixed-use development.
- Underutilized Bryan Independent School District-owned Mary Catherine Harris School building, slated for disposition, which is identified as a possible short-term relocation option for displaced uses, and eventually senior or other housing.
- Also BISD property, the fields south of the Bryan Collegiate High School could be used in short order as a community park and amenity by the City of Bryan negotiating a Joint-Use Agreement.

The development of these sites would accomplish several things, namely: add much-needed residential or retail development to support the livability and marketability of the area; potentially generate revenue from the sale or lease of the property/buildings to support an development fund or organization advancing the implementation of the plan; and demonstrate the bright future ahead for the area which would help prove the viability of investing in the area.

Phase 1-B – Create the Building Blocks for a Healthy Community

Secondary development sites are those which are key to implementing the Vision Plan, but which require some shifting of uses in order to make property available for development. These are development projects that will require more time and resources, but ultimately generate a substantial payoff.

- Health and Wellness Center site – currently slated for the south side of Osler Boulevard, will require the relocation of one or more medical offices. Anticipated in the 3-5 year time frame, this gives time to find a suitable replacement site for those businesses, potentially in the M.C. Harris facility or other vacant medical office in the area.

- Great Lawn – currently hospital-owned and Physician Office Building-owned surface parking lot, the Great Lawn requires the relocation of these surface parking spaces to another location. Options include recently-acquired property to the south of the hospital, or the former Sherwood Health Care Facility east of Memorial Drive.
- Improvements to the Blinn College campus pedestrian connectivity to the broader neighborhood is contingent on finding suitable replacement parking, especially for the pedestrian green space shown connecting the campus buildings to Joseph Drive, and further to East 29th Street and East Villa Maria Road.
- Hospital-owned surface parking lots, which along with targeted acquisitions, are potential development sites for hospital-related expansion.
- Former Sherwood Health Care facility on Memorial Drive, being replaced by a new building under construction adjacent to the prior site, could transition to surface parking and make other area parking areas available for development.
- The vacant gas station at the southeast corner of East Villa Maria Road and East 29th Street, currently for sale, which is suggested to become a health-related retail business.
- Streetscape enhancements on East Villa Maria Road, East 29th Street, Kent Street, Memorial Drive and Broadmoor Drive. By virtue of the fact that streets and utilities are publicly-owned, streetscape enhancements, traffic improvements, pedestrian and bicycling facilities, and utility relocation are within reach of the public agencies responsible for them, so long as the funds are available to make improvements. The City of Bryan, Bryan Texas Utilities, Brazos Valley Transit and other agencies can allocate funding for public improvement projects in their Capital Improvement Program and other funding plans.

Phase 2 – Market-driven Investment

Market-driven redevelopment is key to transforming substantial portions of the study area. The plan envisions that these areas will redevelopment when the economic and regulatory conditions are right to justify substantial reinvestment. This will be accomplished in several ways:

- Two undeveloped properties on the south side of East 29th Street in private ownership, for future residential development.

- Redevelopment of vacant or out-moded retail, office and medical office space will occur when buildings reach the end of their useful life or are no longer competitive in the marketplace in terms of quality or layout of those structures. Regulatory changes can help ensure that when redevelopment occurs, it occurs in the proper form.
- Intermediate commercial property improvement measures, such as requiring improvements to parking lots, signage, and other publicly visible elements, can be achieved through a Business Improvement District, Facade Easement program or similar matching-grant program. By providing cooperative financial incentives, improvements can be made to key properties before the economics of redevelopment are right.
- Older and less-desirable multifamily properties will redevelop if given incentive to replace dated structures with more contemporary, market-driven, products as well as increased density so as to maximize the potential for economic returns. Increasing density, decreasing setbacks and parking requirements, and encouraging market-rate designs can be achieved through regulatory changes as well as providing financial incentives for new residential.

Proposed Management Structure

It is proposed that a new non-profit Bryan Health and Wellness Area district entity (we shall “District Organization” here) be created as a 501(c)3 organization that will embark on the plan area revitalization using a “Four Point” approach as follows:

1. Organization
2. Zoning and Land Use Control
3. Financing/Economic Development
4. Marketing and Promotion

ORGANIZATION

It is suggested that the board of the District Organization be comprised of the largest property stakeholders in the Plan Area, including Blinn College, St. Joseph Regional Health Center, Bryan ISD, and Crestview. It is recommended that the board have 8 seats, 1 for the City's Economic Development Director, 3 to non-city stakeholders, 1 to an area banker, 1 to an area lawyer, 1 to an area residential developer, and 1 to a city patron. Decisions would be made by a majority decision, with the District Organization Manager abstaining, unless there's a tie vote.

It is also recommended that the District Organization have a full-time staff person (District Organization Manager), and one part-time or full-time assistant as required. The organization's offices should be located in a highly visible location with signage within the plan area along East 29th Street or East Villa Maria Road. The location should have a private office, reception area, and a large enough conference room to accommodate constituent meetings. The conference room should display large maps of the Plan Area.

The District Organization Manager will work closely with the City's Economic Development Director and the City's Planning and Zoning staff to implement the recommended land use controls and phased developments and to otherwise carry-out the plans and requests of the District Organization.

It is anticipated that the operational budget for District Organization could be funded by the largest stakeholders in the district, including City of Bryan, Bryan ISD, Blinn College, and St. Joseph Regional Health Center, as well as other land owners in the Plan Area.

A tentative budget for the 1st year of operation has been provided below:

Operating Income

City of Bryan	\$36,000
St. Joseph Regional Health Center	\$36,000
Blinn College	\$36,000
Bryan ISD	\$36,000
Other Land Owner/Contributing Members	\$26,000
TOTAL INCOME	\$170,000

Expenses

Rent	\$15,000
Utilities	\$4,000
Telephone	\$1,500
Office Supplies and Equipment	\$2,500
Postage/Shipping	\$2,000
Promotion/Dining	\$6,500
Advertising	\$8,000
Marketing Package	\$6,000
Misc. Development Services	\$4,000
Travel/Training	\$4,000
Dues/Memberships	\$1,500
Taxes	\$500
Liability Insurance	\$1,600
Managing Director (Includes 20% FICA and Benefits)	\$72,000
Staff (Includes 20% for FICA and Benefits)	\$36,000
Staff car allowance/miles	\$1,200
Administrative/Accounting	\$2,000
Misc. Expense	\$1,700
TOTAL EXPENSES	\$170,000

ZONING and LAND USE CONTROL

The success of the *Health and Wellness Area Plan's* implementation rests, in part, with the planning staff at the City of Bryan, local property owners, and real estate developers and investors to establish more stringent standards for development in the area. The intent is to create an environment that stimulates private investment in the district. A later section of this report describes proposed amendments to zoning and subdivision regulations, however a consensus-driven process is required for the City to make broad changes to the area's regulatory requirements.

Adopting a Redevelopment Master Plan

It is recommended that the District Organization work closely with the Mayor and City Council, the City of Bryan Development Services department, and Texas Department of Transportation to adopt a Redevelopment Master Plan for the district that formalizes the vision and the associated land uses specified for the Plan Area.

In the crafting of this Redevelopment Master Plan and assigning new zoning districts, variances, grandfathering, and amortization of non-conforming uses will need to be considered as the City's Planning and Building Services group in the Development Services department balances the interest of the District Organization, private property owners within the Plan Area and adjoining property owners, and the general public.

In general, grandfathering and amortization of non-conforming uses can be used more liberally for properties within the Plan Area that will be affected by later Phases of the Plan or that are not high visibility properties. In contrast, it is recommended that adherence to the new Master Plan requirements around key intersections like East 29th Street and East Villa Maria Road, Osler Boulevard and East Villa Maria Road, and Briarcrest Drive and East Villa Maria Road be strictly enforced.

FINANCING/ECONOMIC DEVELOPMENT

Public Property and Improvements

To finance streetscape, recreational fields and trails, and intersection improvements (including the purchase of necessary public right of way) of various Phases of the Plan, it is recommended that the District Organization enter into a matching agreement with the City of Bryan and Brazos County where the large property stakeholders of the Plan Area donate both land and cash to the District Organization, and City of Bryan and Brazos County agree to match the value of such donations.

To start, it is recommended that Bryan ISD do the following:

- For Phase 1-A, sell or transfer its M.C. Harris/Hammond Oliver property to the City of Bryan for use as temporary medical office space, until such time as the City can sell the property to a private multi-family residential developer and donate the sale proceeds to the District Organization;
- For Phase 1-A, enter into Joint-Use Agreement for (or transfer) the Collegiate High School property to the District Organization for recreation space managed by the City of Bryan Parks and Recreation Department.

It is conceived that the City of Bryan and Brazos County will raise matching funds through a combination of general funds, a Public Improvement District (PID), a Development Sales Tax, and Tax Incremental Financing (TIF).

Public Improvement District (PID): This locally administered program (under state authorized legislation) provides for an additional ad valorem property tax assessment to finance public improvements in an identified district. The property owners included in the district must first adopt the assessment through a referendum. The funds collected from the assessment are used for a variety of public improvements. In Bryan, a PID should be pursued after the City undertakes some visible infrastructure improvements on its own. Until local property owners see that the City is serious about improving local infrastructure, it is doubtful that local property owners will vote to increase their own taxes to pay for improvements beyond those normally expected through the current tax structure. Once adopted, the PID revenues could become an important funding source for the recommended District Organization.

Development Sales Tax: Because the revitalized Plan Area benefits all Bryan residents through public recreational facilities, new healthcare facilities, and new commercial tax base that will support on-going improvements throughout Bryan for years to come, the City may consider implementing a 0.25% sales tax for economic development. This sales tax could help finance improvements in the Plan Area and other development areas. A sales tax increase must be approved by vote by the City's residents.

Tax Increment Financing (TIF): Tax increment financing permits the City, in an established TIF district, to use property tax revenues collected in excess of a base year on newly constructed for-profit commercial and multi-tenant residential properties to fund public infrastructure and other projects beneficial to the public in the TIF district. Bonds are issued, and the increment from the improvement of properties in the district is used to pay off the bonds. The TIF funds could be used for utilities, landscaping, sidewalks, parking, trails, and sports fields. For Phase 1

and Phase 2, it is recommended that TIF be tied to the new Health and Wellness Center and medical office building and a new multi-family apartment complex to be built on the M.C. Harris/Hammond Oliver property.

Private Property and Improvements

It is suggested that St. Joseph Regional Health Center would purchase the following tracts of land to control the land tracts in Phase 1 that encompass its front entrance and its south exit, as follows:

- Purchase the two single-story Class C medical office buildings located on the north and south side of Osler Boulevard and demolish the medical office buildings on the south side to make room for a new Health and Wellness/Medical Office facility.
- Purchase the two improved small tracts of land that are located on the north and south corner of Osler Boulevard and East Villa Maria Road
- Purchase the improved small tract of land that fronts along East Villa Maria Road and that immediately adjoins the small tract of land on south corner of Osler Boulevard and East Villa Maria Road
- Purchase the northeast corner of Kent Street and Memorial Drive so that it can control the properties along its south exit and eventually extend De Lee Street to Kent Street

St. Joseph Regional Health Center may consider selling a couple of its existing tracts of land in order to off-set the costs associated with these new tracts of land. In particular, it may consider selling its approximately 1.72 acre improved property on west side of Memorial Drive, along with the M.C. Harris/Hammond Oliver property (Bryan ISD property), to a multi-family developer. Additionally, it may decide to sell its unimproved approximately 11.1 acre tract of land on the north side of East 29th Street to a multi-family housing developer.

Furthermore, upon the completion of the development of the Health and Wellness Center and medical office building by a third party developer, St. Joseph Regional Health Center will be able to collect ground rent on the parcels of land that will be replatted and ground leased to the third party developer for this project.

Wellness Center and Medical Office Building

As mentioned above, it is anticipated that St. Joseph Regional Health Center will engage a third party developer to provide off-balance sheet financing, construct, and own the real estate improvements of the Health and Wellness and medical office building. These improvements will be built on a leased fee estate comprised

of a 60 to 90 year ground lease with St. Joseph Regional Health Center. It is assumed that the Health and Wellness Center physical therapy portion of the new facility will be leased by St. Joseph Regional Health Center and that it will sub-lease the Health and Wellness Center to an operating joint-venture comprised of the Hospital and a private for-profit fitness facility operator, or organization such as the YMCA.

The balance of Health and Wellness Center will be medical office space that is leased to physician tenants on long-term leases. A third party developer financing structure will allow physician tenants to invest alongside the third party developer in the medical office building, making it attractive, long-term investment for physicians. Physicians who invest in their medical office clinics tend to commit longer and experience a higher satisfaction in their practices.

MARKETING and PROMOTION

The District Organization Manager and City's Economic Development Director will work closely to promote the advantages/benefits of the District Organization to the following parties, and to devise tax incentives that will spur development that coincides with the Master Plan:

- Multi-family and student housing developers
- Retail developers
- Private fitness facility operators
- Health and Wellness Center and medical office building developers

Order of Magnitude Cost Estimate of Public Improvements

In a Plan such as this, it is often difficult to project the ultimate level of investment and improvements when they are implemented over an extended period of time, often 10 or 20 years or more, given the many variables and outside forces at play. The most important aspect therefore is to understand where to begin efforts and what resources need to be gathered to start the first catalytic projects. The Plan anticipates continued support and investment in the area once people can see transformational projects come out of the ground.

One of the ways the City of Bryan can ensure the Plan is effective is to dedicate funding from it's 5-year Capital Improvement Program (CIP) budget. The following are potential projects, and their order of magnitude estimated cost, that can be undertaken as part of the first phase of implementation. These costs are provided as a general guideline and are not final budgets for design or construction. It is expected that as projects are initiated, they will go through a detailed design phase which will result in estimated costs of construction prior to bidding the construction contract.

Potential CIP Projects (Phase 1)

Enhanced Crosswalk Markings (Zebra)	\$20,000 / intersection
Intersection ADA-Compliant Ramps and Pedestrian Crossing Signals	\$125,000 / intersection
Bicycle Facility Markings and Signage	\$40,000 (\$15 / lin. ft.)
Emergency Vehicle Access Improvements	\$1.5 million
Mid-block Pedestrian Crossing (HAWK)	\$50,000-75,000 / unit
District Wayfinding and Directional Signage	\$100,000-250,000
Landscaped Medians (E. Villa Maria Rd., E. 29th St.)	\$900,000 (\$140 / lin. ft.)
LED Light Standard with Banner Signage	\$5,000 ea.
10 ft. Multi-use Path/Sidewalk (E. Villa Maria Rd., E. 29th St.)	\$700,000 (\$100 per lin. ft.)

Partnerships and Responsibility

Tackling the complex and difficult task of transforming a district is one that requires partnership and resources to carry out. The partnership aspect is necessary in order to leverage resources (organizational and financial) and divide tasks among those who can carry out the work. It is not feasible to expect a single agency (such as the City) to do everything necessary to achieve the results of the Vision Plan; therefore, it is helpful to understand who the parties are and what they may be capable of doing to realize the outcomes of this Plan.

The following list is not complete, but indicative of the types of projects and tasks that these agencies and organizations can lead:

- City of Bryan
 - » Amend development regulations to permit the Plan's vision to be built
 - » Provide financial incentives for certain types of development
 - » Implement a TIF/TIRZ district to help fund development
 - » Plan and execute streetscape, parks, traffic, stormwater, and other investments in public infrastructure and facilities
- Health and Wellness District Organization
 - » Acquire and make available property for development
 - » Program special activities and events at the Great Lawn and other venues
 - » Promote the area as a viable place to live, work, learn, and play
- St. Joseph Regional Health Center
 - » Manage growth of its campus in line with the Vision Plan
 - » Work with a developer and operator to construct and manage a Health and Wellness Fitness facility
 - » Encourage its staff to consider living in the District as a walkable option
- Bryan Independent School District
 - » Make available underutilized property and buildings for community use, such as park space or temporary offices, or for redevelopment
 - » Program educational activities and health-related functions
- Blinn College
 - » Manage growth of its campus in line with the Vision Plan, including parking, traffic, and walkable paths to nearby student-serving destinations
 - » Program educational activities and support health-related functions

- Bryan Texas Utilities
 - » Upgrade lighting to provide a safe and attractive environment for all users
- Bryan Transit District, TAMU Transit, Bryan MPO
 - » Work together to provide efficient and reliable transit options that connect the District to surrounding amenities with high-quality and frequent service
- TAMU Health Science Center
 - » Consider placing some of its activities within the District to bring more students, staff and faculty to area businesses and activities
 - » Monitor and report on the health impacts of the proposed developments in creating a healthy neighborhood
- Business and Property Owners
 - » Form a business alliance or Business Improvement District to promote the district businesses and assist owners in improving their commercial property
- Real Estate Development Professionals
 - » Work with government and the District organization to understand the economics, and incentives needed, to make the area attractive to private investment
 - » Promote the area as a viable and sensible choice for those who value a health and vibrant place to live, learn, work, or play

Amendments to Development Regulations and Plans

The City's development regulations that apply to the Health and Wellness District are currently the *Zoning Ordinance* and the *Land and Site Development Ordinance*, which are informed by the City's *2006 Comprehensive Plan*. While adequate for typical development in the City, this Plan calls for types and forms of development that may not be readily developed according to those regulations. The following is a preliminary list of possible amendments to development regulations and plans to help set the stage for implementing the Bryan *Health and Wellness Area Plan*. (Current zoning districts in the study area include C1 Office District, C2 Retail District, and MF Multiple Family Residential District.)

- Update *Comprehensive Plan* with the plans recommendations reflect on the future land use map, *Hike and Bike Plan*, and *Sidewalk Plan*.
- Amend the *Land and Site Development Ordinance* (Chapter 62) Article IV – Building Setbacks and Lot Standards to:
 - » Reduce minimum front setbacks and side street setbacks from 25 ft. to allow buildings to be built close to the street in a pedestrian-friendly manner, similar to the Downtown districts. Recommend a zero ft. (0 ft.) front setback and side street setback along arterial and collector streets.
 - » Require a maximum front setback along major streets, as opposed to a minimum, to ensure that building are not built too far from the street and sidewalk. Recommend a 20 ft. maximum setback.
 - » Increase permissible building height without additional setback to allow for larger buildings (office, mixed-use or multifamily uses) to be built in an urban format when not adjacent to a residential district. Recommend 55 ft. at the property line with an increased setback above that height (an inclined plane from the property line).
 - » For Townhouses, reduce front setback to 5 ft. for lots with parking in the rear, reduce minimum lot depth to 55 ft. for dwellings with integral garage parking, and reduce minimum lot width to 18 ft.
- Amend the *Land and Site Development Ordinance* (Chapter 62) Article VI – Access and Off-Street Parking for:
 - » Require connections between parking lots on adjacent properties, and reduce the number of permitted curb cuts to a maximum of 2 per lot (or 1 per lot that is connected to another lot with a driveway).
 - » Prohibit parking between the sidewalk and building in certain locations.

- » Require screening of parking lots, by continuous landscaping or a low wall, when adjacent to the public right of way.
- » Require additional landscaping in surface parking lots, and restrict the number of parking spaces within a "parking room" not divided by landscaped medians.
- » Require specific landscaping and street trees along all streets to provide shade along pedestrian sidewalks (similar to other Overlay district regulations).
- Consider creating a Health and Wellness Overlay District in the *Zoning Ordinance* (Chapter 130) to administer the above changes in the study area only.
- Consider adopting a form-based code, such as SmartCode, as an alternative regulatory path for approving development within the defined area of the Overlay (or similar method), which would allow for a more comprehensive response to form-based considerations than the *Zoning Ordinance* and *Land and Site Development Ordinance* currently allows. One possible path is to allow applicants to "Opt-In" to a form-based code such as a "localized" version of the SmartCode. (SmartCode is an open source and free readily available development code template which includes most of the tools needed to implement a form-based code, and is made appropriate for a particular location by modifying the standard provisions and metrics by "localizing" it. See www.smartcodecentral.org for more details.)



APPENDIX A

SUMMARY OF EXISTING PLANNING DOCUMENTS

SUMMARY OF EXISTING PLANS AND DOCUMENTS

The existing plans and documents described below were provided by the City of Bryan. The Planning Team review sought to assess key elements of the plans that might influence the *Health and Wellness Area Plan*, as well as surrounding development plans, planned municipal services, and other factors that might influence the future development of properties in the planning area or how the planning area might relate to the broader community.

- » *Bryan Comprehensive Plan, 2006*
- » *Bryan, Texas Comprehensive Plan Implementation Progress Report, 2009*
- » *Central Business Corridor Standards*
- » *The District: Bryan & College Station Route Map*
- » *South College Avenue Corridor Redevelopment Plan*

Generally, all plans and documents reviewed broadly support opportunities to create an innovative Health and Wellness area that also performs as a regional destination point using a master planning and implementation process similar to the Downtown Bryan master planning effort. Specifically,

- » The *Comprehensive Plan* supports economic development in the form of redevelopment and infill;
- » The *Comprehensive Plan* identifies the need for additional park and trail development and encourages increased access to parks, open space, and trails;
- » The *Central Business Corridor Standards* and *South College Avenue Corridor Redevelopment Plan* provide precedence for enhanced street designs and encourage designs that support a distinctive sense of place and improve community appearance; and
- » The *Comprehensive Plan* supports higher intensity land use and increased multi-modal transportation options.

While none of the plans or documents specifically addresses community health, tools to design a Health and Wellness area are readily available.

Bryan Comprehensive Plan, 2006

AUTHOR CITY OF BRYAN

ADOPTION JANUARY 16, 2007

The *Bryan Comprehensive Plan 2006* provides a vision and goals to guide Bryan's growth (both near-term and long-term) in the areas of education, the economy, land use, transportation, community appearance, parks/nature, drainage, utilities, and municipal services/facilities. The plan identifies TAMU and St. Joseph Regional Health Center as two of the area's major employers.

Includes new language dedicated to Greenways and Drainage, and incorporates the 2002 *Parks, Open Space and Trails Master Plan*.

Land Use – City-wide and Use-Specific land Use policies guide future development of the city through 2025. Because of the importance placed on redevelopment and infill, a separate set of policies was created. The Redevelopment and Infill Policies provide relevant guidance for the Health and Wellness planning area. Relevant goals include a desire to achieve a balanced land use pattern in the City; to facilitate development, redevelopment and infill in part by developing an area plan for the Medical District; to maintain and revitalize older areas and neighborhoods; and to promote quality affordable housing in part by identifying areas for future high-density residential development and zoning appropriately.

Future Land Use policies, goals and objectives support commercial redevelopment and infill, as well as higher density residential development strategies, that could generate the higher intensity of land use necessary to spur economic development in the planning area and create an active environment that supports healthy lifestyles.

Transportation – Future transportation needs are met through a well-planned multi-modal transportation network. Vehicular corridors are prioritized; however, development of bicycle and pedestrian facilities is emphasized. Both the Hike and Bike Access Plan and the Sidewalk Master Plan address enhanced multi-modal transportation access in the Health and Wellness planning area. Although Brazos Transit District and TAMU transit services are described, listed Goals and Objectives do not address transit.

Community Appearance – The plan notes that quality of life is influenced by quality of place, and great urban design can positively enhance quality of place. The revitalized Downtown is given as an example of the effectiveness of the planning and how the *Downtown Master Plan* has transformed the heart of Bryan. Although

the Health and Wellness planning area is not specifically identified, the goals, objectives, and action steps crafted to support enhancing community appearance in other areas such as the South College Avenue Corridor and Martin Luther King, Jr. Street/Old Reliance Road, will support design development resulting in an attractive place to live, work, visit, and play in the planning area.

Parks, Open Space, and Trails – The Parks section incorporates an updated 2002 *Parks Plan* into the comprehensive plan. The City is divided into five park zones, and the Health and Wellness planning area is located in Zone 4. Park facilities are classified as Special Purpose, Neighborhood or Community. Currently, there are no parks of any type located in the planning area; however, the comprehensive plan recommends development of a centrally located community park in District 3 or 4. Goals and objectives established for parks, open space, and trails support community-wide access to parks facilities and a diverse array of activities, connect parks facilities with one another using bike lanes or trails, preserve and protect green space and environmentally sensitive features, insure maintenance of parks facilities and encourage greater application of shared-use agreements between the City and Bryan Independent School District in order to increase access to park spaces.

Remaining sections of the plan including Drainage, Utilities and Municipal Services and Facilities provide for and maintain adequate public services for Bryan residents. For the purposes of this planning effort, relevant Implementation recommendations are made regarding (1) the establishment of a medical zoning district in and around the St. Joseph Regional Medical Center; (2) Street Design Guidelines; (3) redevelopment and the use of economic development incentives such as TIRZ.

Bryan, Texas Comprehensive Plan Implementation Progress Report, 2009

AUTHOR CITY OF BRYAN

ADOPTION JULY 2009

No information specifically relevant to the *Health and Wellness Area Plan* is provided. *Comprehensive Plan* items documented above continue to be in various stages of implementation.

Central Business Corridor Standards

AUTHOR RTKL AND HUITT-ZOLLARS

ADOPTION

The *Central Business Corridor Standards* were established to create a more pedestrian-friendly, mixed use development pattern along the Central Corridor, including public amenities throughout the Corridor. The Corridor is described as a roughly nine mile stretch of Briarcrest Drive and E/W Villa Maria Road extending from FM 158/Boonville Road in the northeast to Highway 47 in the southwest. The corridor is divided into eight sections, and the Retail Corridor and South College/Texas Corridor sections include portions of the Health and Wellness planning area. Minor intersections are identified at Briarcrest Drive and East 29th Street and at Briarcrest Drive and East Villa Maria Road with both being described as key intersections with opportunities for signage, monumentation, and/or planting. A majority of Briarcrest Drive in the study area is described as a "Tight Urban Streetscape," which is defined as "high street front visibility" (p. 6).

The guidelines describe the Retail Corridor as a re-established Central Business Corridor and "retail stronghold" for Bryan to be accomplished by improving existing retail and encouraging new retail land uses (p. 15). A proposed land use plan map is included. The role of the South College/Texas Corridor section is to support the Retail Corridor section. The Urban Street streetscape applied to the Retail Corridor describes an undivided street with sidewalks, tree plantings, lighting, and pedestrian amenities on each side of the street. Where Briarcrest Drive transitions into East Villa Maria Road, the right-of-way is designed as an Urban Boulevard with a divided roadway and similar design treatments with the exception that tree plantings may occur either on both sides of the street or in the median. The guidelines also describe appropriate design approaches for an Urban Intersection at East 29th Street and East Villa Maria Road, and an Amenities Intersection at Briarcrest Drive and Broadmoor Drive.

The *Corridor Standards* guidelines also includes a three-phase Streetscape Improvements process and identifies Corridor Identity as an issue questioning whether Retail District growth should be urban or suburban in character. It also proposes a name change for portions of Briarcrest Drive and East Villa Maria Road in order to reduce confusion and create a stronger identity.

The District: Bryan & College Station Route Map

AUTHOR BRAZOS TRANSIT DISTRICT

ADOPTION JUNE 2014 – PROPOSED

The District map describes seven color-coded routes providing service to Bryan and College Station. The planning area is serviced by three of these routes—Red, Blue, and Purple. Each route is approximately 50 minutes in length, and all three routes provide access to the Transfer Point located on S. Texas Avenue just south of the planning area. Due to its central location, the planning area is transit-rich and a majority of Bryan can be accessed by one of the three routes; however, if a rider desired to go to locations in College Station, a transfer would be required. There is no indication of intersections between BTD routes and TAMU routes. Routes are identified for the Health for All Clinic, St. Joseph Regional Health Center, Hammond-Oliver School and ACE Program School.

South College Avenue Corridor Redevelopment Plan

AUTHOR THE GOODMAN CORPORATION

ADOPTION

The *South College Avenue Corridor Redevelopment Plan*, which establishes a re-design plan for the public right-of-way and market-based redevelopment plan for business activity along South College Avenue, was reviewed to identify any design standards that might be considered for the Health and Wellness planning area. The Mobility Analysis analysis component identified the need to improve pedestrian and bicycle facilities, and transit access and service, throughout the Corridor. While certain recommendations from the Urban Design Concepts section, such as the use of the Live Oak tree species as street trees, could be replicated in the planning area, there were no specific design standards established that might inform design in the Health and Wellness planning area.

APPENDIX B

INFRASTRUCTURE EXISTING CONDITIONS

Status of Health and Wellness indicators/available infrastructure

Pedestrian Mobility Facilities

The pedestrian facilities within the plan area leave a lot to be desired by pedestrians and bicyclists. Although there are significant portions of sidewalk within the area, many of them are narrow and discontinuous. There are poor intersection layouts due to drainage inlets located at intersection corners preventing sidewalk ramps from being properly located. This results in ramps, many of which are non-ADA compliant, and crosswalks leading into traffic. These poor layouts provide inadequate pedestrian button access and inadequate staging or refuge areas for pedestrians. Sidewalks are not conducive to fitness / aerobic walking due to little to no shade during the day and little pedestrian lighting for walking in the evening. Included below are several images that speak directly to these concerns.

Poor Condition of Existing Sidewalks and Lack of Connectivity



Non-existent or non-ADA Compliant Sidewalk Ramps





Existing Street Light Poles and Guywires Located in the Middle of Sidewalks



Sidewalk Ramps and Crosswalks that are awkward and lead into traffic



Thoroughfares

East 29th Street

East 29th Street is the major east-west corridor through the Health & Wellness Plan area that connects Downtown Bryan with the University Drive corridor in College Station, Texas. It is classified as a minor arterial that consists of 2-lanes in both directions with a center two-way left-turn lane. It consists of an approximate 60-foot paved section contained within a 100-foot wide right-of-way. There are mostly business and/or medical offices located along this corridor with some residential and little to no retail businesses. East 29th Street is heavily used by Blinn College and St. Joseph Regional Health Center patrons. There are several concerns with the existing roadway facility as shown below.

Memorial Drive Intersection

There is an exaggerated dip in the pavement at the intersection of East 29th Street and Memorial Drive. This condition affects all vehicles traveling through this leg of the intersection by forcing them to slow down to avoid scraping the bottom of the vehicle. This significantly decreases the speed of the vehicle and in turn decreases the capacity of the thoroughfare. The dip is required for drainage design of the intersection. It is used to carry stormwater across the intersection because of the lack of underground storm sewer. The City of Bryan has retained an engineering firm to redesign this intersection to remove the drainage dip and improve the intersection in anticipation of the new St. Joseph Regional Health Center Emergency Department and Trauma Center expansion.



East Villa Maria Intersection

There are signal timing issues for pedestrians as they cross the East 29th Street @ East Villa Maria intersection. Senior citizens frequently cross at this intersection some on foot, with a walker or in a wheelchair. On one occasion, a senior citizen was viewed attempting to cross the intersection. The gentleman would start crossing, the pedestrian signal would begin to flash before he had made it through the first lane of traffic and he would return to the original intersection corner. After 2 failed attempts to cross a Good Samaritan stopped and helped the gentleman cross the roadway.



Mid-Block Crossing between East Villa Maria and Memorial Drive

Pedestrians in the area attempt to cross East 29th Street at or near DeLee Street. There is no signal, crosswalk or center median (refuge area) at this intersection to help pedestrians cross safely.



Briarcrest Drive (FM1179)

Briarcrest Drive (FM1179) is classified as a Super Arterial and is the only TxDOT facility located within the Health & Wellness Plan area. This roadway connects State Highway 6 to East Villa Maria and serves as the south boundary of the plan area. As a major north-east to south-west corridor, it serves as a major retail corridor as well as a major thoroughfare for Bryan High School students and faculty. A portion of Briarcrest, from East 29th Street to Kent Street, consists of a divided roadway with 2-lanes in both directions and segments of left-turn lanes all contained within a 100-foot plus right-of-way. This portion of the roadway was recently widened and resurfaced as part of a TxDOT project completed in 2014. The remainder of

Briarcrest Drive within the plan area from Kent Street to Carters Creek Parkway is slated to be widened and resurfaced with a new TxDOT project currently in design and projected to begin construction in 2015. The existing cross section for this portion of Briarcrest Drive is a 63-foot pavement section contained within a 100-foot right-of-way and consists of 2-lanes in each direction with a center two-way left turn lane. It is unknown at this time if this 2015 project will modify this section to include a median in lieu of the center two-way left turn lane similar to Briarcrest Drive from SH6 to Kent Street.

East Villa Maria

East Villa Maria is an additional north-south corridor through the plan area that serves St. Joseph Regional Health Center, Bryan ISD's Collegiate High School as well as the large population of students, faculty and visitors traveling to/from Blinn College. It is classified as a Major Arterial that consists of 2-lanes in each direction with a center two-way left-turn lane, and a 60-foot pavement section contained within a 100-foot wide right-of-way. There is a 4-foot sidewalk located along both sides of this roadway. Although East Villa Maria can be inundated with Blinn College traffic at times throughout the day, the roadway is in good condition.

Collector and Local Streets

In addition to the major roadways in the area, there are numerous collector and residential streets that provide connectivity within the area. Broadmoor Drive is classified as a collector roadway and consists of one lane in each direction with no bike lane. The pavement section is 37-foot wide contained within a 60-foot right-of-way. Local streets such as Memorial Drive, Osler Boulevard, Kent Street, and Goessler Road consist of a single lane in each direction with 30 to 37-foot pavement sections, depending on the individual roadway, no bike lanes, and are all contained within 50 to 60-foot rights-of-way. These streets provide for movement within the plan area interior and although these roads are in good condition the pedestrian mobility and aesthetics are poor.

Parking & Transit Existing Conditions

Parking

The majority of the businesses located within the area are self-parked with onsite surface parking to serve their needs. Blinn College has a substantial amount of surface parking provided for their students and faculty. They recently added a significant amount of additional parking to meet their needs during student high peak traffic periods. The only structured parking garage located within the plan area is the St. Joseph Regional Health Center garage that serves the hospital and several of the physician offices located in and around the hospital premises.

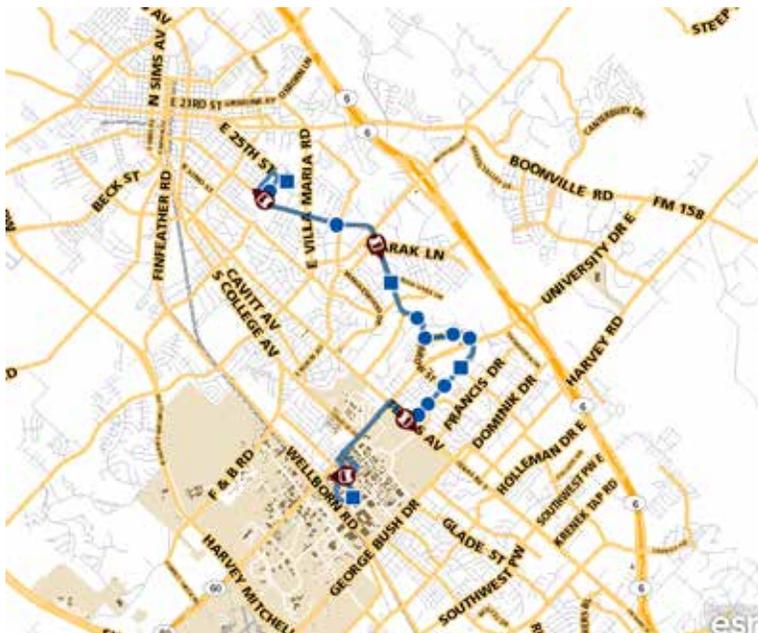
The District

The Brazos Transit District (District) provides transportation services to the general public within the Bryan / College Station community. The District provides fixed routes along with a demand & response service where a driver will pick up a passenger at their current location if your location is not within 3/4th of a mile to a fixed route pick up location. They currently offer seven fixed routes with three of these routes traveling through the Health and Wellness Plan area on a regular basis. Please see Appendix B for a copy of The District's existing fixed routes. They also provide bus shelters throughout the community, one of which is located on East Villa Maria near Osler Boulevard as shown below.



Texas A&M University Transit Services

Texas A&M University Transit Service is a bus service provided by Texas A&M University for their students, faculty, staff and visitors. They currently offer nine off-campus routes and eight on-campus routes. One of their off-campus routes, Revielle 12 (the blue route shown below), is the route that their passengers use if they are traveling to Blinn College. Many Texas A&M University students also attend classes at Blinn College and vice versa. Because of this, Transit Services provides a dedicated route to Blinn College. Although the route travels through the Plan Area, the route is not intended for general public use.



Utility Existing Conditions

Within the Health and Wellness Plan core study area, there exist numerous underground and overhead utilities. These utilities include:

- City of Bryan – Water
- City of Bryan – Sanitary Sewer
- City of Bryan – Storm Drainage
- Bryan Texas Utilities (BTU) – Electrical
- ATMOS Energy – Gas
- Suddenlink –Cable Television / Telephone / Internet
- Verizon – Telephone / Internet
- Brazos Valley Community Net (BVCNet) – Communications (Fiber Optic)

The majority of these utilities are located underground, with the exceptions being: electrical, telephone and cable, all which are primarily located above ground on standard wooden or concrete utility poles. There are exceptions such as along East 29th Street near St. Joseph Regional Health Center where the above ground utilities have been taken underground to accommodate the location of the emergency services air ambulance pad.

Water Services

The City of Bryan Public Works Department maintains all existing public waterlines within the City of Bryan. The main waterline that serves the core study area is a 20” waterline that provides the area service from the above ground water storage tank located on Luza Street just to the west of the Blinn College Campus. St. Joseph Regional Health Center is serviced through a 12” waterline that taps into the 20” waterline on Memorial Drive near Rustling Oaks Drive. The majority of the Plan Area is served by 12” or 8” waterlines that run through the study area. There are no known water infrastructure needs required within the study area and fire flow is sufficient to all existing fire hydrants. City staff has indicated that as properties redevelop they would be interested in creating system redundancies within the development designs.

Sanitary Sewer

All existing public sanitary sewerlines are maintained by the City of Bryan Public Works Department. All sanitary sewerlines located east of Broadmoor Drive are collected by a 10” and 16” sanitary sewer trunkline that runs along East 29th Street to the Burton Creek Wastewater Treatment Plant (WWTP) located near University Drive and Spring Loop. All sanitary sewerlines located west of Broadmoor Drive are collected by a 20” sanitary sewer trunkline that runs along Carters Creek Parkway and ultimately flows to the Burton Creek WWTP as well. There are no sanitary sewer infrastructure needs required within the study area at this time.

Drainage

The public storm sewer infrastructure is maintained by the City of Bryan Public Works Department. The entire area is served by curb and gutter and an underground storm sewer system. Generally speaking, the area located north of East 29th Street is located within the Briar Creek Watershed, while the area south of East 29th Street is located within the Burton Creek Watershed. The study area contains one significant creek, Burton Creek Tributary 4, a segment of which has been left in a natural state. The vast majority of this tributary has been converted to

an underground storm sewer system where the natural drainage features have been lost. The drainage infrastructure in the area is sufficient, although there are minor drainage issues that occur within the area.

Electrical

Bryan Texas Utilities (BTU) is the electrical service provider within the City of Bryan. The majority of their service lines are located above ground on standard wooden utility poles. As the wooden poles start to age, BTU is replacing them with new concrete or steel poles that allow for longer spans resulting in fewer poles. BTU has a planned upgrade to their transmission line from the Atkins Substation to the Briarcrest Substation. A portion of this transmission route traverses through the Plan area. The design is nearing completion and is slated for construction in Fiscal Year 2015. BTU has also been in negotiations with St. Joseph Regional Health Center regarding the possibility of relocating BTU's overhead lines along East 29th Street near the Memorial Drive intersection to underground. Due to the expansion and relocation of the St. Joseph Regional Health Center Emergency Department and Trauma Center facilities, the City of Bryan has retained an engineering firm and the design work has begun to relocate these BTU lines and other franchised utility lines (several of their poles can be seen in the picture below) underground.



Gas

The local gas utility provider is ATMOS Energy. They have a mixture of 2", 4" and 6" mains located throughout the plan area as well as a high pressure pipeline that meanders through the east portion of the main study area. They have sufficient capacity available in the area and each of their lines typically have 20 to 25 LBS of operating pressure. Although ATMOS has no capital improvement projects planned within the area, if given the opportunity they would be interested in replacing their older mill wrap and steel lines with newer lines as other infrastructure projects occur or properties within the area redevelop.

Cable TV / Telephone / Telecom Fiber Systems

Suddenlink

Suddenlink is a provider of cable television, telephone and internet services within the Bryan/College Station community. They have sufficient coax and fiber service in the area. Typically their service lines are located above ground on BTU utility poles, and as BTU relocates their service lines underground Suddenlink normally relocates underground as well. If given the opportunity, Suddenlink would be interested in utilizing a joint trench with BTU. They currently have no capital improvement plans for the area.

Verizon

Verizon provides telephone and internet services within the Bryan/College Station community. They have two wire centers that service the plan area: Bryan main and Bryan Steep Hollow which is also known as Bryan East. A majority of their lines are located above ground on utility poles, but they do have some lines that are direct buried and others that are in underground conduit. They are currently working on replacing a switch located near the old gas station at the corner of East 29th Street and East Villa Maria. They have no capital improvement plans for enhancements to the area and do not foresee any needed in the near future. If given an opportunity, Verizon would like to relocate a switch currently located within the median near the Joseph Drive and East Villa Maria intersection.

Brazos Valley Community Net (BVCNet)

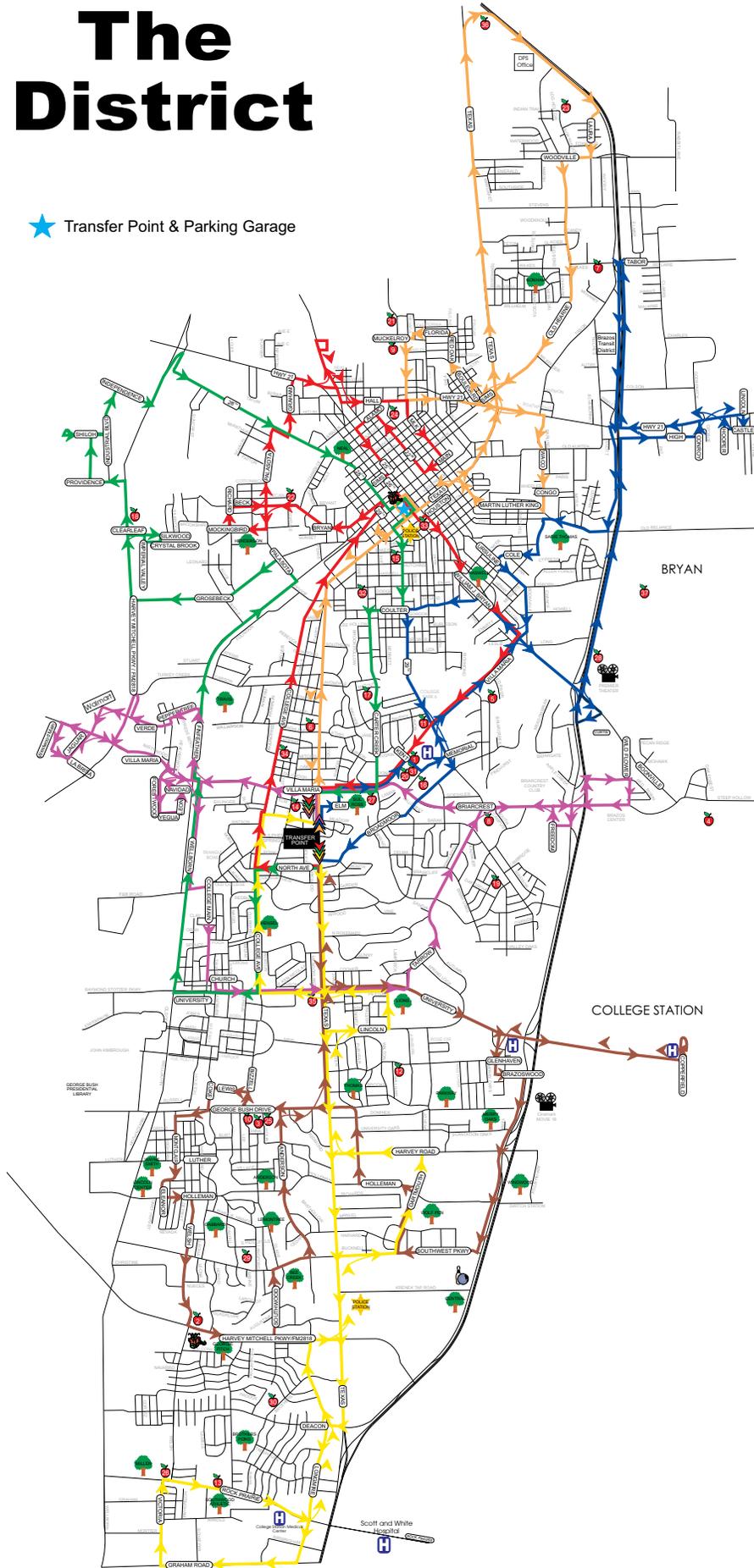
Brazos Valley Community Net (BVCNet) is a Fiber collaborative formed through an inter-local agreement. BVCNet consist of the following organizations: City of Bryan, City of College Station, Brazos County, Texas A&M University, Blinn College, St. Joseph Health System, Bryan Independent School District, College Station Independent School District and the Brazos Valley Council of Governments. They have a significant fiber line that runs along a portion of East 29th Street, down East Villa Maria, back up Briarcrest Drive to East 29th Street where it then heads to College Station. There are no planned improvements within the area, however if given the opportunity they would like to connect their system with the Healthpoint Facility on Memorial Drive.

Street Lighting Existing Conditions

Currently there is a mix of street lighting types and sizes within the area. A majority of the lighting consists of cobra head street lights with some security lights located on the occasional utility pole. In general, the major roadways are well lit but pedestrian areas and the minor roadways lack sufficient lighting and are not perceived to be safe.

The District

★ Transfer Point & Parking Garage



Points of Interest

Brazos Center	Purple
Brazos County Courthouse	Red,
	Orange & Green
Bryan Civic Auditorium	Green
Chamber of Commerce	Purple
College Station City Hall	Maroon & Yellow
Dept of Human Services	Red & Blue
Federal Prison	Blue
Fire Department - Bryan #1	Red
Fire Department - Bryan #2	Red & Orange
Fire Department - C. S. #1	Maroon
Fire Department - C. S. #2	Maroon
Greyhound Bus Terminal	Green & Red
Lincoln Community Center	Maroon
Police Station - Bryan	Green & Orange
Police Station - College Station	Yellow
Post Oak Mall	Maroon
Post Office - Main WJB	Blue
Post Office - Northgate	Green & Purple
Post Office - Downtown Bryan	Red
Post Office - C. S. Main	Yellow & Maroon
Social Security Office	Blue
Texas Dept of Public Safety	Orange
Texas Dept of Transportation	Orange
Texas Workforce Commission	Purple
Utilities - Bryan	Green & Orange
Utilities - College Station	Yellow

Medical

Brazos Valley Rehab Commission	Blue
Family Health Clinic	All Routes
BV Medical Center Day Surgery	Blue
College Station Medical Center	Yellow
Health for All Clinic	Red
Physicians Center	Maroon
Scott & White Clinic	Maroon
St. Joseph's Regional Health Center	Blue

Activities

Arctic Wolf Ice Skating	Maroon & Yellow
Boy's and Girl's Club	Red
Children's Museum	Red
Cinemark Movie's 18 (Exit at Harvey)	Maroon
Libraries	
Bryan	Red & Green
College Station	Maroon
Carnegie Library & Garden	Red
Museum of Natural History	Purple
Palace Theatre	Red
Premiere Movie Theater	Blue
Roller/Hockey Rink (Neal)	Red
Pools	
Sadie Thomas	Blue
Southwood	Yellow
Henderson Harbor	Red
Bee Creek	Maroon
Thomas	Maroon & Yellow
Bryan Aquatic Center	Blue & Purple
Sue Haswell	Red & Blue

Schools

#1 ACE Program	Blue & Red
#2 A&M Consol High	Maroon
#3 A&M Consol Middle School	Maroon
#4 Allen Academy	Purple
#5 Blinn-Bryan Campus	Blue & Red
#6 Blinn-Allied Health	Orange
#7 Bonham Elementary	Orange & Blue
#8 Bryan High	Purple & Blue
#9 Carver Early Childhood Ctr.	Orange
#10 Ctr. for Alternative Learning	Maroon
#11 Ctr. for Alternative Program	Red & Blue
#12 College Hills Elementary	Yellow
#13 College Station Middle School	Yellow
#14 Crockett Elementary	Purple, Green & Red, Orange & Yellow
#15 Fannin Elementary	Green
#16 Hammond-Oliver	Blue
#17 Henderson Elementary	Green
#18 Jane Long Middle School	Green
#19 Johnson Elementary	Purple
#20 Jones Elementary	Blue & Red
#21 Kemp Elementary	Orange
#22 Milam Elementary	Red
#23 Navarro Elementary	Orange
#24 Neal Elementary	Red
#25 Oakwood Intermediate	Maroon
#26 Rock Prairie Elementary	Yellow
#27 Ross Elementary	Green, Blue & Red & Purple
#28 Sam Rayburn Middle School	Blue
#29 South Knoll Elementary	Maroon
#30 Southwood Valley Elementary	Yellow
#31 Special Opportunity School	Blue & Red
#32 Stephen F. Austin	Green
#33 St. Joseph Catholic School	Red
#34 St. Michael's Academy	Red
#35 Texas A&M	Purple, Yellow & Maroon
#36 Davila	Orange
#37 Rudder High School	Blue

- Stand away from curb until the bus is completely stopped.
- Have exact fare ready, drivers do not make change.
- Watch your step getting on/off the bus.
- Use the handrails and sit in a seat as soon as possible.
- Don't let children play/stand on the seats.
- Be courteous to other passengers.

APPENDIX C

STAKEHOLDER INTERVIEWS

SITE VISIT 2: STAKEHOLDER INTERVIEWS

Stakeholders: Paul Kaspar – City of Bryan
 Margie Lucas – Brazos Transit District
 Brad McCaleb – Bryan/College Station MPO

Date: June 24, 2014

Location: Bryan/College Station MPO, 3833 South Texas Ave., Suite 290

Attending: Steve Auterman, LRK
 Andrew Trippel, LRK
 Veronica Morgan, Morgan & Mitchell
 Kerry Pillow, Morgan & Mitchell

Meeting Notes:

BTD maintains 1-hour headways on all routes with a central transfer point on Texas Ave. at S. Texas/Dunn. A large number of service workers live in Bryan and work in College Station. BTD provides transit M-F from 5:00 AM to 7:00 PM, excluding weekends and major holidays. Riders receive one transfer per trip. TAMU provides limited services between the Main Campus and Blinn College during the weekday.

Strengths

- Brazos Transit, the City, and the MPO expressed a desire to explore issues and work to identify solutions.
- City is committed to fully developing bicycle and sidewalk infrastructures.
- Two Safe Routes to School projects have been successfully implemented and well-received.

Challenges

- Blinn College traffic congestion—especially on Villa Maria. Signal optimization is key. A new signal is being introduced at Joseph/Villa Maria. This will help with ingress/egress issues for Crestview.
- TAMU game days are “nightmares” for everyone.
- Limited BTD shelters and signage. Funding for shelter facilities and signage is limited; however, there is interest in adding transit infrastructure if funding is available.
- There are conflicting thoughts about formalizing transit access. While it would make it easier for the transit service, bus stops are perceived as potential crime locations and/or not accessible to riders.
- Bus pullouts may not be an effective solution as it is difficult for drivers to re-enter roadway after stops.
- BTD does not provide weekend service.
- City funding for sidewalk infrastructure has been delayed to FY 2018.
- Limited neighborhood level/grassroots support for walking/biking infrastructure improvements. Service workers seem to bike regularly, but there is a language barrier.

Opportunities

- BTD would benefit from a terminal/transfer point in College Station.
- City plans to re-design intersection at 29th/Memorial streets in 2015-2016. This may present an opportunity to incorporate transit facilities for those accessing St. Joseph’s.
- There has been discussion about neighborhood collectors along Texas Ave.
- TXDOT may provide funding for street design improvements (medians) on Villa Maria and 29th streets.
- E Villa Maria Rd. from Briarcrest Dr. north is City’s jurisdiction. A wide outside lane may be suitable for bicycle facilities.

SITE VISIT 2: STAKEHOLDER INTERVIEWS

Stakeholders: Paul Kaspar – City of Bryan
Margie Lucas – Brazos Transit District
Brad McCaleb – Bryan/College Station MPO

- Neighborhood traffic calming (speed humps) is popular conversation entertained by City Council.
- City does plan to improve bicycle facilities. Cavitt Street, Coulter Drive, Kent Street, and Broadmoor Drive could all receive either on-street facilities or Share the Road signage.

SITE VISIT 2: STAKEHOLDER INTERVIEWS

Stakeholders: Stephanie Adam Malechek – The Adam Corporation
Joel Ross – The Adam Corporation

Date: June 24, 2014

Location: 1 Momentum Blvd., College Station

Attending: Steve Auterman, LRK
Andrew Trippel, LRK

Meeting Notes:

The Adam Corporation owns Bryan commercial property located on Briarcrest across from the planning area between Broadmoor and Kent streets. They formerly owned the office building at the corner of Villa Maria and Briarcrest as well. Interviewees noted that The Adam Corporation participates in the College Station designated Health District but is not a part of the Management District.

Challenges

- Commercial areas are surrounded by aging residential. Some multi-family has been slightly improved; however, a majority of the residential displays signs of disinvestment.
- Differing local perceptions of Bryan and College Station impact investment decisions. College Station is perceived of as being more homogenous and less diverse.
- Perceived school quality played an important role for residents moving from Bryan to College Station in the late 1990s/early 2000s.
- Bryan Collegiate High School has traditionally been known as the “troubled kids” school. It is difficult to change this perception.
- A majority of higher income health care professionals find suitable housing in College Station not Bryan.
- Downtown Bryan farmer’s market seems to struggle to provide fresh produce that one might expect from a farmer’s market. Some vendors are more crafts-oriented than produce.
- From a retail markets perspective, Bryan is having significant challenges. For Adam Corporation’s Briarcrest property, the median caused accessibility issues. And the property is under-parked for retail use.

Opportunities

- Harmony Science Academy on Texas Ave. seems to be gaining momentum and is expanding.
- “Healthy” restaurants are missing from the area. Few sit-down restaurants (Madden’s, Christopher’s, and Veritas were mentioned).

SITE VISIT 2: STAKEHOLDER INTERVIEWS

Stakeholder: Mr. Lee Roy Johnson, Sul Ross Neighborhood Organization president

Date: June 24, 2014

Location: City of Bryan Municipal Building

Attending: Steve Auterman, LRK
Andrew Trippel, LRK

Meeting Notes:

Mr. Johnson is a resident of the Sul Ross neighborhood located south of the planning area across Briarcrest Dr. The neighborhood is predominantly single-family residential, encompasses one small apartment complex, and is bordered by Burton Creek to the south with access to Tanglewood Park. The neighborhood is zoned Residential Neighborhood Conservation District (R-NC), which permits no more than two unrelated people to live in a single family home. A majority of residents are homeowners, and the neighborhood has easy access to retail goods and services. The neighborhood association has 250 members.

Strengths

- Very proud of St. Joseph's but some concerns. Cleanliness and service seem to be issues. ER is always overly crowded.
- Sul Ross is a quiet neighborhood with integrity.
- Downtown is a work in progress but moving in the right direction.

Challenges

- Planning area lacks green space
- Infrastructure improvements will be costly—especially to replace aging sewer pipes and add sidewalks. These problems are common throughout town.
- It would be difficult to fund infrastructure improvements in the planning area and not fund similar and equally needed improvements in other parts of town.
- It may be difficult to fund a Municipal Improvement District if hospital does not pay taxes and is primary land owner.
- St. Joseph seems overwhelmed. Additional health care services are needed.

Opportunities

- Enhance access to transportation opportunities between senior living areas and medical services.
- More parks for kids to play safely and walking trails for adults.
- Safe Routes to Schools projects have been implemented well and seem to be beneficial. Texas A&M has done a good job with crosswalks and pedestrian bridges, so that would be beneficial in some areas.

Mr. Johnson felt that Park Hudson/Copperfield neighborhood is very well done, and that the Tejas neighborhood is nice. However, most places, including study area, are older and in varying degrees of development/rehab.

SITE VISIT 2: STAKEHOLDER INTERVIEWS

Stakeholder: Dr. Tom Hilde, Memorial Forest Neighborhood Organization representative

Date: June 25, 2014

Location: City of Bryan Municipal Building

Attending: Steve Auterman, LRK
Andrew Trippel, LRK

Meeting Notes:

Dr. Hilde is a professor emeritus retired from Texas A&M who has lived in Memorial Forest since 1977. While a stable, quiet, middle class neighborhood, Memorial Gardens faces challenges from growth in areas surrounding the neighborhood, and in particular Blinn College. Dr. Hilde was highly critical of local government regarding (1) its treatment of neighborhoods, and (2) handling of Blinn College. Interviewee feels that City does not support neighborhoods/citizens and is pro-developer and pro-business.

Strengths

- St. Joseph's Regional Health Center and quality of care
- Memorial Forest is quiet, stable neighborhood
- Camelot Park is popular with walkers and joggers
- Camelot Park hosts a community garden
- Although lacking sidewalks, neighborhood is generally walkable because of low traffic volumes
- Bio-med corridor (Texas A&M Health Science Center) in West Bryan is good idea

Challenges

- Neighborhood growth north of Camelot Park resulted in destruction of tree canopy.
- Apartments in planning area are generally regarded as lower income housing.
- Traffic caused by Blinn College growth has had significant negative effect on neighborhood. Interviewee indicated that the College does try to address traffic situation but is generally unsuccessful. Interviewee does not feel that the City does anything to address traffic issues in area.
- When Blinn College site was approved, community assured that maximum student population would be 6,000-7,000 students. The current site far exceeds that number.
- Crestview expansion threatened neighborhood.

Opportunities

- Perceived market for local restaurants to address lack of fine dining restaurants in area.
- Relocate Blinn College to east of Earl Rudder Freeway (perhaps to Lynntech complex at 2501 Earl Rudder Freeway S.)
- Sidewalks may be of benefit to the community, but they are not necessary for Memorial Forest.
- Approve Citizens for Better Bryan ballot initiatives

SITE VISIT 2: STAKEHOLDER INTERVIEWS

Stakeholders: Dr. Sylvia McMullen – Blinn College
Ted Hajovsky – Blinn College

Date: June 25, 2014

Location: Blinn College, Bryan

Attending: Steve Auterman, LRK
Andrew Trippel, LRK

Meeting Notes:

Blinn College Bryan Campus is part of the Blinn College system based in Washington County, TX. It has one of the highest academic transfer rates in Texas and transfers more students (64.7%) to Texas A&M than any other community college. This is partly attributable to the Texas A&M Blinn TEAM (Transfer Enrollment at A&M) program. The Blinn College Bryan Campus has offered classes since 1970. In 2013, the Bryan Campus enrolled 12,833 students with projected growth of 1,341 to 3,276 students by 2017, and 3,020 to 10,753 by 2025 (low to high ends of range).

Strengths

- Blinn College Bryan provides an affordable college education opportunity to students throughout the region.
- Blinn College Bryan has a strong relationship with Texas A&M.
- TAMU bus service is very helpful (route 12 runs on E. 29th every 30 minutes to the campus).
- The campus is committed to supporting student body growth with appropriate facilities and services.
- Community perceptions of Blinn College as offering a quality education are high.
- Strong education/practical application program with St. Joseph's, especially for nursing program.

Challenges

- Local property owners suffer from student-related traffic activity and litter.
- Traffic is a primary challenge, especially for E. Villa Maria Rd. to/from College Station and portions of E. 29th St. Congestion during semester start periods is particularly high.
- Only 3,500 parking spaces are provided for almost 13,000 students. Satellite parking has not traditionally been a viable option.
- A majority of students (80%) live outside of Bryan in College Station or the region.
- The campus needs to expand its physical facilities in order to accommodate student body growth. There is very little land adjacent to the current campus for growth.
- Campus expansion is funded through tax exempt bonds paid for by student fees. It can be challenging to have proposals to increase student fees approved.
- Limited amenities—food and other pertinent services—are present in the area for students.
- Area multi-family does not provide adequate housing solution for campus. College does not believe that an on-campus housing solutions is viable.

Opportunities

- School would like City to permit one additional academic building.
- Nursing program located at TAMU Health Science Center on Hwy 47 will relocate in 3-5 years to either close to St. Joseph's or College Station's Scott & White.
- STEM-type building would be beneficial.
- Bryan Campus leadership is very interested in private sector student housing solutions adjacent to campus.

SITE VISIT 2: STAKEHOLDER INTERVIEWS

Stakeholders: Dr. Sylvia McMullen – Blinn College
Ted Hajovsky – Blinn College

- Theatre/arts program could be offered to public if performance space was available. College is interested in becoming culturally relevant to Bryan community.
- Develop student recreational facilities for a commuter campus.
- Appropriate economic/activity hub like The Woodlands Market Street could be valuable and successful.
- Performing space like Cynthia Woods Mitchell Pavillion.
- Community design solutions to connect the area—St. Joseph’s and Blinn College.
- Stronger non-educational relationship with St. Joseph’s. For instance, the hospital has no respite environment for family and friends of patients. Could there be a joint solution that would benefit both the school and hospital.

SITE VISIT 2: STAKEHOLDER INTERVIEWS

Stakeholder: Eric Todd, Clinical CEO – Brazos Valley Community Action Agency

Date: June 25, 2014

Location: City of Bryan Municipal Building

Attending: Steve Auterman, LRK
Andrew Trippel, LRK

Meeting Notes:

Brazos County Community Action Agency operates HealthPOiNT, a federally-qualified health center with locations throughout Brazos Valley. HealthPOiNT operates facilities in Bryan/College at:

- 3370 S. Texas Ave, Suite B, Bryan
- 1301 Memorial Drive, Bryan
- 2700 E. 29th St., Suite 300, Bryan *in partnership with St. Joseph*

In addition to serving as HealthPOiNT clinical CEO, Mr. Todd also chaired the Downtown Bryan Association during development of the Downtown Bryan Master Plan.

Strengths

- Blinn College Bryan provides an affordable college education opportunity to students throughout the region.
- Blinn College Bryan has a strong relationship with Texas A&M.
- TAMU bus service is very helpful.
- The campus is committed to supporting student body growth with appropriate facilities and services.
- Community perceptions of Blinn College as offering a quality education are high.
- Strong education/practical application program with St. Joseph's, especially for nursing program.

Challenges

- Bryan generally tends to lack established, integrated, and recognizable local culture.
- Bryan generally lacks opportunities for family activities.
- Need to bridge between Downtown development and planning area ideas.
- Bryan social services/nonprofit activities tend to be silo-ed, which creates a challenge for the user, especially when trying to learn about eligibility for services. There may or may not be a need for centralized intake facility/colocation of services, but this could be evaluated.
- Lower income residents lack access to wellness facilities. This would include wellness opportunities such as diabetes/culturally appropriate dietary classes for Hispanics.
- Community social cohesion is lacking.
- Plan and implementation need a champion and community partners. Who are the community partners? Who will drive implementation?
- Perception that community-wide input is not sought/valued.
- Task Force needs to ask the question "Who should be at the table?" again before the workshop.

Opportunities

- The planning area has the opportunity to be part of the sickness solution AND the wellness solution.
- Potential for housing concept with a health and wellness center that would provide activities for families and encourage active lifestyles.

SITE VISIT 2: STAKEHOLDER INTERVIEWS

Stakeholder: Eric Todd, Clinical CEO – Brazos Valley Community Action Agency

- Potential for a women’s center that could offer programming such as yoga, meditation, holistic medicine, wellness therapies, and midwifery or other services for families.
- Community lacks free senior services center(s). This could be provided.
- A Center for Volunteerism would be helpful to the community.
- Develop organic gardening program and link to Bryan composting services.
- Opportunity to focus on pediatric health care services.
- Use CDBG funding to convert Mary Catherine building to wellness center and link this facility to the BISD green space.
- Create community event location/facility to encourage interaction.
- Bryan’s master gardener program may be a resource.
- The Traditions-Health Science Center development was driven by a progressive City Council. We need a similar body to drive this effort.

SITE VISIT 2: STAKEHOLDER INTERVIEWS

Stakeholder: Ronnie O'Neal, Risk/Benefits Manager – Bryan Independent School District

Date: June 25, 2014

Location: City of Bryan Municipal Building

Attending: Steve Auterman, LRK
Andrew Trippel, LRK

Meeting Notes:

Bryan Independent School District (BISD) is currently undertaking a strategic planning effort. Likely outcomes include development of a new middle school and repurposing of an existing middle school for central administrative offices. Locations have not been determined.

Strengths

- BISD has Rudder High School Culinary Arts program that serves meals in Rudder Café on Fridays. It is not linked to locally grown foods source.

Challenges

- Bryan has a large lower income population. 75% of BISD schoolchildren are on free or reduced lunch program. 54% are Hispanic.

Opportunities

- Culinary Arts program may be appropriate for Bryan High School.
- Hotels and restaurants are needed in the area.
- Realtor association need to be convinced to encourage buyers to purchase/build in Bryan.
- The College Station Starlight series and the Bryan First Fridays Downtown are popular events. Perhaps the planning area could eventually offer some sort of special event programming.
- Behavioral health services could be useful, especially for schoolchildren.
- Co-locating Health for All Clinic and Brazos Transit District Transfer Point could be beneficial to people who use public transit.

SITE VISIT 2: STAKEHOLDER INTERVIEWS

Stakeholders: Rob and Linda Stipanovich – Burton Creek neighborhood

Date: June 25, 2014

Location: City of Bryan Municipal Building

Attending: Steve Auterman, LRK

Meeting Notes:

Burton Creek a neighborhood of about 800 homes located west of the planning area and south of E. 29th St. It is primarily a single-family residential neighborhood. Community facilities include Bunton Park and Henderson Elementary School. Burton Creek runs through the central part of the neighborhood.

Strengths

- Park space adjacent to Upper Burton Creek and Henderson Elementary are beneficial to the neighborhood.
- Sidewalks installed along Carter Creek Parkway are welcome additions.

Challenges

- Some sidewalks have been installed, but the City has not completed the project.
- The intersection of Carter Creek Parkway and E. Villa Maria is generally congested.
- Esther Blvd. is a busy cut-through between E. 29th St. and E. Villa Maria.
- Traffic often backs up on E. Villa Maria from E. 29th to Briarcrest.
- Avondale could be extended north to E. 29th to create another through street similar to Esther Blvd.
- Kent is also used as a cut-through street.
- Some office spaces on E. 29th appear empty, and the property with the flower shop use on the north side of E. 29th is underdeveloped.

Opportunities

- More sidewalk accessibility would be greatly appreciated by neighborhood residents.
- Harmony Science Academy seems to be an asset for the community.
- Village Foods has a lot of healthy, organic food, but the prices seem to be higher than other places. However, it seems like a good place to have in the community.

APPENDIX D

ON-LINE SURVEY RESULTS

What frequently brings you to the Bryan Health and Wellness District area?

65 out of 67 people answered this question

1	Live here	40 / 62%
2	Visit a doctor's office	27 / 42%
3	Eat/dine at a restaurant	21 / 32%
4	Visit St. Joseph's Hospital	18 / 28%
5	Work here	18 / 28%
6	Pass through regularly	17 / 26%
7	Conduct business	11 / 17%
8	Don't frequent the area	4 / 6%
9	Attend Blinn College (you or family member)	2 / 3%
10	Other	2 / 3%
11	Attend a BISD school (you or a family member)	1 / 2%

Of the places and activities listed below, which would you like to see more of in or near the District?

60 out of 67 people answered this question

1	Places for dining and entertaining	44 / 73%
2	Places to shop or seek services	25 / 42%
3	Places for recreation	24 / 40%
4	Places to improve health, wellness or fitness	23 / 38%
5	Places to enjoy the outdoors	20 / 33%
6	Places to engage in community activities and events	19 / 32%
7	Places to learn (education)	6 / 10%
8	Places to live	4 / 7%
9	Places to work	4 / 7%
10	Other	1 / 2%

Of the items listed below, which do you feel would make the District more inviting and attractive to everyone?

65 out of 67 people answered this question

1	Unique shops and places to eat	40 / 62%
2	Safe and comfortable sidewalks and bike routes	31 / 48%
3	Destinations within easy, safe and comfortable walking distance	28 / 43%
4	Places to be healthy and well, not just sick	28 / 43%
5	Slower traffic	27 / 42%
6	A strong District identity and marketing	19 / 29%
7	Improved public transportation options	19 / 29%
8	New or improved parks and recreation spaces	19 / 29%
9	More and wider range of housing choices	11 / 17%
10	Other	0 / 0%

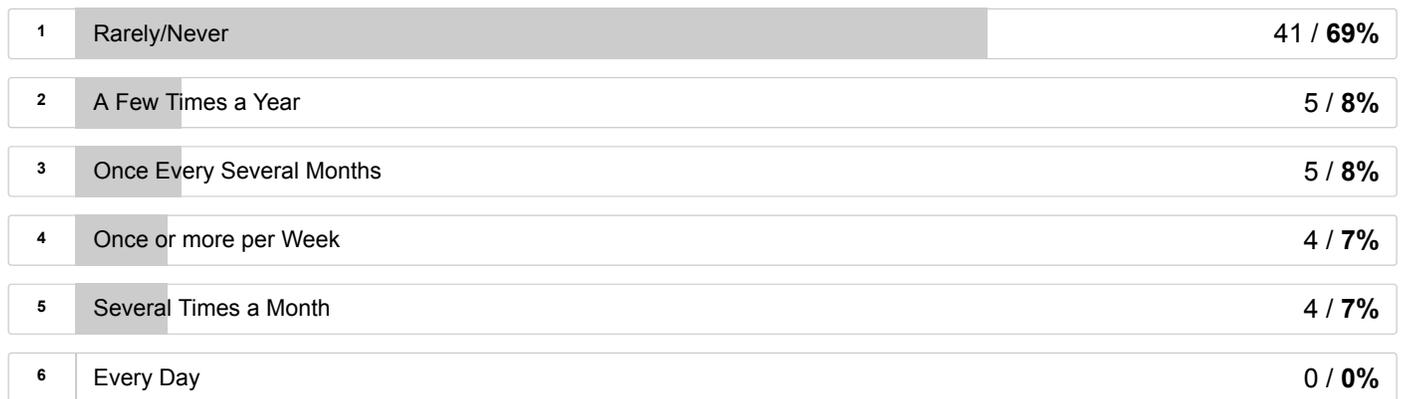
Walking

65 out of 67 people answered this question



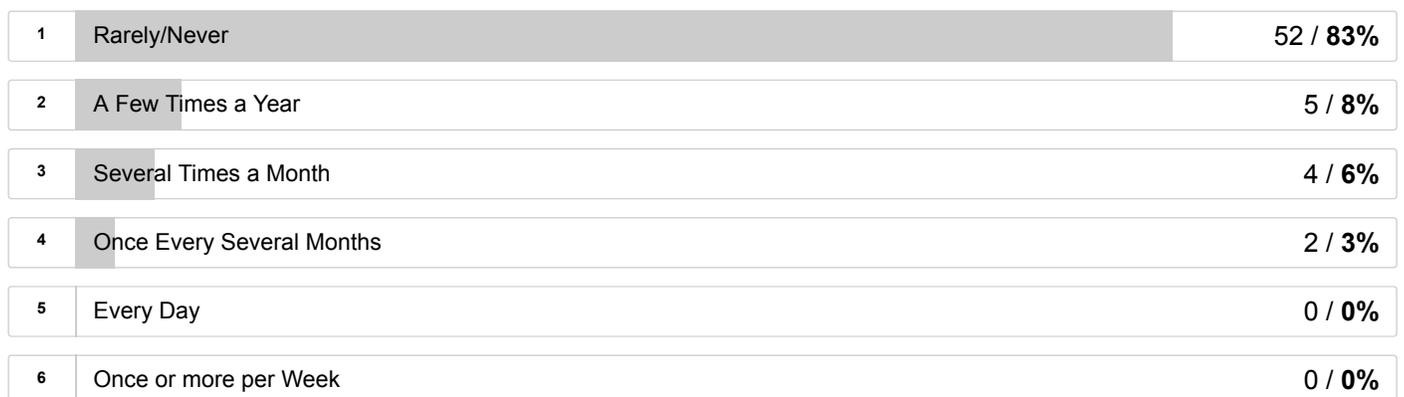
Running or jogging

59 out of 67 people answered this question



Bicycling

63 out of 67 people answered this question



Gardening

64 out of 67 people answered this question

1	Rarely/Never	33 / 52%
2	Once or more per Week	10 / 16%
3	Once Every Several Months	7 / 11%
4	Several Times a Month	7 / 11%
5	A Few Times a Year	4 / 6%
6	Every Day	3 / 5%

Swimming

62 out of 67 people answered this question

1	Rarely/Never	24 / 39%
2	Once or more per Week	15 / 24%
3	A Few Times a Year	12 / 19%
4	Once Every Several Months	6 / 10%
5	Several Times a Month	4 / 6%
6	Every Day	1 / 2%

Participating in organized sports (baseball, football, etc.)

64 out of 67 people answered this question

1	Rarely/Never	52 / 81%
2	A Few Times a Year	4 / 6%
3	Once Every Several Months	3 / 5%
4	Several Times a Month	3 / 5%
5	Once or more per Week	2 / 3%
6	Every Day	0 / 0%

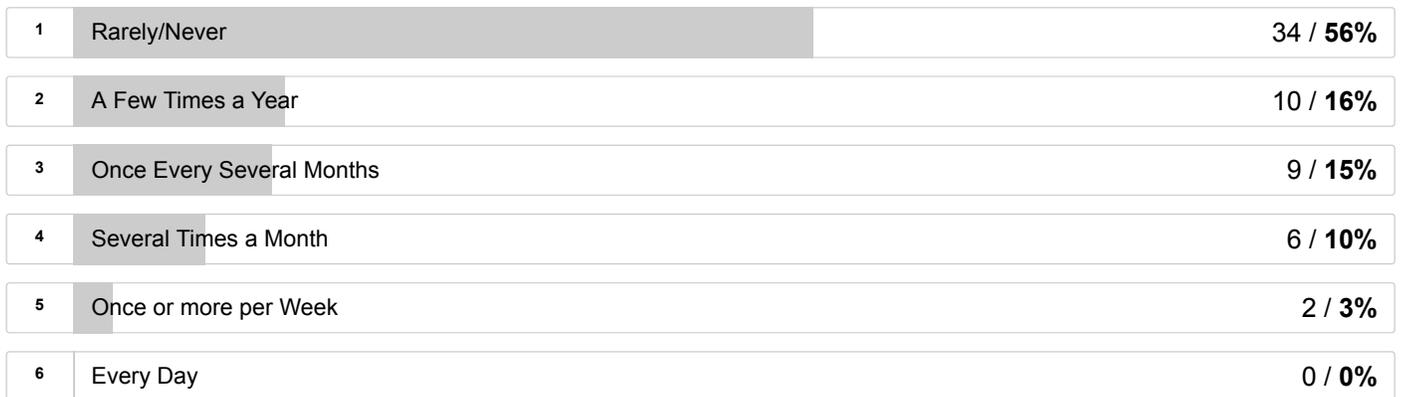
Visiting a park

64 out of 67 people answered this question



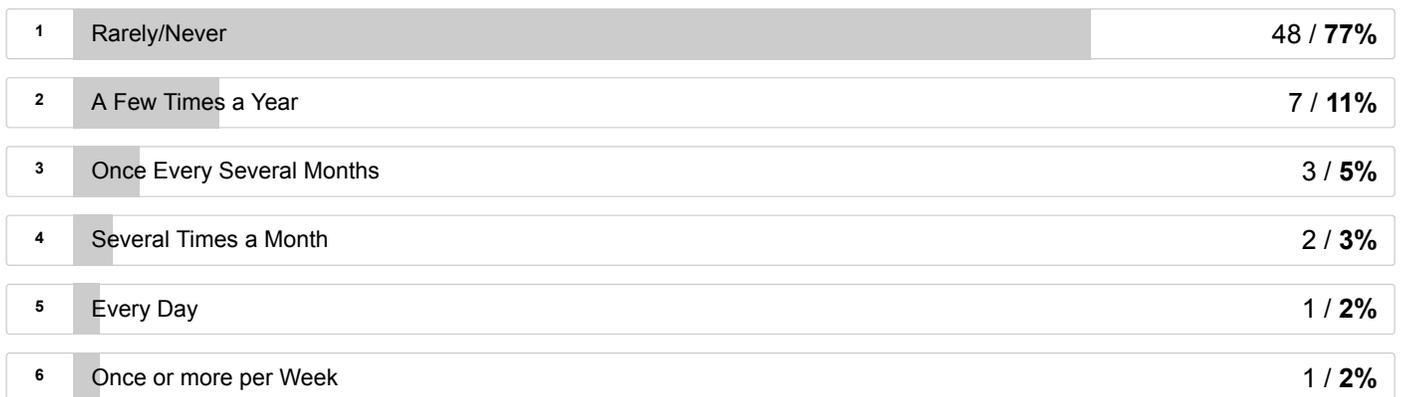
Going to a playground

61 out of 67 people answered this question



Going to a dog park

62 out of 67 people answered this question



What types of recreational activities would you participate in **more**, if they were provided in the District?

50 out of 67 people answered this question

1	Viewing natural areas	28 / 56%
2	Excercise (walking, jogging, excercise stations, etc.)	27 / 54%
3	Picnicing	22 / 44%
4	Unorganized sports (frisbee, kite flying, etc.)	11 / 22%
5	Meditation	10 / 20%
6	Going to a playground	9 / 18%
7	Community gardening	8 / 16%
8	Going to a Dog Park	7 / 14%
9	Soccer, football or rugby	4 / 8%
10	Baseball	2 / 4%
11	Basketball	2 / 4%
12	Other	0 / 0%
13	Skateboarding	0 / 0%

Dining out

65 out of 67 people answered this question

1	Once or more per Week	39 / 60%
2	Several Times a Month	18 / 28%
3	Once Every Several Months	4 / 6%
4	Every Day	3 / 5%
5	A Few Times a Year	1 / 2%
6	Rarely/Never	0 / 0%

Seeing live entertainment

61 out of 67 people answered this question

1	A Few Times a Year	18 / 30%
2	Once Every Several Months	15 / 25%

3	Several Times a Month	15 / 25%
4	Rarely/Never	10 / 16%
5	Once or more per Week	3 / 5%
6	Every Day	0 / 0%

Food shopping

65 out of 67 people answered this question

1	Once or more per Week	41 / 63%
2	Several Times a Month	21 / 32%
3	A Few Times a Year	2 / 3%
4	Once Every Several Months	1 / 2%
5	Every Day	0 / 0%
6	Rarely/Never	0 / 0%

Shopping (other than food)

62 out of 67 people answered this question

1	Several Times a Month	30 / 48%
2	Once Every Several Months	14 / 23%
3	Once or more per Week	10 / 16%
4	A Few Times a Year	5 / 8%
5	Rarely/Never	3 / 5%
6	Every Day	0 / 0%

Attending cultural arts performances and exhibitions

64 out of 67 people answered this question

1	Once Every Several Months	20 / 31%
2	A Few Times a Year	19 / 30%

3	Rarely/Never	13 / 20%
4	Several Times a Month	11 / 17%
5	Once or more per Week	1 / 2%
6	Every Day	0 / 0%

Attending community festivals and gatherings
(locally or anywhere)

63 out of 67 people answered this question

1	A Few Times a Year	27 / 43%
2	Once Every Several Months	21 / 33%
3	Rarely/Never	12 / 19%
4	Several Times a Month	3 / 5%
5	Every Day	0 / 0%
6	Once or more per Week	0 / 0%

Volunteering in the community

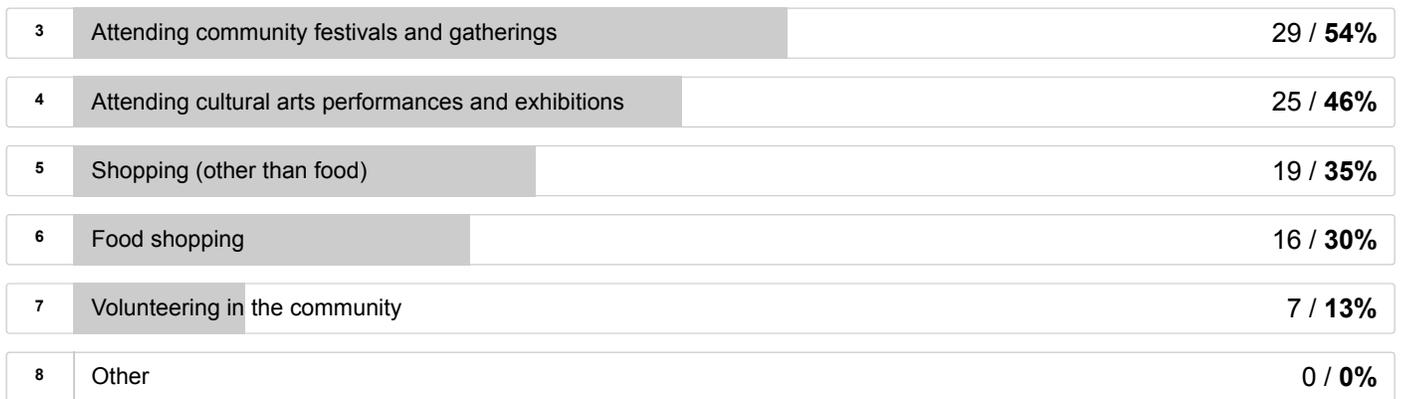
64 out of 67 people answered this question

1	Rarely/Never	20 / 31%
2	A Few Times a Year	19 / 30%
3	Several Times a Month	14 / 22%
4	Once or more per Week	7 / 11%
5	Once Every Several Months	3 / 5%
6	Every Day	1 / 2%

What types of cultural activities would you participate in **more**, if they were provided in the District?

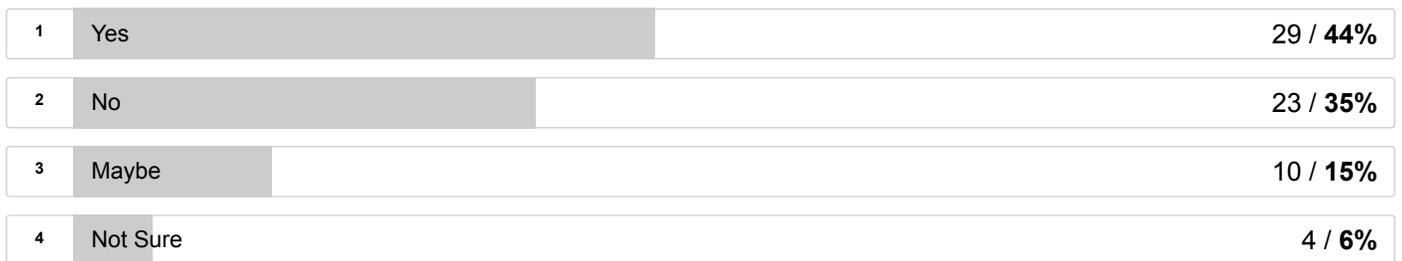
54 out of 67 people answered this question

1	Dining out	37 / 69%
2	Seeing live entertainment	34 / 63%



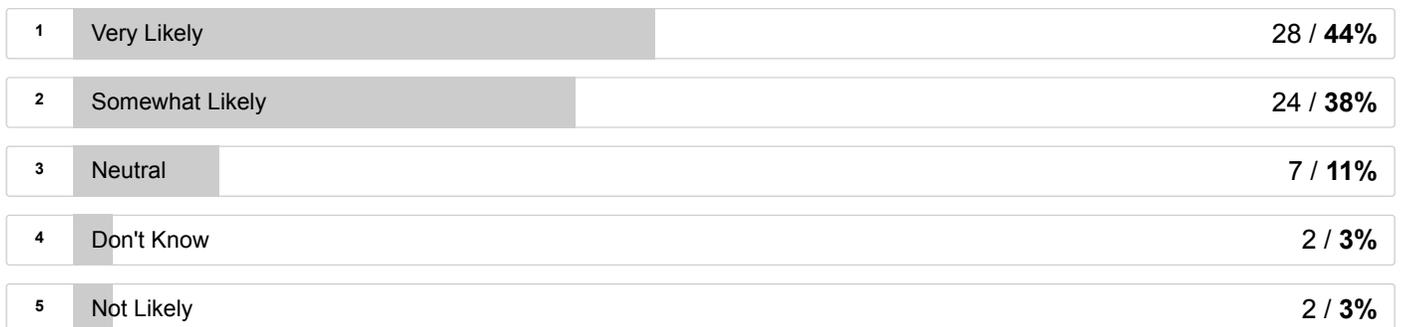
Easy access to healthy food has a large impact on individual health. Are you satisfied with your current level of convenience/access to healthy food?

66 out of 67 people answered this question



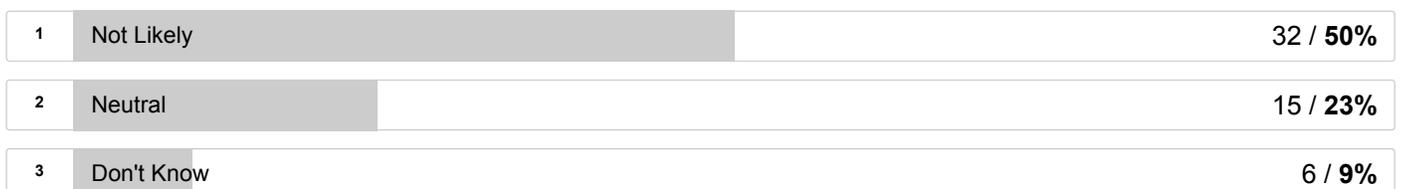
Farmer's Market

63 out of 67 people answered this question



Community Garden

64 out of 67 people answered this question



4	Somewhat Likely	6 / 9%
5	Very Likely	5 / 8%

Restaurants

63 out of 67 people answered this question

1	Very Likely	35 / 56%
2	Somewhat Likely	18 / 29%
3	Neutral	8 / 13%
4	Don't Know	1 / 2%
5	Not Likely	1 / 2%

Shops and grocery stores

62 out of 67 people answered this question

1	Very Likely	33 / 53%
2	Somewhat Likely	18 / 29%
3	Neutral	7 / 11%
4	Don't Know	2 / 3%
5	Not Likely	2 / 3%

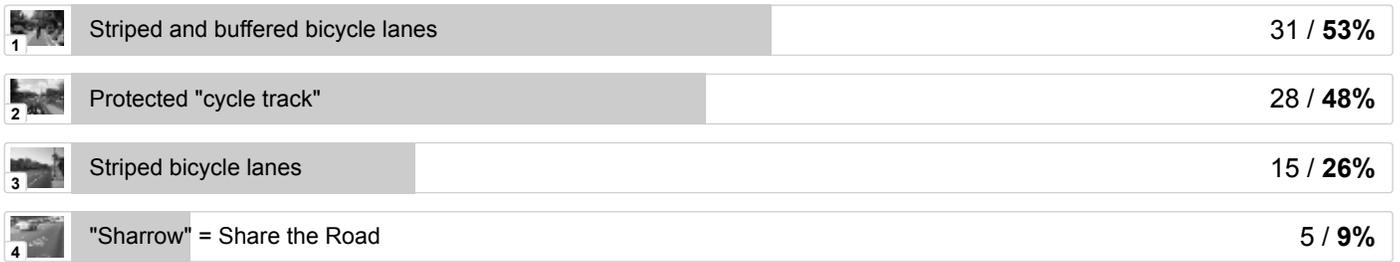
Look at the following relationship between the street and sidewalk. Which would you like to see in the District?

64 out of 67 people answered this question

	1	Wide landscape buffer with trees	49 / 77%
	2	Wide lawn buffer with no trees	17 / 27%
	3	Narrow streets and lawn with some trees	16 / 25%
	4	Sidewalks next to the street	7 / 11%

Look at the following bicycle facilities. Which would you like to see in the District?

58 out of 67 people answered this question



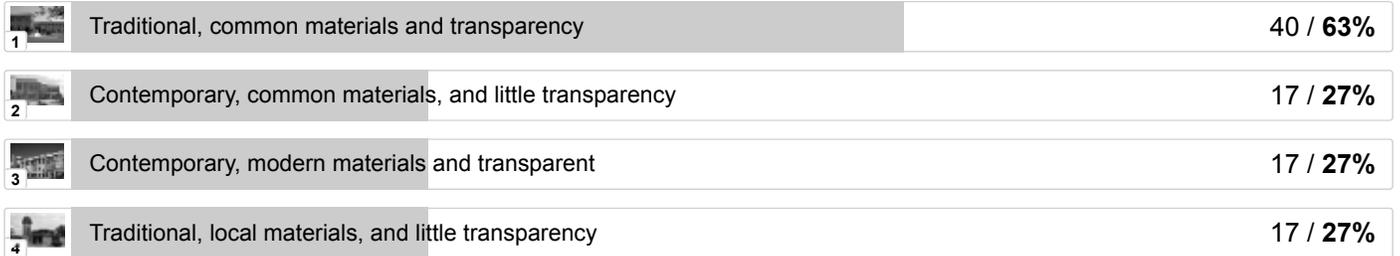
Look at the following relationship between the buildings and the street. Which would you like to see in the District?

62 out of 67 people answered this question



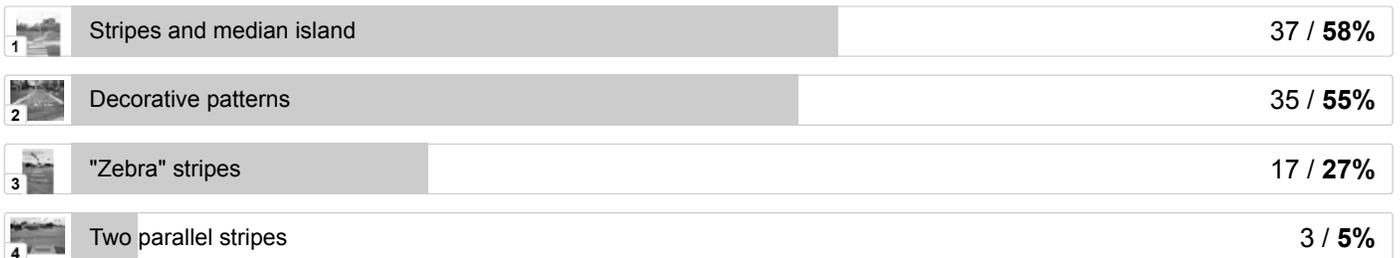
Look at the following style and character of buildings. Which would you like to see in the District?

64 out of 67 people answered this question



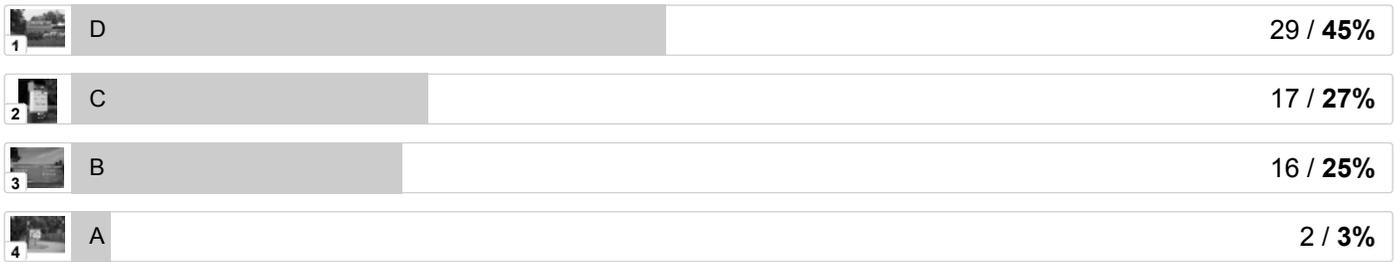
Look at the following pedestrian crosswalks. Which would you like to see in the District?

64 out of 67 people answered this question



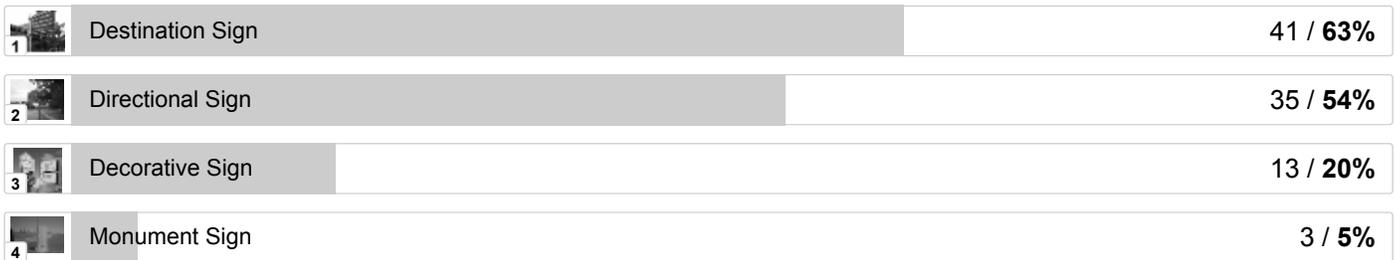
Look at the different kinds of building and business signage. Which would you like to see in the District?

64 out of 67 people answered this question



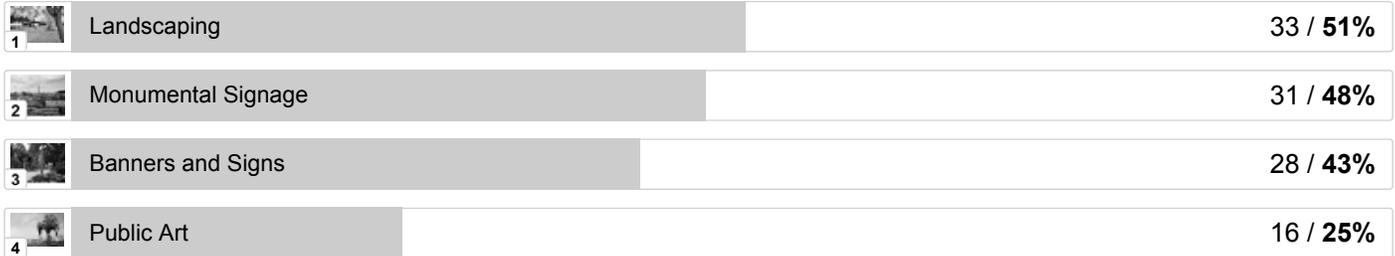
Look at the different kinds of direction and way-finding signage. Which would you like to see in the District?

65 out of 67 people answered this question



Look at the following ways of creating a District brand and identity. Which would you like to see in the District?

65 out of 67 people answered this question



What is your age?

66 out of 67 people answered this question



7	Less than 18 years old	0 / 0%
---	------------------------	--------

Are you a student?

63 out of 67 people answered this question

1	No, not a student	61 / 97%
2	Yes, Blinn College	2 / 3%
3	Yes, BISD School	0 / 0%
4	Yes, TAMU or other outside the District	0 / 0%

What is your gender?

66 out of 67 people answered this question

1	Female	35 / 53%
2	Male	31 / 47%

How would you describe your household status?

65 out of 67 people answered this question

1	Married, No Children	24 / 37%
2	Married, with Children	19 / 29%
3	Single, No Children	12 / 18%
4	Other	7 / 11%
5	Single, with Children	3 / 5%

APPENDIX E

INFRASTRUCTURE RECOMMENDATIONS

Recommendations

Pedestrian & Bicycle Mobility and Facilities

One goal of this plan is to improve walkability and bicycle mobility in the Health and Wellness Plan area. To accomplish this it will be important to increase connectivity and to link residential, commercial, hospital and other uses with tree-lined streets which link parks and open spaces with the neighborhood.

Cross Sections / Streetscapes

Streetscape improvements can accomplish these links and serve as a catalyst for redevelopment of adjacent properties. Working within the parameter of existing rights-of-way cross sections were created for the roadways in the Plan area. Illustrations of these cross sections can be found in Appendix F.

Medians/Driveway Consolidation

The street cross section recommendations include the addition of medians on many of the roadways. These medians provide for several opportunities, namely, increased safety, a pedestrian refuge area, as well as an opportunity for landscaping to increase the aesthetics of the corridor. The recommendations for medians within the roadway cross section are as follows:

- *Kent Street/Broadmoor Drive/Memorial Drive* - no medians
- *East Villa Maria* - medians from Briarcrest Drive to East 29th Street with openings for Osler Boulevard and Kent Street and other openings based upon need and cross access opportunities
- *Briarcrest Drive* - medians from East 29th Street to Carter Creek Parkway with openings for Kent Street, Broadmoor Drive, Memorial Drive and East Villa Maria and investigate other openings based upon need and cross access opportunities
- *East 29th-Street* - medians from Briarcrest Drive to East Villa Maria with openings for Goessler Road, Broadmoor Drive, Memorial Drive, DeLee Street and East Villa Maria and investigate other openings based upon need and cross access opportunities
- *Osler Boulevard* - keep the existing medians and modify as necessary to accommodate a new entrance to the parking garage from Osler Boulevard

With the creation of medians comes controlled access to properties. Opportunities for driveway consolidation and cross access should be explored with land owners in an effort to create safe means of ingress/egress to their property.

Sidewalks

Sidewalks are recommended on all streets. Many sidewalks exist but lack connectivity, are in poor conditions or are simply too small. Sidewalk improvements are recommended throughout the Plan area.

Bike Lanes

The following roadways are **NOT** recommended to be striped with bike lanes:

- East Villa Maria
- East 29th Street
- Briarcrest Drive
- Memorial Drive
- Osler Boulevard
- Goessler Road

The following roadways **ARE** recommended to be restriped with bike lanes:

- Kent Street (East Villa Maria to Broadmoor Drive)
- Broadmoor Drive (Kent Street to East 29th Street)

On-Street Parking

Because of its residential nature, Goessler Road is recommended to contain on-street parking on one side of the street. Broadmoor Drive is also residential in areas but it lends itself well to bicycle lanes rather than on-street parking because of its connectivity beyond the study area.

Landscaping

Streets in the planning area generally lack adequate landscaping to provide shade on the public sidewalk as well as decorative landscaping and groundcover. Opportunities to provide landscaping where overhead utilities or other situations do not prevent it should be pursued, including median islands where traffic allows.

Street Capacity

The Health and Wellness Area contains several arterials which move vehicular traffic into and out of the area. These roadways consist of East Villa Maria, East 29th Street, and Briarcrest Drive. In addition to these roadways, there are several collector and/or local roads within the area which include: Memorial Drive, Kent Street, Broadmoor Drive and Goessler Road. Overall, these streets perform well when considering street capacity.

East Villa Maria Street Capacity

The only street which could benefit from increased street capacity is East Villa Maria from Briarcrest Drive to Texas Avenue. This street corridor falls just outside the Health and Wellness Area, however, it does have an impact on the area.

Geometric improvements which improve street capacity are not a real possibility without significant condemnation all along East Villa Maria from Briarcrest Drive to Texas Avenue. The problem which is occurring is traffic volume from two lanes of Briarcrest Drive is merging with traffic volume from two lanes of East Villa Maria onto two lanes on East Villa Maria from Briarcrest Drive to Texas Avenue. Two lanes plus two lanes does not equal two lanes.

The primary reason East Villa Maria at Briarcrest Drive does not have a free right-turn lane is due to traffic operations. Due to the lack of street capacity on East Villa Maria from Briarcrest Drive to Texas, we must let the traffic from Briarcrest Drive move through the Carters Creek Parkway traffic signal without adding the East Villa Maria

traffic into the mix. Essentially, all traffic is being held on East Villa Maria to give time for the traffic queue at the East Villa Maria and Carters Creek Parkway signal to clear.

The only realistic solution to this problem is to study the possibility of using SMART signals in this area. These signals will allow response to real-time traffic situations thus improving signal operation, lessening traffic congestion, delays and improving travel times through the corridor. Technology has progressed far enough with SMART signals to allow us to incorporate such measures at a reasonable expense.

Intersection Design & Capacity

Design Elements

There are several design elements which should be incorporated into all intersection projects within the Health and Wellness Area. First and foremost, all intersections should be designed with a pedestrian in mind. This means good pedestrian access, well designed handicap ramps located correctly with regard to the intersection and stop bar and an adequately sized queuing area for both able-bodied and handicapped pedestrians. A wheelchair or walker takes up much more room than an individual.

If the intersection is unusually wide and difficult to cross, it will be important to provide a refuge point for the pedestrian mid-crossing. The visibility of the crosswalk also is important to pedestrian safety. All crosswalks throughout the area should use the high-visibility zebra crosswalk striping.

A common decorative design with brick pavers or stamped colored concrete should also be included in all major intersections. It is important to assure that if brick pavers or stamped concrete are used in the crosswalk that they are pedestrian and wheelchair friendly and ADA compliant.

Capacity

Although not the only mode of transportation that we should focus on within intersections, when speaking of vehicular traffic, there are basically only two ways to improve vehicular intersection capacity. First, intersection capacity can be improved with geometric modifications and second, with signal timing improvements.

East 29th Street at East Villa Maria Intersection

Because of traffic backups and obvious lack of intersection capacity at the intersection of East Villa Maria and East 29th Street, traffic counts were collected in September 2014. As a general rule when analyzing intersection design:

- if left turning counts are less than 60 left turns/hour a left turn is not warranted,
- if the left turning counts exceed 100 left turns/hour a left turn lane is warranted, and
- if left turning counts exceed 250 left turns/hour a dual left turn lane is usually warranted.

The traffic count data obtained indicates the need for the following geometric improvements:

- Dedicated right turn lane from East Villa Maria turning south on East 29th Street
- Dual left turns on East Villa Maria turning north on East 29th Street
- Dual left turns on East Villa Maria turning south on East 29th Street

This intersection, as well as the entirety of the East Villa Maria corridor experiences “surge” traffic situation from Blinn College. During peak periods, the intersection of East Villa Maria and East 29th Street experiences significant traffic delays. This “surge” situation that occurs does not lend itself to normal signal operations.

East Villa Maria at Briarcrest Drive Intersection

The intersection of East Villa Maria at Briarcrest Drive is an additional intersection in the area that poses challenging traffic related problems. During peak periods this surge of traffic is evident at all intersections of East Villa Maria from Texas Avenue to Joseph Drive. As described previously, the only way to improve upon this situation is to investigate the use of SMART signals.

A traffic study to investigate the use of SMART signals at these intersections along East Villa Maria is recommended. This area is an ideal candidate for an intelligent traffic system which can adapt to fluctuating demand. A thorough traffic study is warranted to see if this type of signal operation could improve the situation. It is important that this study be thorough and broad enough in scope to assure the problem is not “pushed” to another location in the system. This area of East Villa Maria is unique enough that it will be difficult to find a comparable intersection to benchmark potential solutions.

When exploring solutions to the intersection’s vehicular traffic problems it will be important to explore solutions to pedestrian access across the intersection. At present there are no crosswalks or pedestrian signals available to aid pedestrians in crossing the intersection.

East 29th Street at Memorial Drive Intersection

This intersection is currently under design as discussed previously. It will be important to assure that this first infrastructure improvement in the Health and Wellness Area sets the tone for future projects. Done well, this first intersection could be the stimulus or spark to excite citizens and property owners about the future of the Health and Wellness Area.

This design should be first and foremost pedestrian friendly by providing large and inviting pedestrian queue space at the pedestrian signal head. This does not have to occur within the right-of-way but could easily be provided in an access easement on private property. The design should provide for code compliant handicap ramps and pedestrian signal buttons and high visibility striped crosswalks, all elements discussed in the design section above. In addition, signal timing should be optimized to allow for adequate

pedestrian crossing time, especially given the age of many of the pedestrians located in this area. Often we focused primarily on vehicular traffic and the pedestrian takes a backseat. In addition, the signal poles and mast arms should set the new standard for the Health and Wellness Area. Street signage should be provided on the mast arm and be backlit and all signal heads should be LED with black backboards to increase visibility, all design elements discussed previously. To increase the visibility for the St. Joseph Regional Health Center Emergency and Trauma entrance, an additional backlit red “EMERGENCY” sign with directional arrow should be placed on the mast arm.

Traffic Signals

All major roadway intersections within the Health and Wellness Area are currently signalized. Traffic signals in the area consist of aluminum or steel poles as seen in the picture below.



Design Standard

There are many types of decorative traffic signal poles and mast arms that could be used to improve aesthetics and identify this area as unique, allowing it to stand-out in comparison to other areas of the City of Bryan. However, the increased cost of the decorative poles and arms are not essential. Rather a simple standard design set off by color is more cost-effective and will identify the area as special.

Traffic signals similar to the one below used at Kent and Briarcrest, a black powder coated pole and mast arm with black backer boards behind the signals for improved visibility, LED lights, and backlit street signs will improve the aesthetics and visibility of traffic signals within the area.



Future Signalization

Osler Boulevard at East Villa Maria Intersection

The intersection of Osler Boulevard and East Villa Maria is one intersection that is currently not signalized. Although Osler Boulevard is not a major roadway, it is the primary entrance corridor for the St. Joseph Regional Health Center. Currently, St. Joseph Regional Health Center is constructing a new Emergency Department and Trauma Center and with that a design to improve the prominence of its front entrance. With these new developments, signalization of this intersection along with signage to emphasize this entrance will become increasingly important. A warrant study for signalization of this intersection was beyond the scope of this plan but with these upcoming modifications a study is recommended.

Kent Street at East Villa Maria Intersection

The intersection of Kent Street and East Villa Maria is another intersection that is not currently signalized. The amount of vehicular traffic crossing on Kent Street at this intersection is not likely to warrant a signal, however, a Bryan Independent School District high school is located at this intersection. Given the speed and volume of vehicular traffic on East Villa Maria, pedestrian and bicycle traffic that desire to cross East Villa Maria at this location would have an extremely difficult time crossing safely. In an effort to increase the pedestrian and bicycle safety of the area and promote this alternative form of transportation, a HAWK (High-intensity Activated crossWalk) beacon is highly recommended at this intersection.



These signals allow for pedestrians and bicycles to activate the beacon and stop vehicular traffic to allow for a safe crossing of the street. This signal will allow children who walk or bike to school to do so safely as well as allowing the Windover Subdivision to enter the Health and Wellness Area without having to utilize a vehicle. Projects such as this will be essential to promote the walkability of the area.

East 29th Street at DeLee Street Intersection

Similarly, the intersection of East 29th Street at DeLee Street warrants a HAWK beacon. The pictures below were taken during field observation of the project area.



There are numerous retirement age housing developments in the area. Many of the residents of these developments visit friends who have been admitted to St. Joseph Regional Health Center. This location on East 29th Street at DeLee Street is where the residents opt to cross to get access to the hospital entrance. As seen in the photographs above, there is no signal or crosswalk at this location. Many of these area residents do not own vehicles and their only mode of transportation is walking. Like most of us they want the shortest route to their destination and for many walking is a challenge so providing the shortest distance is important. In this particular case, it is crossing where there is no protected crosswalk. A HAWK beacon at this intersection to help residents walk to the hospital as well as other locations across East 29th Street should be an extremely high priority.

Street, Pedestrian and Accent Lighting

Street lighting is adequate and currently provided throughout the area with the use of aluminum or steel cobra head street lights. Similar to the discussion regarding decorative signal poles, there are many decorative street lights on the market but their use is not essential to setting the tone for the area. It will be more cost effective to use black powder coated cobra head street lights, similar in style to those currently used. These new street lights should be phased in with new street upgrade projects and replacements.

Existing Street Lighting

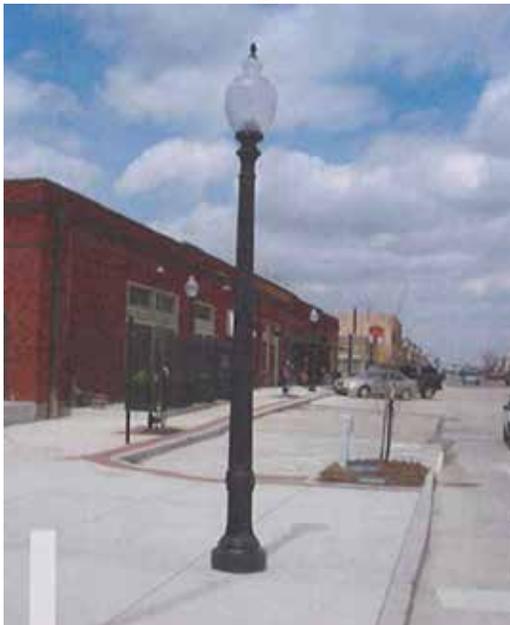


Proposed Street Lighting



One facet of lighting lacking in the area is pedestrian scale lighting. Although there are many sidewalks in the area, most are not well lit. To provide for a safe walking environment, all sidewalks should be provided with pedestrian scale lighting. BTU has two models of decorative pedestrian scale lighting that they currently use (seen below).

BTU Decorative Option 1



BTU Decorative Option 2



Rather than use one of these options, a new decorative pole and fixture that identifies this area is recommended. Pedestrian scale lighting similar to that shown below is suggested on all sidewalks.



With the addition of these pedestrian scale lights it is important to realize that lighting of the pedestrian areas will be supplemented by the cobra head street lights. It is not the intent to have the sidewalk lighting stand alone and the spacing of these lights over illuminate the corridor. Allowing the cobra head street lights to illuminate intersections and the pedestrian lights to complement the street lights on the remainder of the street corridor is ideal.

It is recommended that all lighting be provided with LED white light rather than the orange of high pressure sodium lights.

Lighting can be used in many ways to provide visual appeal to a space. Accent or up-lighting of specimen trees and up-lighting on buildings should also be encouraged throughout the Health and Wellness Area.

Transit

The District Bus Route

The Brazos Transit District does currently provide bus service to the area. The “Purple”, “Red” and “Blue” routes as shown in Appendix B do provide service from the central bus terminal on Texas Avenue to the area. However, each route is extremely long and is operated on a more than 50 minute headway at a good time of day. In an effort to increase ridership and make bus transit more convenient to the St. Joseph Regional Health Center as well as all health related facilities and other destinations in the area, it is recommended that a new route be added to provide for a much shorter headway and convenience to the area. By providing this shorter route from the Transit Center on Texas Avenue to the area around St. Joseph Regional Health Center and Blinn College

and reversing the direction flow to create a new stop at Osler at East Villa Maria ridership and convenience to the area will be greatly improved.

Texas A&M University Transit Services

Texas A&M University also provides transit services to the Blinn College campus from Texas A&M University. The route although used by some students is not very convenient because it too runs on a long headway with multiple stops. Texas A&M University should partner with The District to look at improved bus service to the Blinn College campus and plan area.

Bus Shelters

Bus shelters are almost non-existent in the area. The one lone shelter in the area is located on the west side of East Villa Maria near Osler Boulevard. It should be a goal of the area to encourage other modes of transportation. One way to encourage ridership on the transit system is to provide for shelter from our Texas heat. Even though the transit system operates where you may flag down the bus at any location on the fixed route, the provision of a shelter will encourage riders to congregate in that area and it gives riders a place to rest.

Key bus shelter locations should be cited through the area based upon current rider habits and key locations. One such location is the near the entrance to St. Joseph Regional Health Center on Osler Boulevard at DeLee Street. The shelter design should be appealing, inviting and of sufficient size to accommodate several riders.

Utilities

Although there is sufficient utility capacity in the area there are two utility related recommendations. When and where possible, above ground utilities should be placed underground. As properties redevelop there should be an emphasis on upgrading existing overhead utility service to underground. In addition, the East 29th Street corridor could be significantly more attractive if these overhead lines were placed underground. Even if there was emphasis on a multi-year phased underground conversion plan on East 29th Street from East Villa Maria to Broadmoor Drive and East Villa Maria from East 29th Street to Osler Boulevard, just those sections would help unclutter the visual appearance and pedestrian areas along these two major corridors.

Secondly, it should be made common practice to contact all utility providers in the area when planning the construction of any infrastructure improvements thus allowing them sufficient time to improve their utilities. This advance notice will allow them to make upgrades should they have facilities that are outdated. Too often these contacts are made very late in the life of a project and the utility companies do not have time enough to budget or react to the information. This advanced planning notice will allow them to plan and make their upgrades prior to construction.

Drainage

The drainage systems within the Health and Wellness Area are functioning well, as evidenced by a lack of complaints and drainage related damage. In addition, the City of Bryan Stormwater

Master Plan does not indicate the need for any major drainage improvements within the area. There are however, drainage system related problems on several streets.

Drainage systems, if not designed well, can be extremely detrimental to pedestrian and bicycle safety, flow and comfort. It was very common practice in years past to place drainage inlets at the radius point in the curb line of an intersection. By doing this, it decreased inlet cost at the intersection because only one inlet was required for each leg of the intersection rather than two, which would have left the corner clear of inlets. The Health and Wellness Area contains several intersections which were designed using this philosophy. The problem with this design is that pedestrian crossings with the associated handicap ramps are then extremely hard, if not impossible, to locate properly at these intersections.



View looking east toward the drainage inlet in the radius at the southeast corner of East Villa Maria and East 29th Street



View looking west toward the drainage inlet in the radius at the southwest corner of Broadmoor Drive and East 29th Street which forced the new handicap ramp too far behind the intersection

Another poor drainage design methodology, that is also an older design method, is to allow drainage water to flow across the leg of an intersection. This methodology was used at the intersection of East 29th Street at Memorial Drive. This creates a “dip” in the roadway which forces traffic to slow considerably when negotiating travel through the intersection. It can also make it difficult for handicap accessibility across the roadway.



View looking east of the Memorial Drive and East 29th Street which shows how vehicles must slow to traverse the intersection

The corner inlets and the “cross drainage” through intersections should no longer be allowed. Even though it may be current practice to avoid the corner inlets in roadway design, they are being left in place and designed around when other modifications such as pedestrian facilities are added to these older roadways. Rather than make the pedestrian facility “fit” around these corner inlets, the inlets should be relocated to allow for proper pedestrian intersection design.

Greenways

Although most of the natural creeks within the Health and Wellness area have been converted to underground storm sewer systems, there is one small remaining portion of Burton Creek Tributary 4 left within the core area. This creek area is a significant asset to the area. The photographs below illustrate the overgrown nature of the creek.



View looking south along Broadmoor Drive at creek to the right of the photograph



View standing in Kent Street looking south toward the creek

The creek should be protected in its natural state and the overbanks cleaned up to produce an attractive park and open space available to the area. By exposing and improving the creek, a neighborhood crossroads green space can be created at Kent Street and Broadmoor Drive. This park/open space should be designed for residential use by utilizing such elements as:

- a gathering space;
- exercise trails; and
- a dog park, etc.

Miscellaneous

Utility Nodes

Aesthetics will play an important part in the overall appearance of the Health and Wellness area. Improved aesthetics championed by the City of Bryan and franchised utilities through project improvements or new code requirements will help create a synergy in the area, encouraging others to improve their property. One such project is located in the heart of the area on East 29th Street across from the St. Joseph Regional Health Center. ATMOS Gas owns and operates a high pressure gas station at this location as seen in the figure below.



number of Verizon cabinets that exist at this location and detract from the visual appeal of the area.



View looking along East 29th Street at the Verizon cabinets at St. Joseph Regional Health Center

Utility nodes such as these must occur within the area but could be treated to “soften” the visual appearance. Taking that little extra step to present a visually appealing utility node will go a long way in making a statement to the community. One way to increase the visual appeal of the high pressure gas station is to use precast panel fencing in lieu of the galvanized chain link fencing such as shown in the figure below.



Precast panel fencing

In cases where the utility node cannot be screened in this manner it may be helpful to use vegetation to “soften” the appearance. It is important to realize that the idea is not necessarily to hide all of the equipment but rather provide a treatment at these locations that adds a visual appeal.

Sanitation Facilities

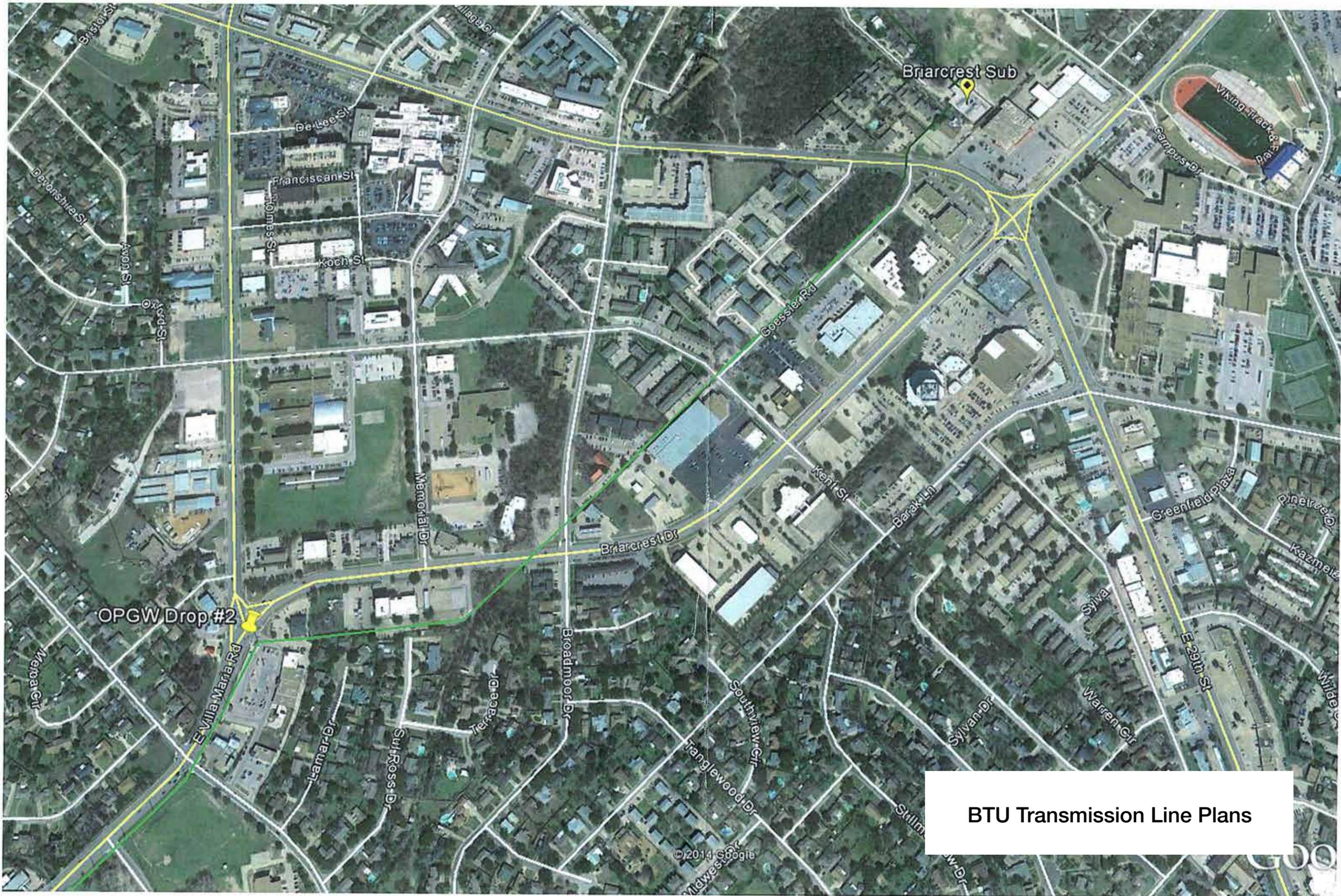
In addition to the utility nodes, sanitation facilities could also use some improvement. As seen in the photographs below, older properties have sanitation facilities located on the street and unscreened. Current codes would not allow this type of location or lack of screening, but given the age of many sites within the Health and Wellness Area there should be a concerted effort to retrofit these older sites to meet newer standards. This retrofit could be a cost share or grant type program with the property owner. With a small amount of site work, these facilities could be screened from view.



Sanitation Dumpster on Memorial Drive

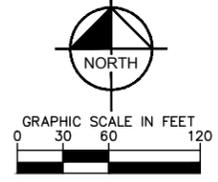
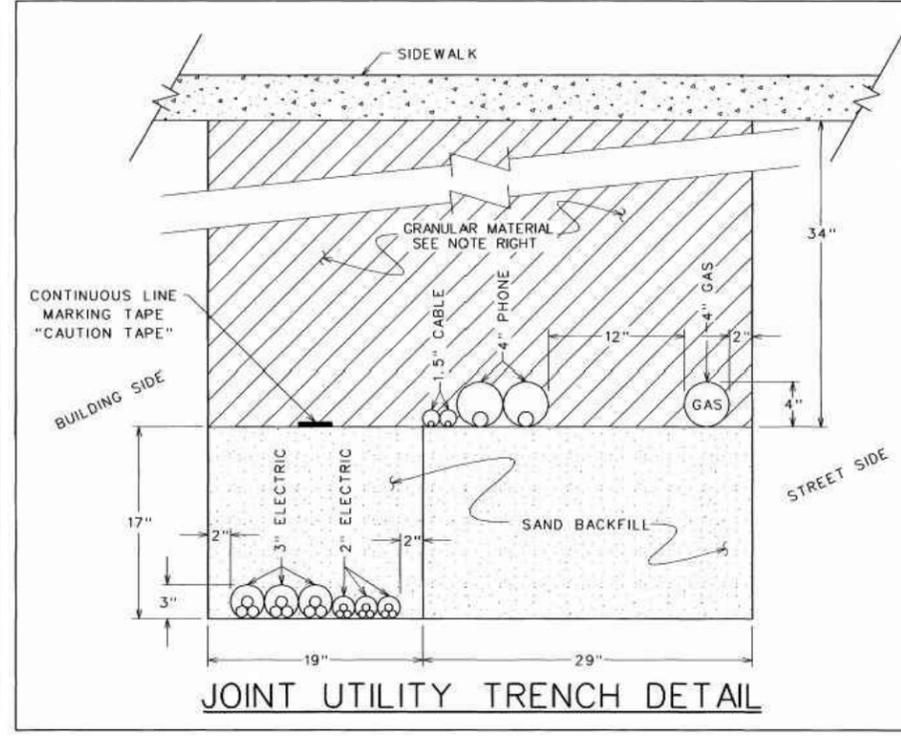


Sanitation Dumpster near creek on Kent Street



BTU Transmission Line Plans

Plotted By: Lewis, Tyler Sheet Set: Kha Layout: Layout1 September 05, 2014 11:53:23am K:\OST_Civil\No-Proj\Marketing Exhibits\Bryon - St. Joseph\DWG\Exhibit\Aerial 1.dwg
 This document, together with the concepts and designs presented herein, is an instrument of service, is intended only for the specific purpose and subject for which it was prepared, and no other purpose or subject for which it was prepared, and no other purpose or subject for which it was prepared.



LEGEND

- EXISTING OVERHEAD POWER/ TELEPHONE/ CABLE LINE
- EXISTING WATER LINE
- EXISTING SANITARY SEWER LINE
- PROPOSED JOINT TRENCH POWER/ TELEPHONE/ CABLE
- PROPOSED SIDEWALK
- PROPOSED SIDEWALK
- ELECTRIC SWITCH
- TRANSFORMER

No.	REVISIONS	DATE	BY

Kimley»Horn
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 TEXAS REGISTERED PROFESSIONAL ENGINEERS - 928
 2800 SOUTH BRYAN, AVENUE, SUITE 201
 BRYAN, TEXAS 77802
 PHONE: 979-775-9595 FAX: 979-775-9599
 WWW.KIMLEY-HORN.COM

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Kimley»Horn
 Engineer - J. CHRIS HARRIS, P.E.
 P.E. No. 94859 Date 09/04/2014

KHA PROJECT	---
DATE	SEPTEMBER 2014
SCALE	AS SHOWN
DESIGNED BY	JCH
DRAWN BY	KHA
CHECKED BY	JCH

OVERALL LAYOUT

29TH STREET INTERSECTION IMPROVEMENTS
 PREPARED FOR
 CITY OF BRYAN, TEXAS

SHEET NUMBER



CRESTVIEW

NEW DRIVEWAY

NEW CROSSWAY

NEW STRIPING

NEW STRIPING

ONLY

EAST VILLA MARIA ROAD

RAISED MEDIAN

NEW SIGNALS (TYP)

BLINN COLLEGE

JOSEPH DRIVE



APPENDIX F

PROPOSED STREET SECTIONS

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 bidding, or permit purposes.
 Prepared by:
 Veronica J.B. Morgan, P.E.
 No. 77689

AUGUST, 2014
 Designed by: VJBM
 Drawn By: KWB
 Checked By: VJBM

Revisions

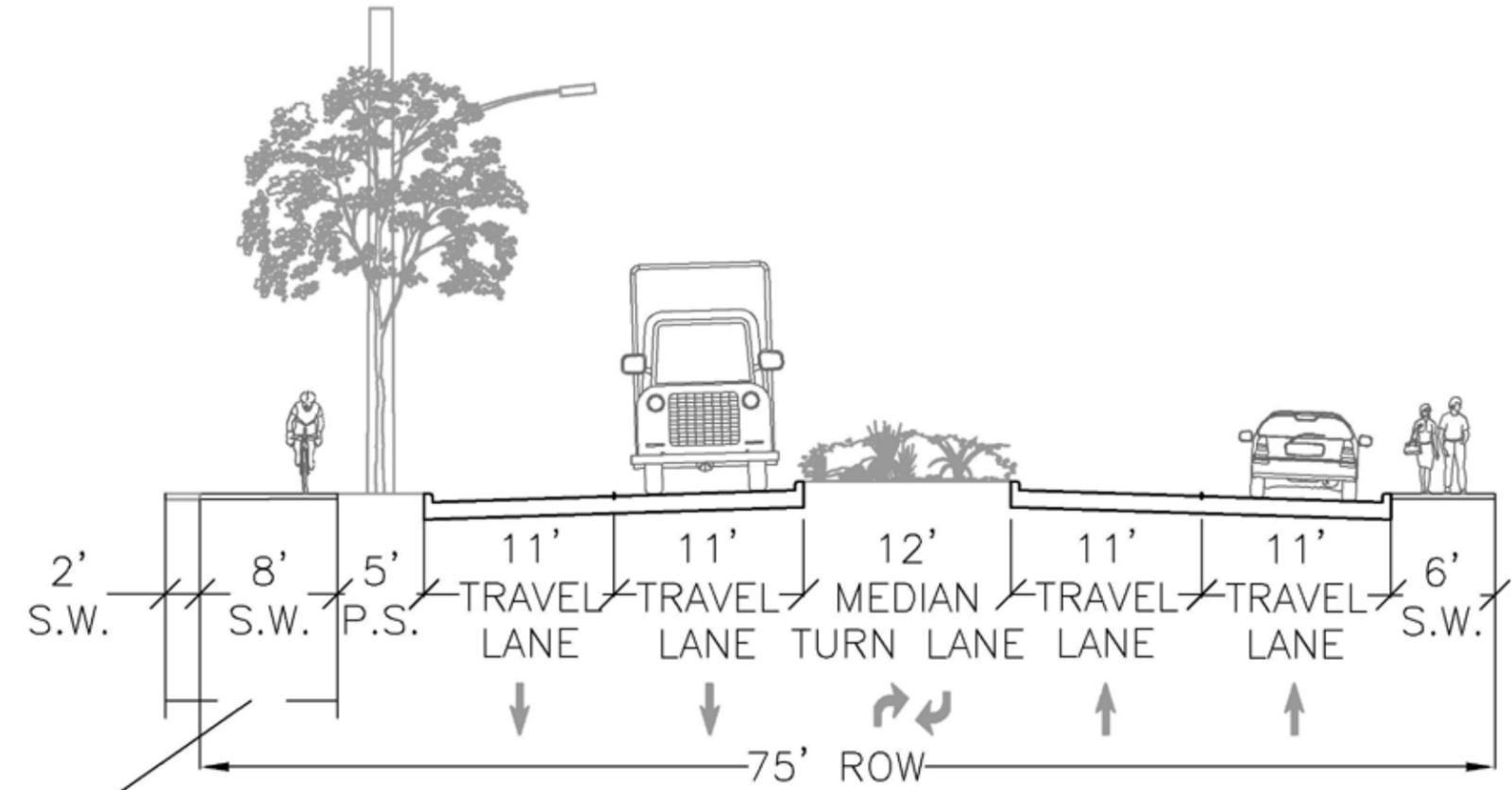


T.979.260.6963
 F.979.260.3564
 TX. FIRM # F-1443
 3204 EARL RUDDER FWY. S
 COLLEGE STATION, TX 77840

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Bryan Health and Wellness



PREFERRED SIDEWALK
 WIDTH
 OF 10' REQUIRES
 ADD. 2' EASEMENT

29TH STREET
 NORTH OF KENT

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 Prepared by:
 Veronica J.B. Morgan, P.E.
 No. 77699

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Revisions

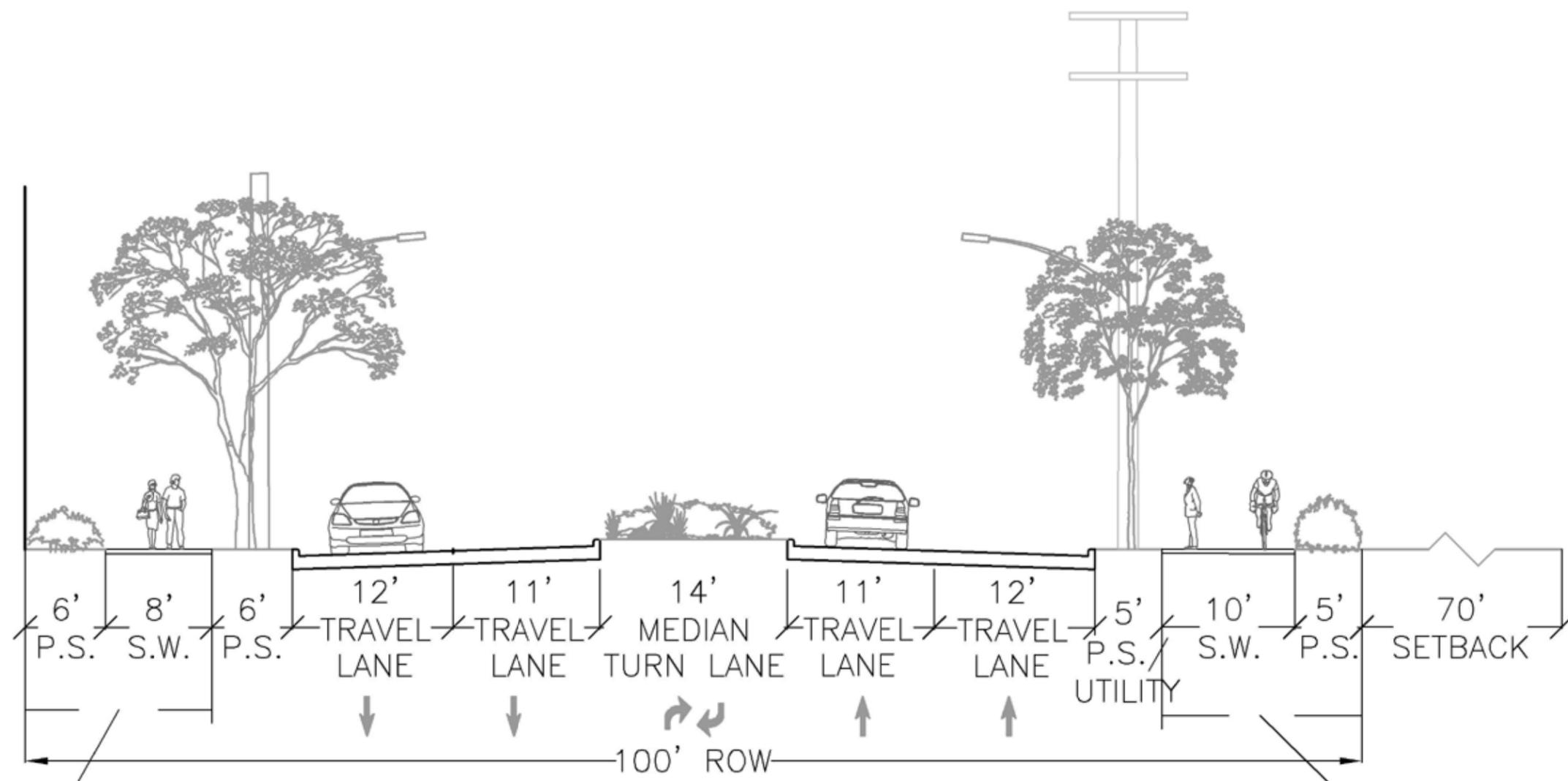


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 F.979.260.3564
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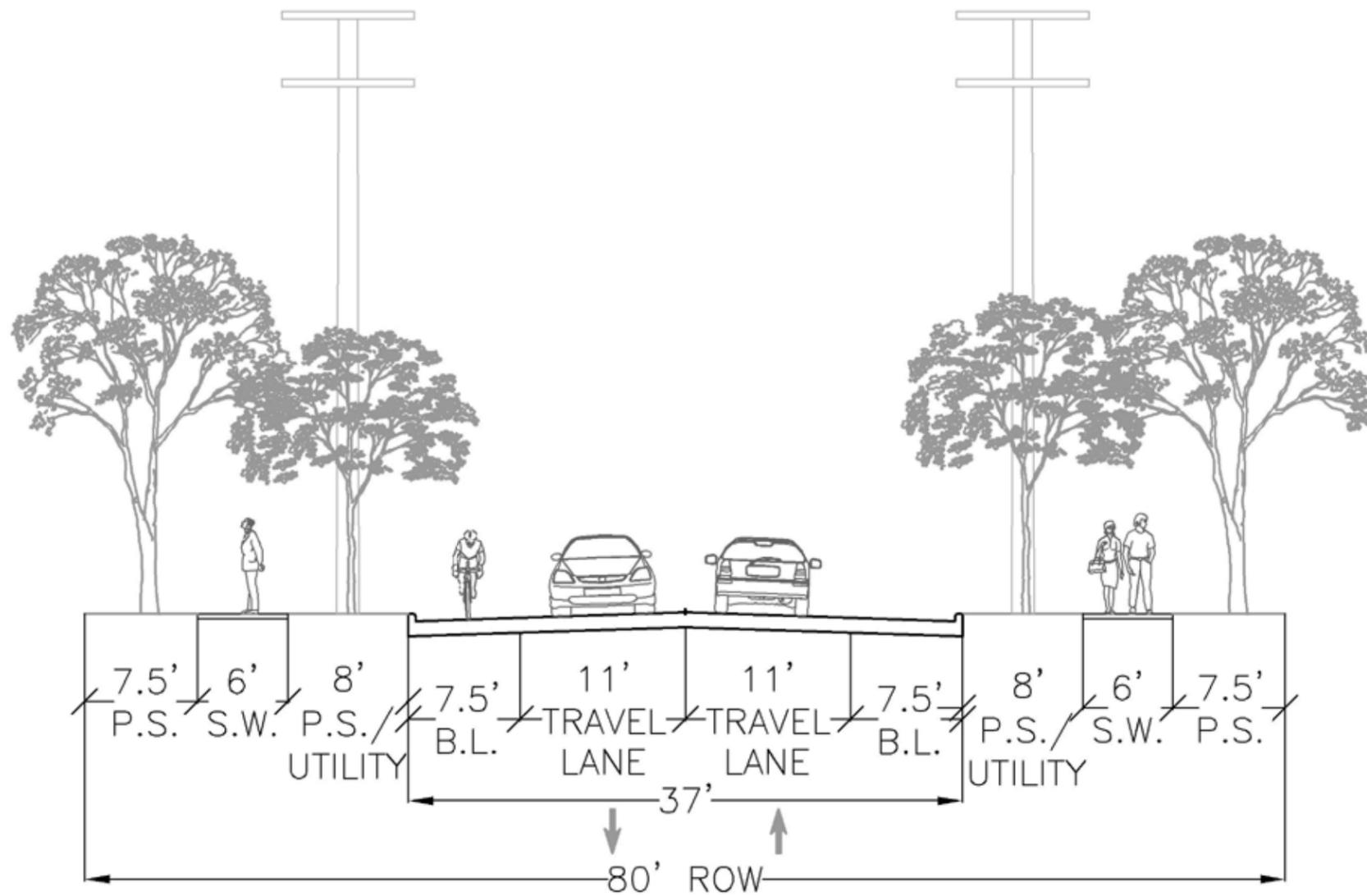
Bryan Health and Wellness



VARIABLE
 FOR EXISTING LANDSCAPE,
 GRADE AND PARKING

VARIABLE
 FOR EXISTING LANDSCAPE,
 GRADE AND PARKING

VILLA MARIA
 SOUTH OF OSLER



BROADMOOR
NORTH OF KENT

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Veronica J.B. Morgan, P.E.
No. 77689

AUGUST, 2014
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Drawn By: KWB
Checked By: VJBM

Revisions

MITCHELL
MSM
MORGAN

T.979.260.6963
F.979.260.3564
TX. FIRM # F-1443
3204 EARL RUDDER HWY. S.
COLLEGE STATION, TX 77840

PLAN & DESIGN SPECIALISTS IN
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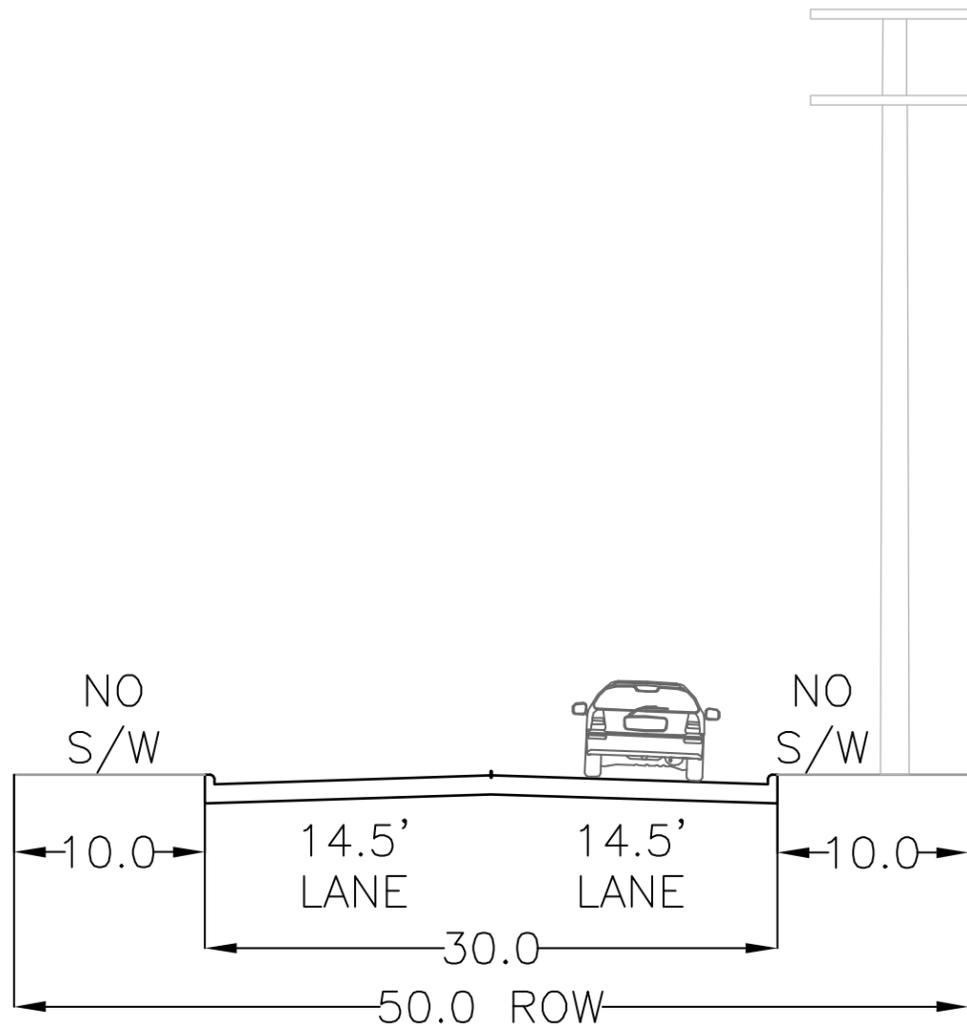


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 F.979.260.3564
 TX. FIRM # F-1443
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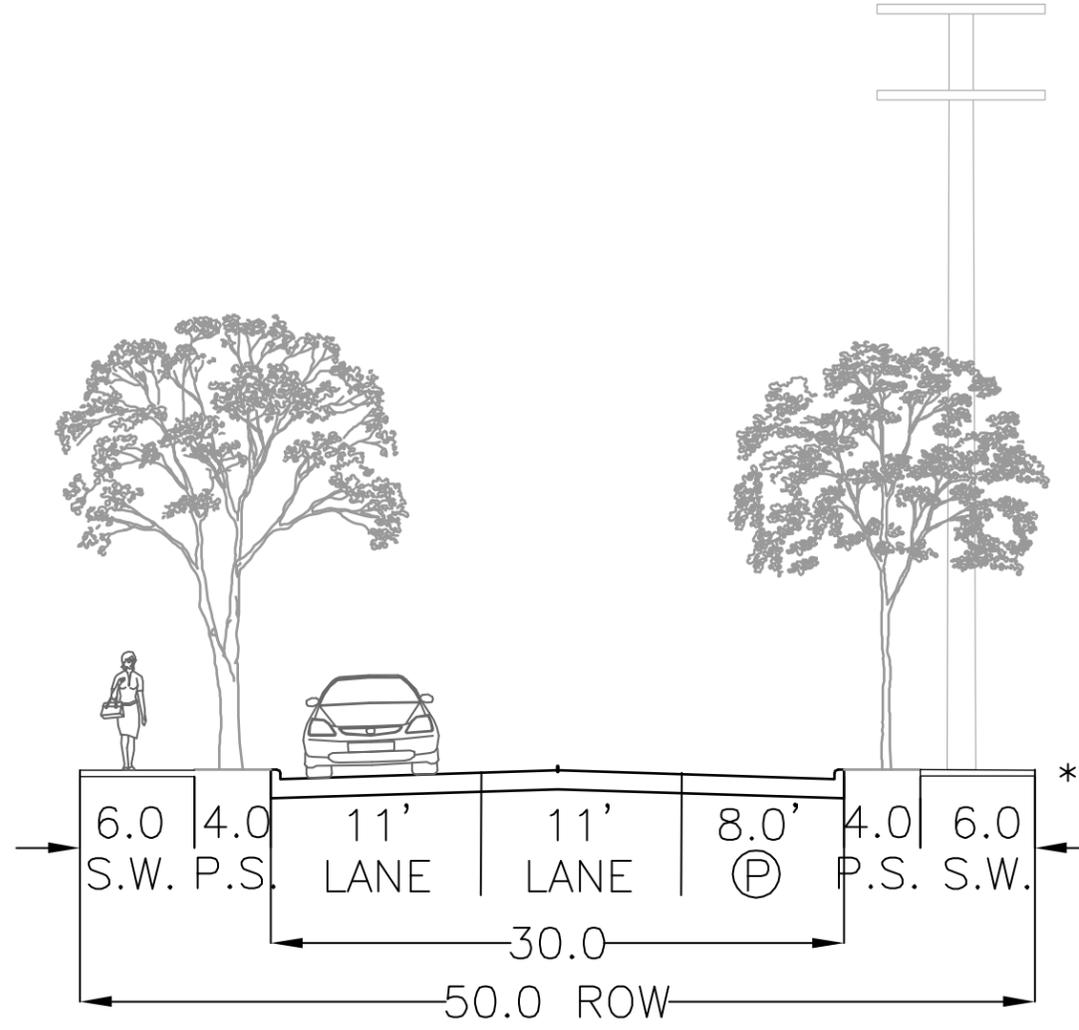
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Bryan Health and Wellness



EXISTING



PROPOSED

*MODIFY @ UTILITY POLE
 LOCATIONS TO ENSURE
 6.0' CONTINUOUS PATH

GOESSLER ROAD
 (E 29TH TO KENT)

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 No. 77689

AUGUST, 2014
 Designed by: VJBM
 Drawn By: KWB
 Checked By: VJBM

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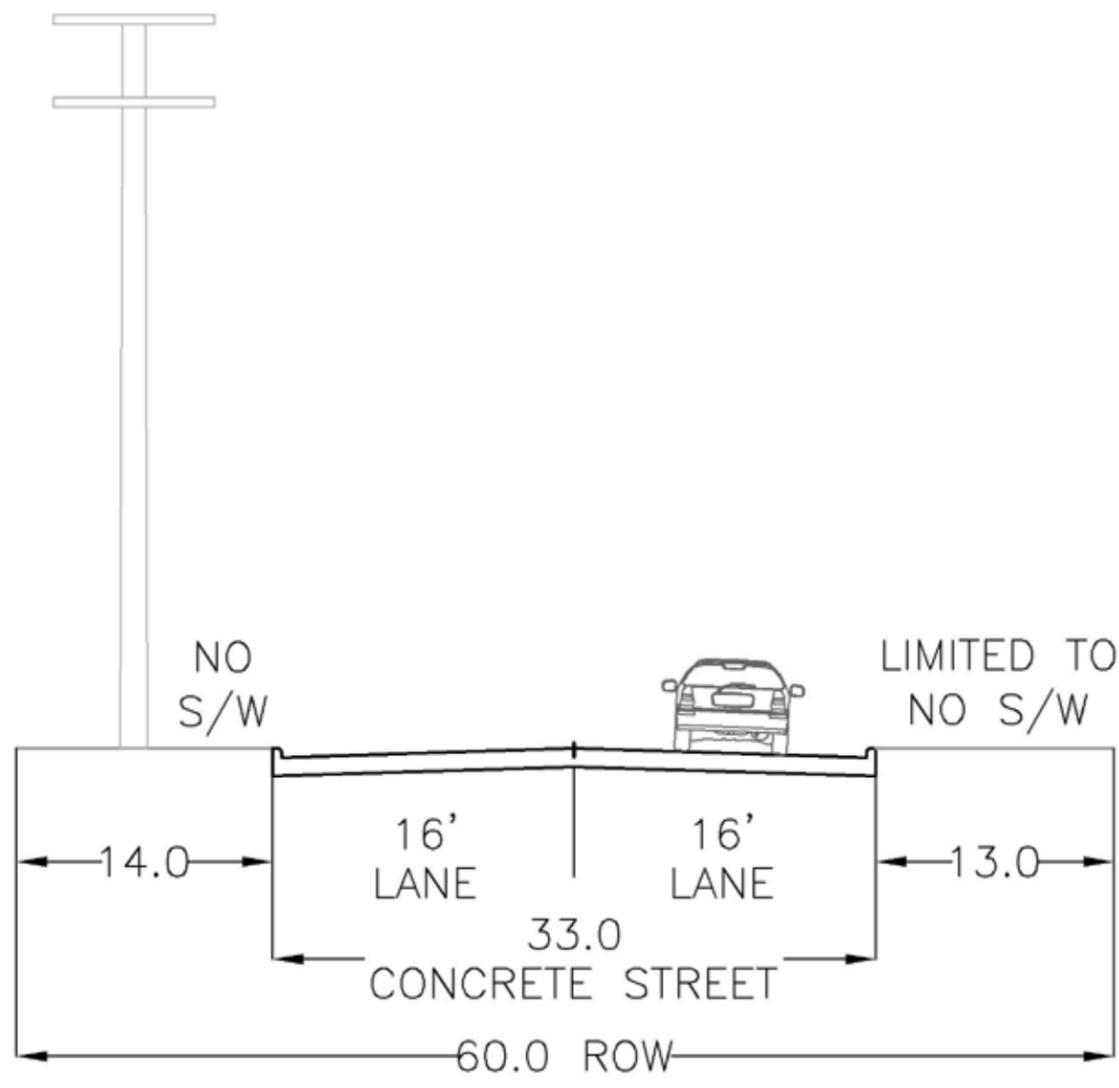


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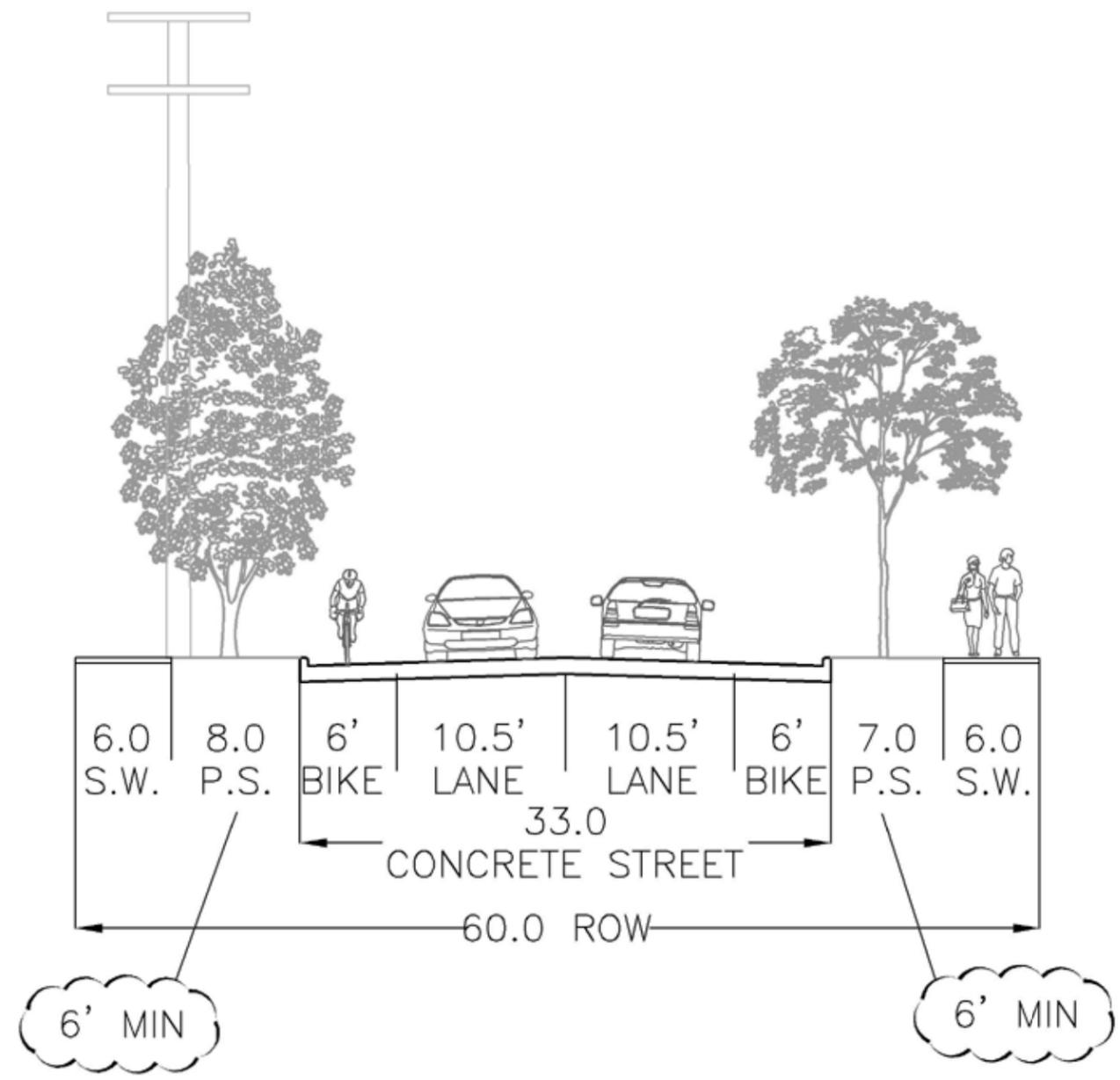
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Bryan Health and Wellness



EXISTING



PROPOSED

KENT STREET
 (VILLA MARIA TO MEMORIAL)

For Interim Review Only
 These documents are not
 intended for construction,
 bidding, or permit purposes.
 Prepared by:
 Veronica J.B. Morgan, P.E.
 No. 77689

AUGUST, 2014
 Designed by: VJBM
 Drawn By: KWB
 Checked By: VJBM

Revisions

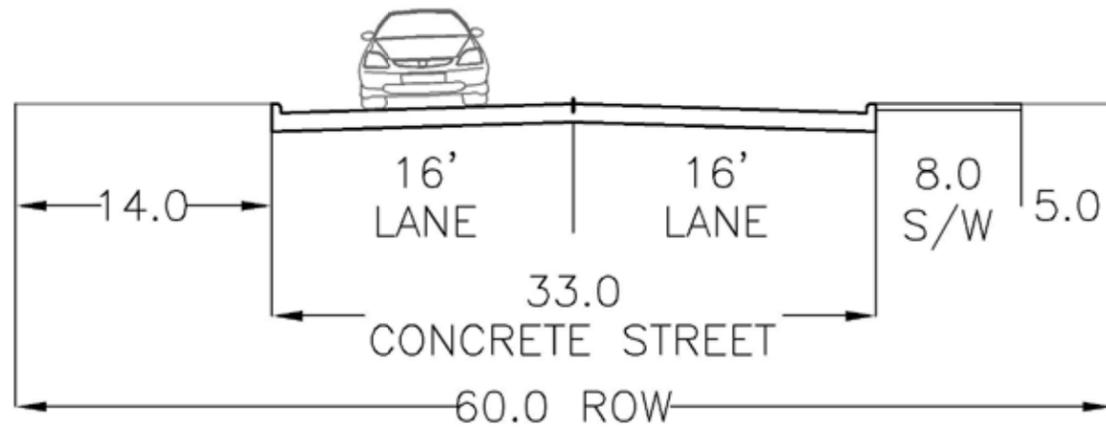


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 F.979.260.3564
 TX. FIRM # F-1443
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 COLLEGE STATION, TX 77840

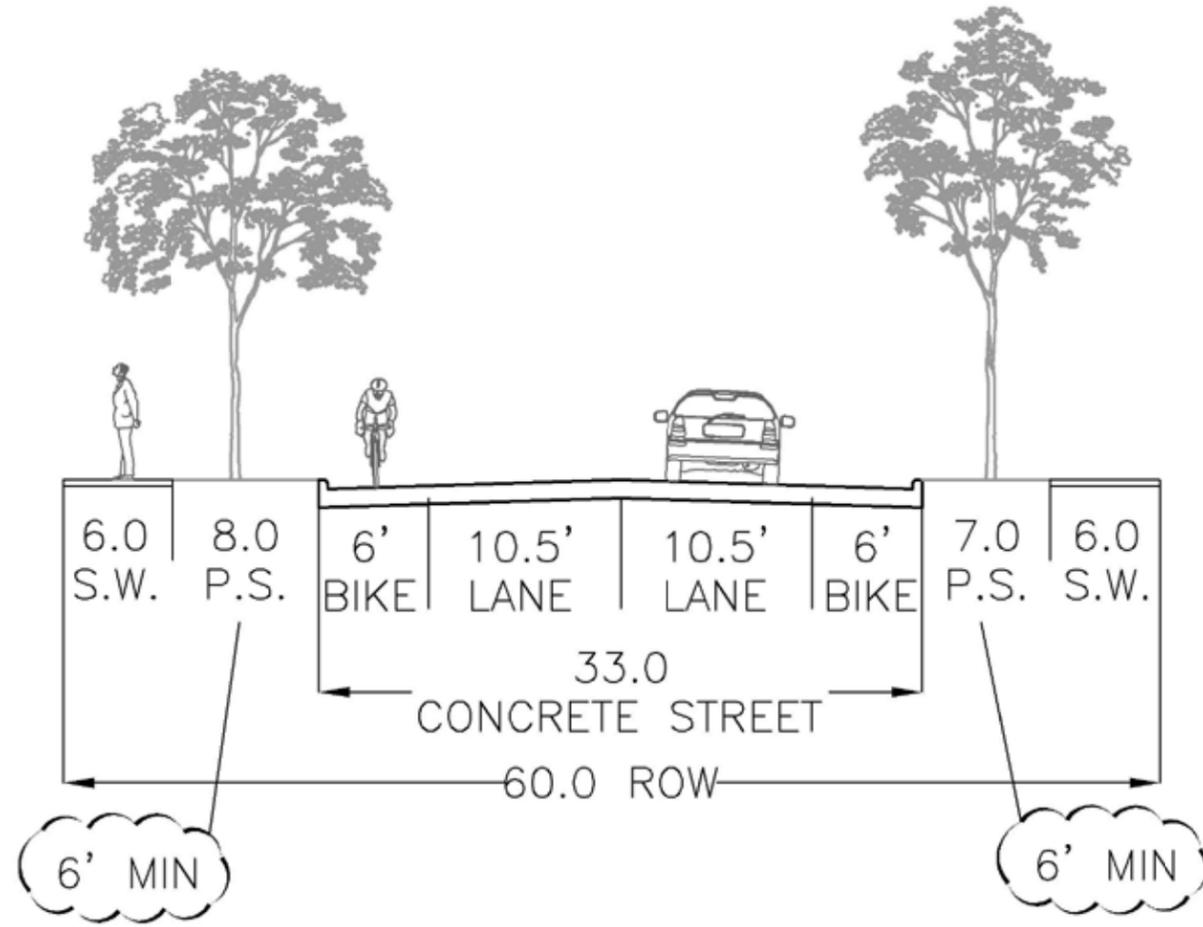
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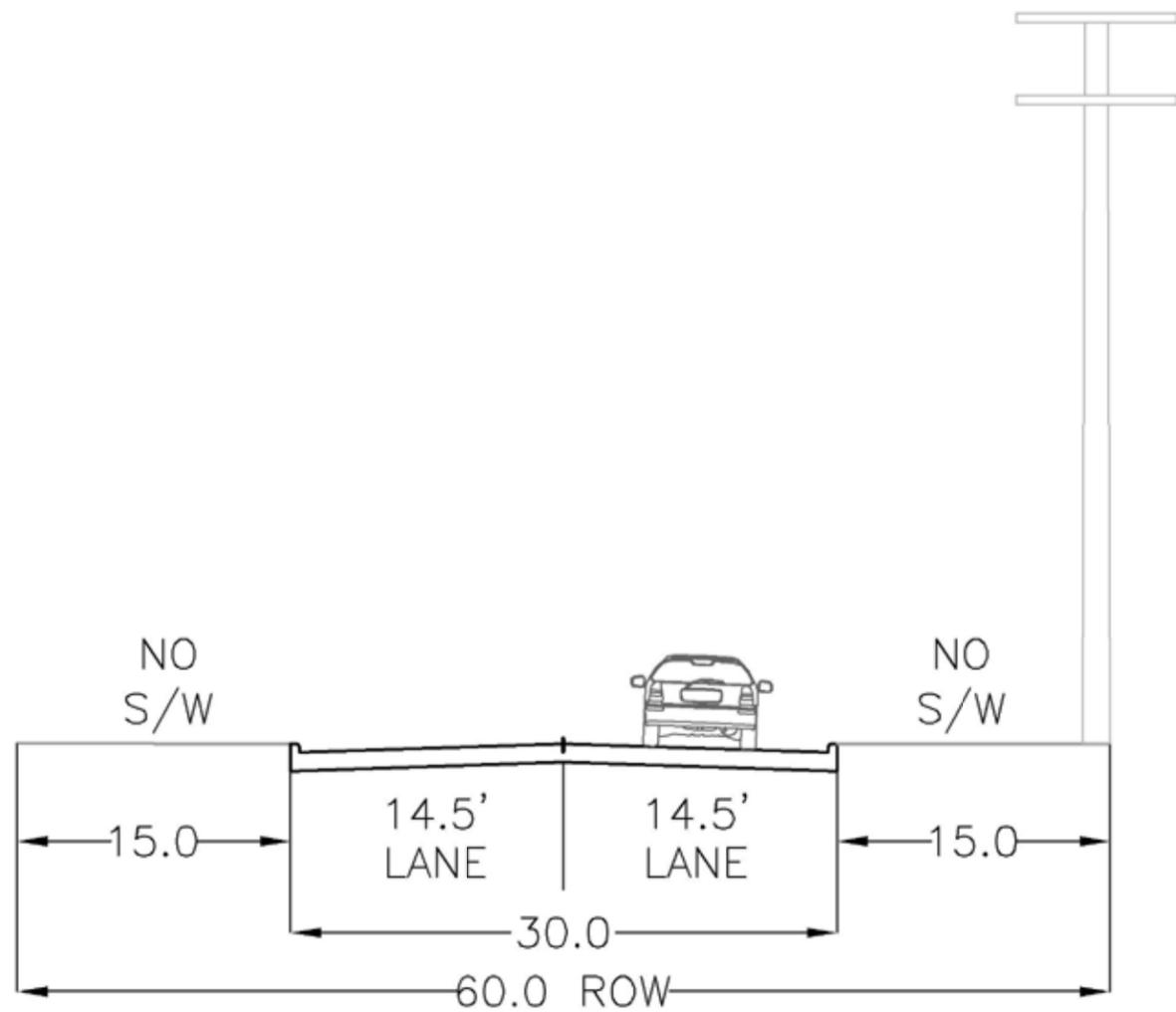


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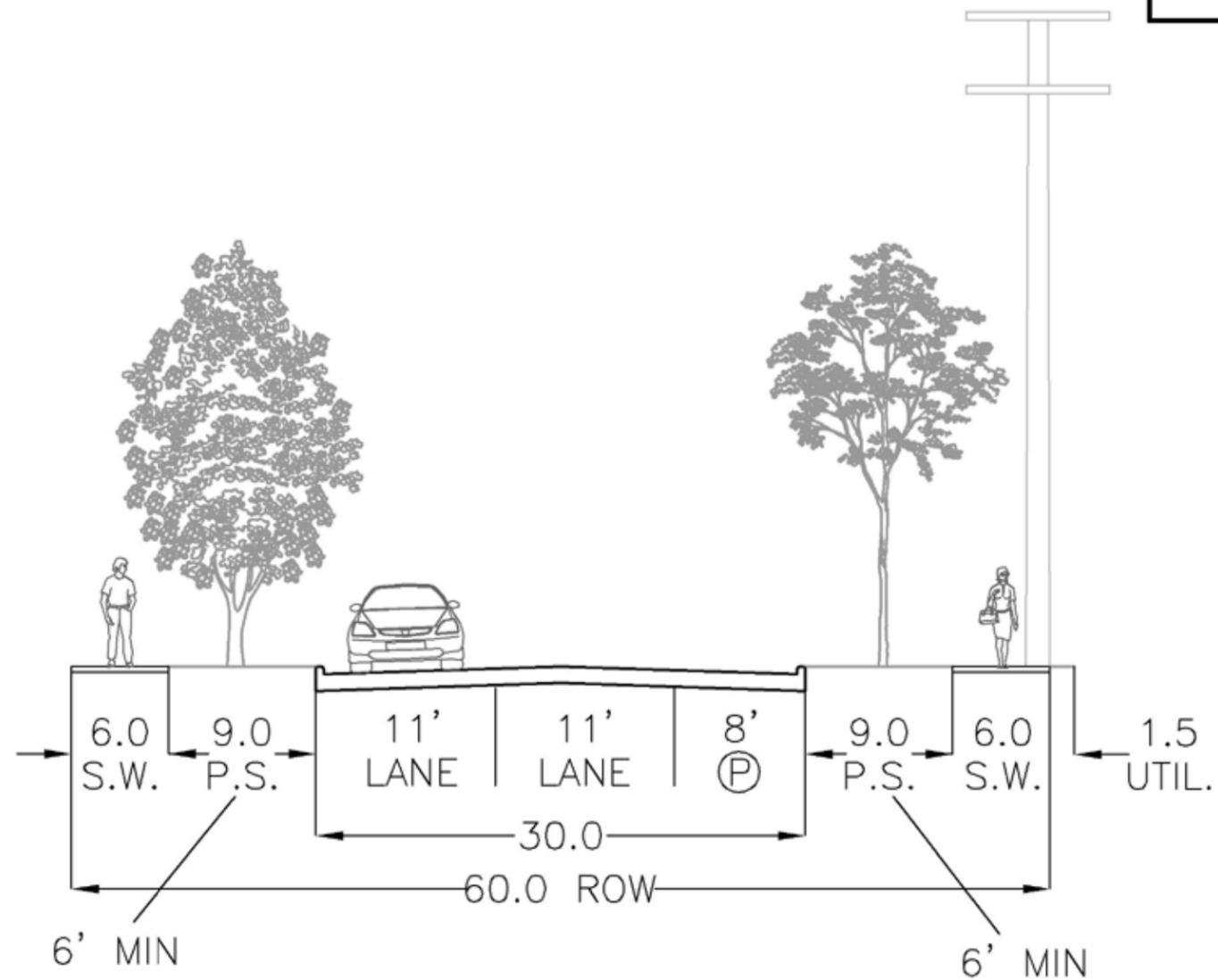


PROPOSED

KENT STREET
 (MEMORIAL TO BROADMOOR)



EXISTING



PROPOSED

KENT STREET
(BROADMOOR TO BRIARCREST)

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Revisions



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F.979.260.3564
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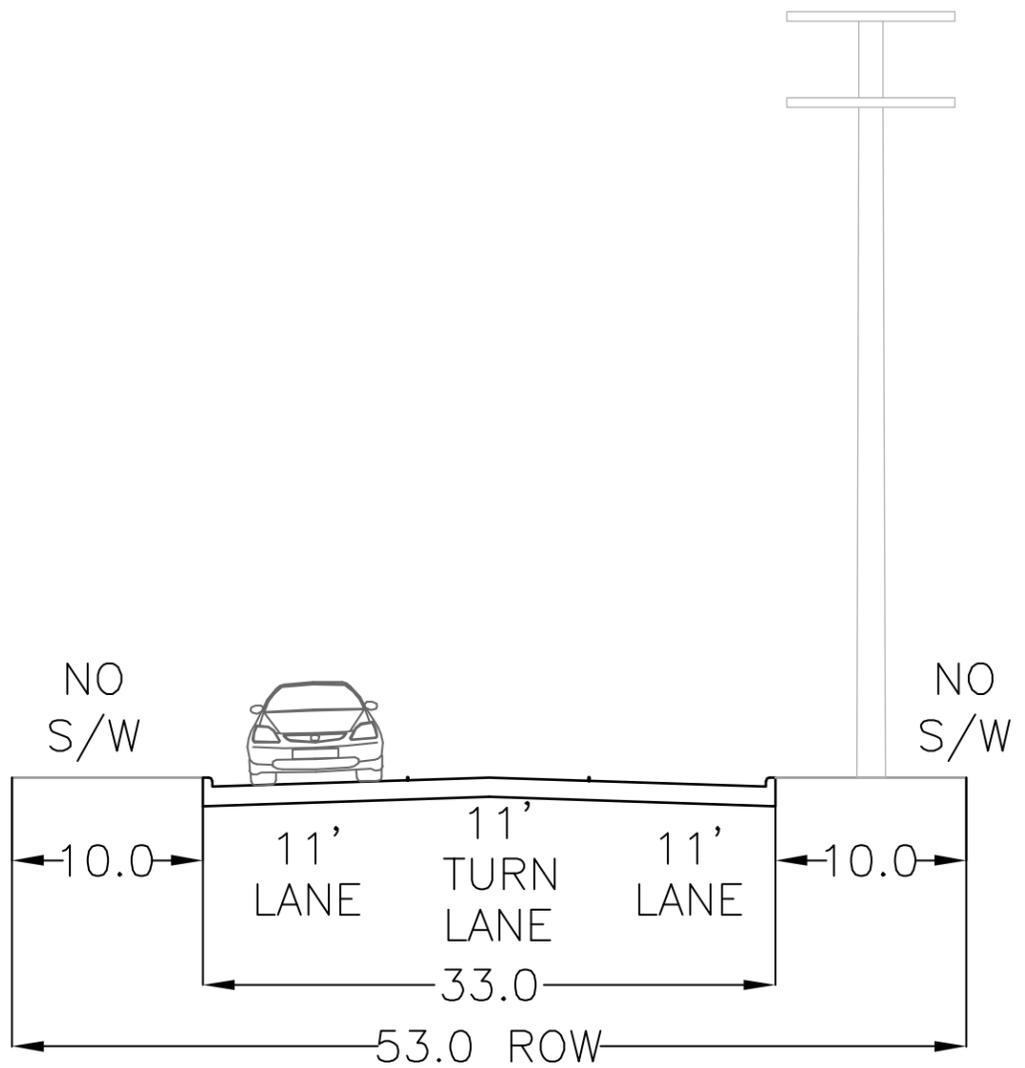


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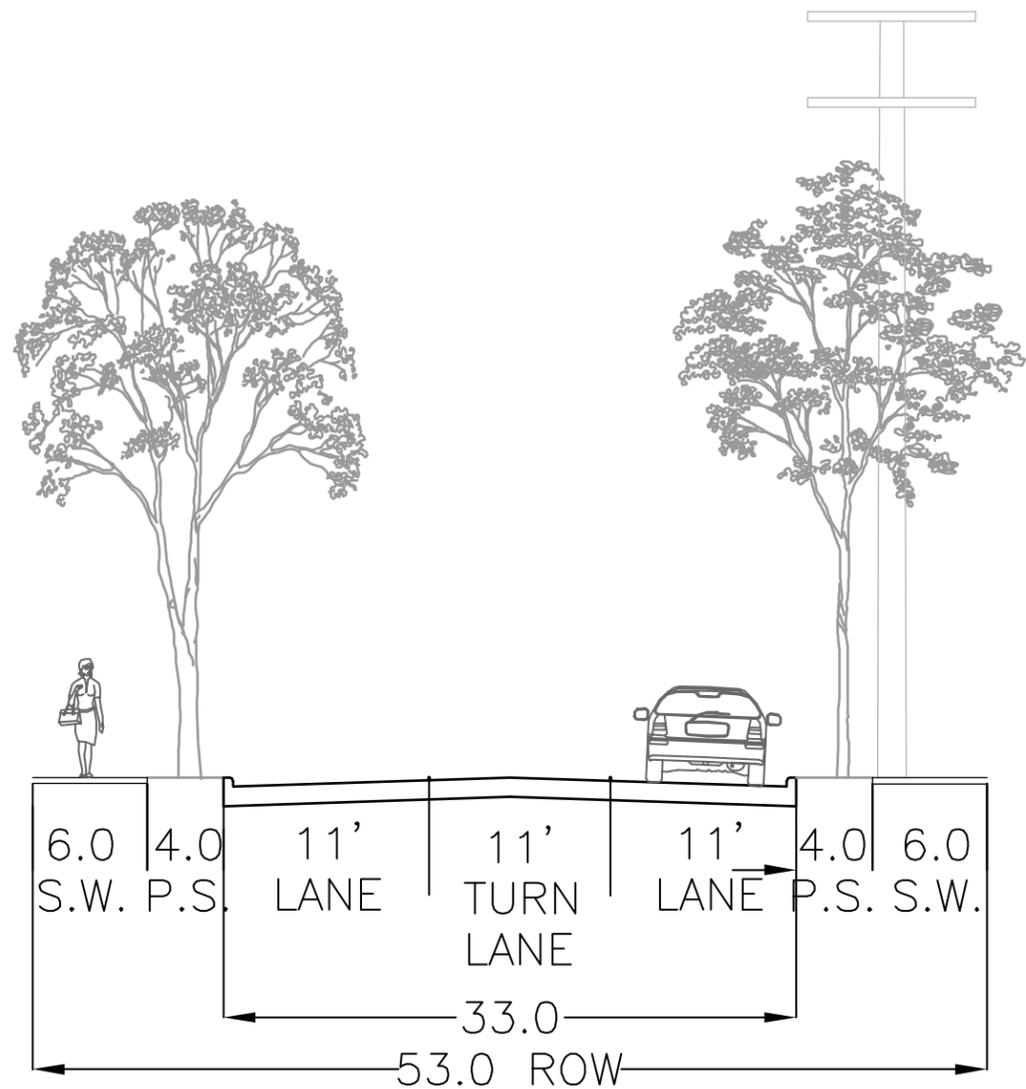
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EXISTING



PROPOSED

KENT STREET
 (BRIARCREST)

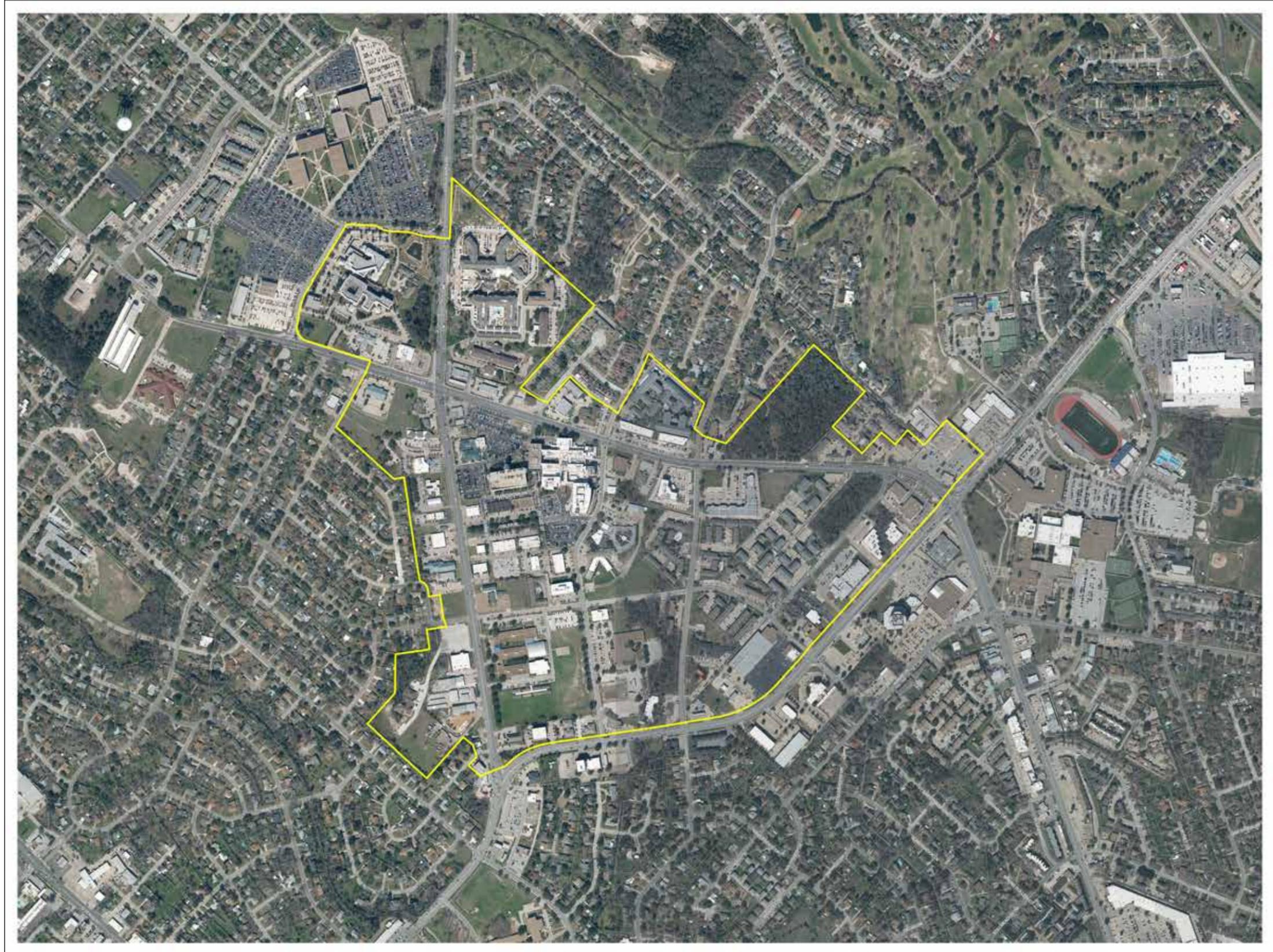
APPENDIX G

BASE MAPS AND ANALYSIS

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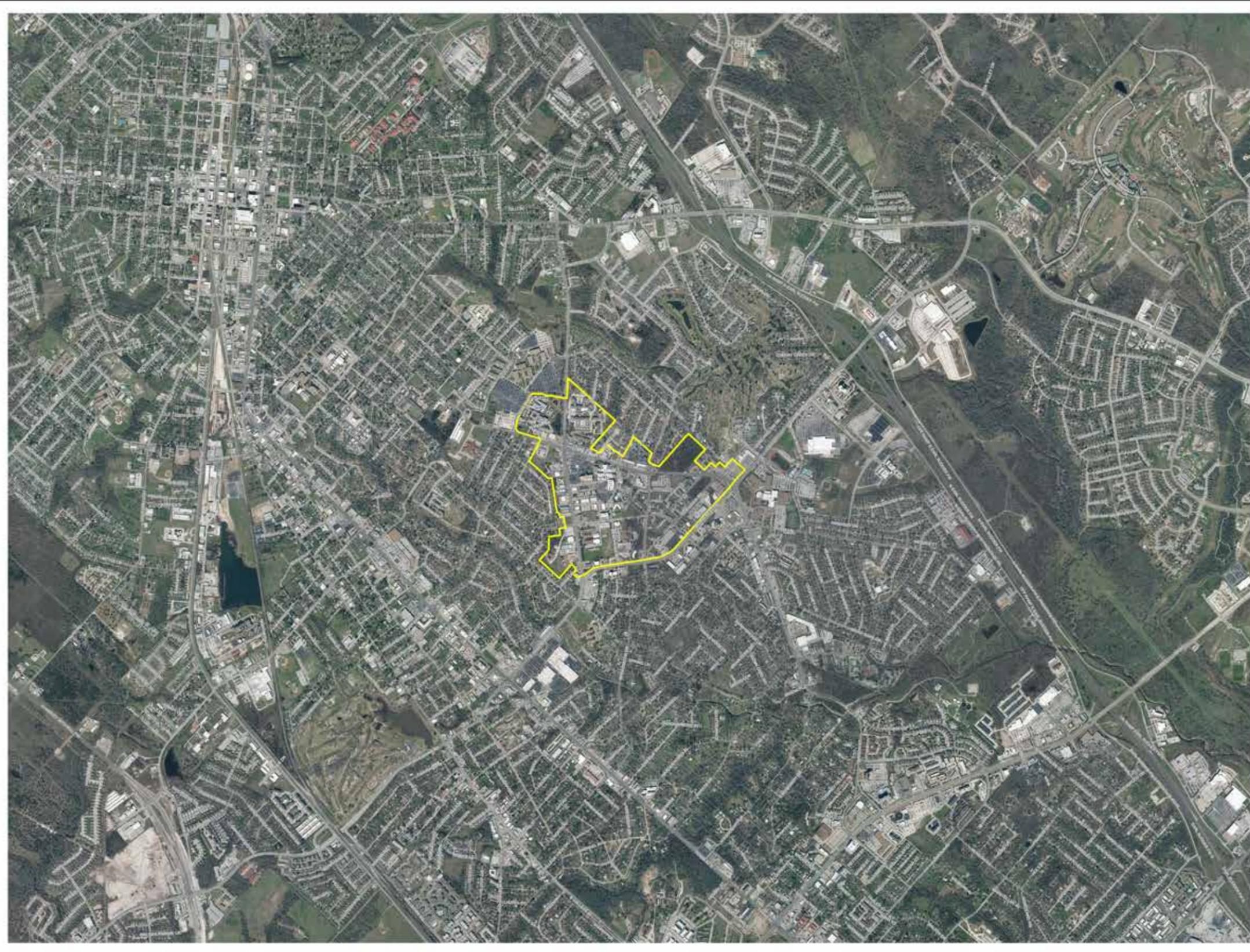
EXISTING CONDITIONS AERIAL – STUDY AREA

The study area, shown in yellow, comprises most of the institutional, commercial and multi-family residential uses in and around Briarcrest Drive, East 29th Street, and East Villa Maria Road. Several residential neighborhoods abut the area. St. Joseph Regional Health Center, Blinn College, Crestview Retirement Community, Bryan Collegiate H.S. and Bryan H.S. are easily identifiable.



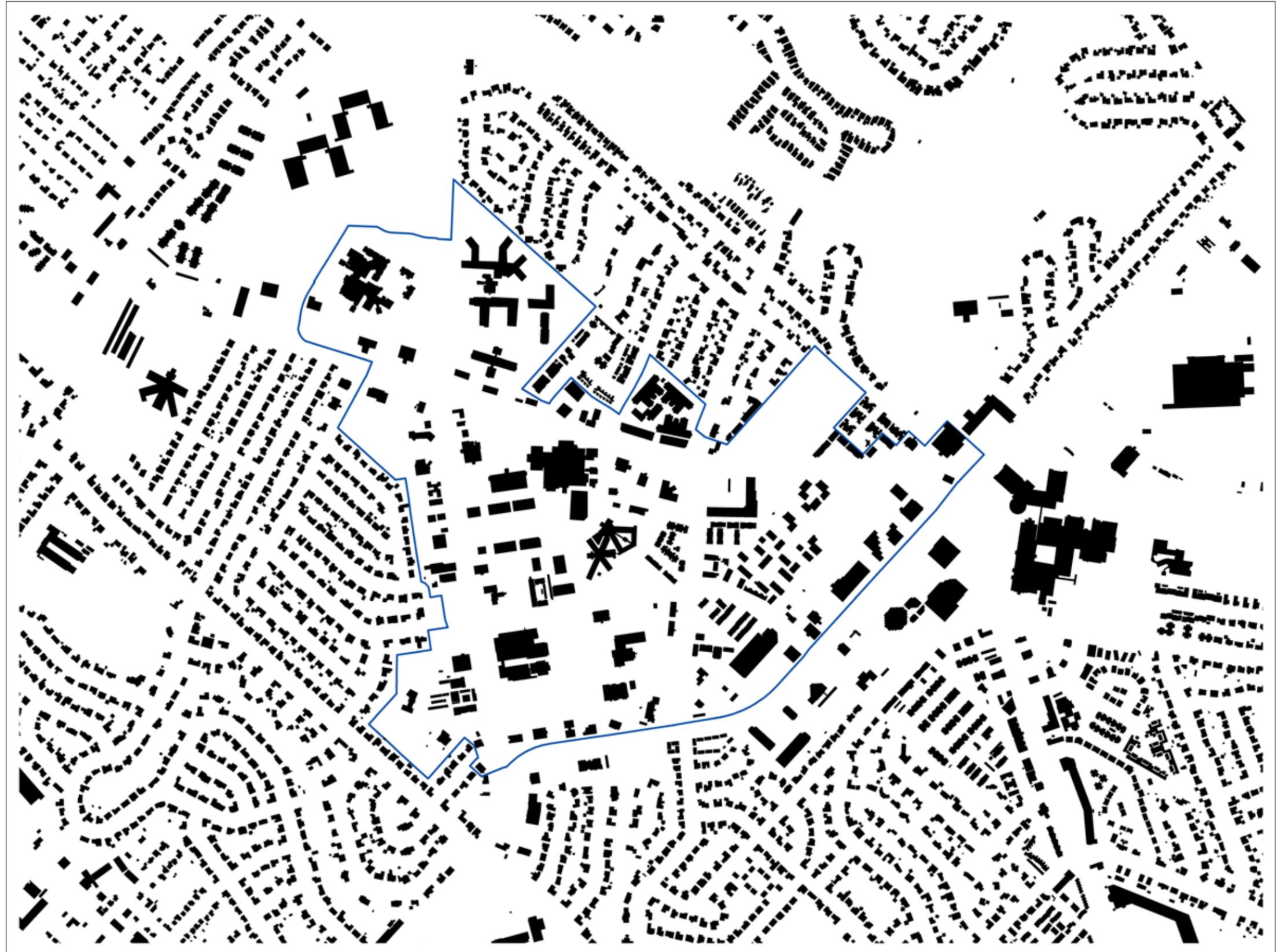
EXISTING CONDITIONS AERIAL – BRYAN AREA

The study area sits just one mile southeast of Downtown Bryan and is close to Earl Rudder Freeway (TX-6) to the east. While centrally located in the region, the area sits between several residential neighborhoods.



FIGURE/GROUND – STUDY AREA

Figure/Ground analysis depicts the pattern of development evident when looking solely at building structures. The area is comprised of independent, free-standing buildings that are arranged in a suburban pattern. In contrast, one can see the pattern of streets and homes in the surrounding residential areas, typical of most neighborhoods.



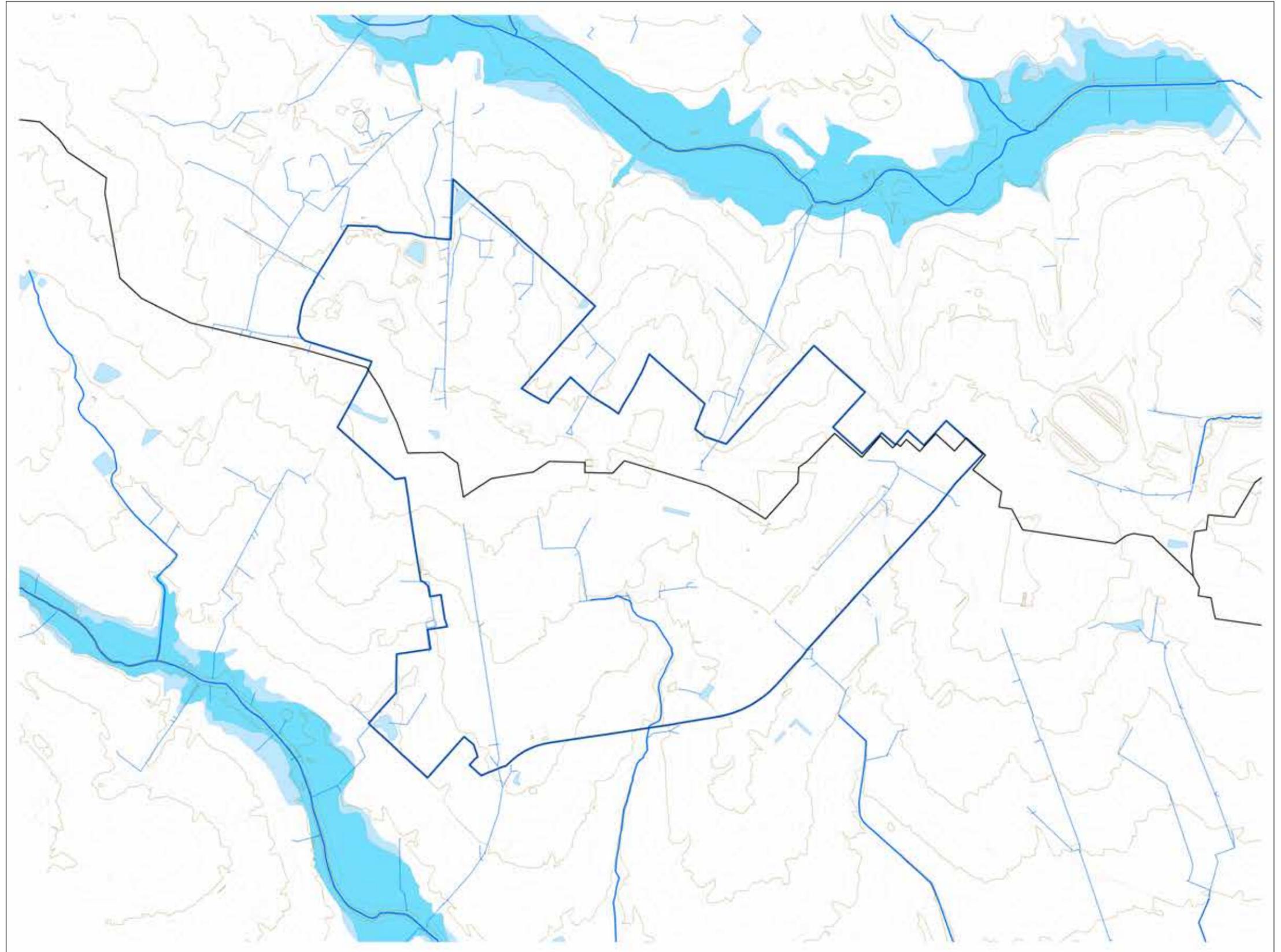


FIGURE/GROUND – BRYAN AREA

Similar to above, the pattern of buildings in the study area is loose and suburban rather than the more uniform and regular pattern seen Downtown (top left corner). It becomes easy to distinguish commercial buildings (larger footprints, often "floating" in the map) from the smaller, more regular pattern of residential development.

HYDROLOGY – STUDY AREA

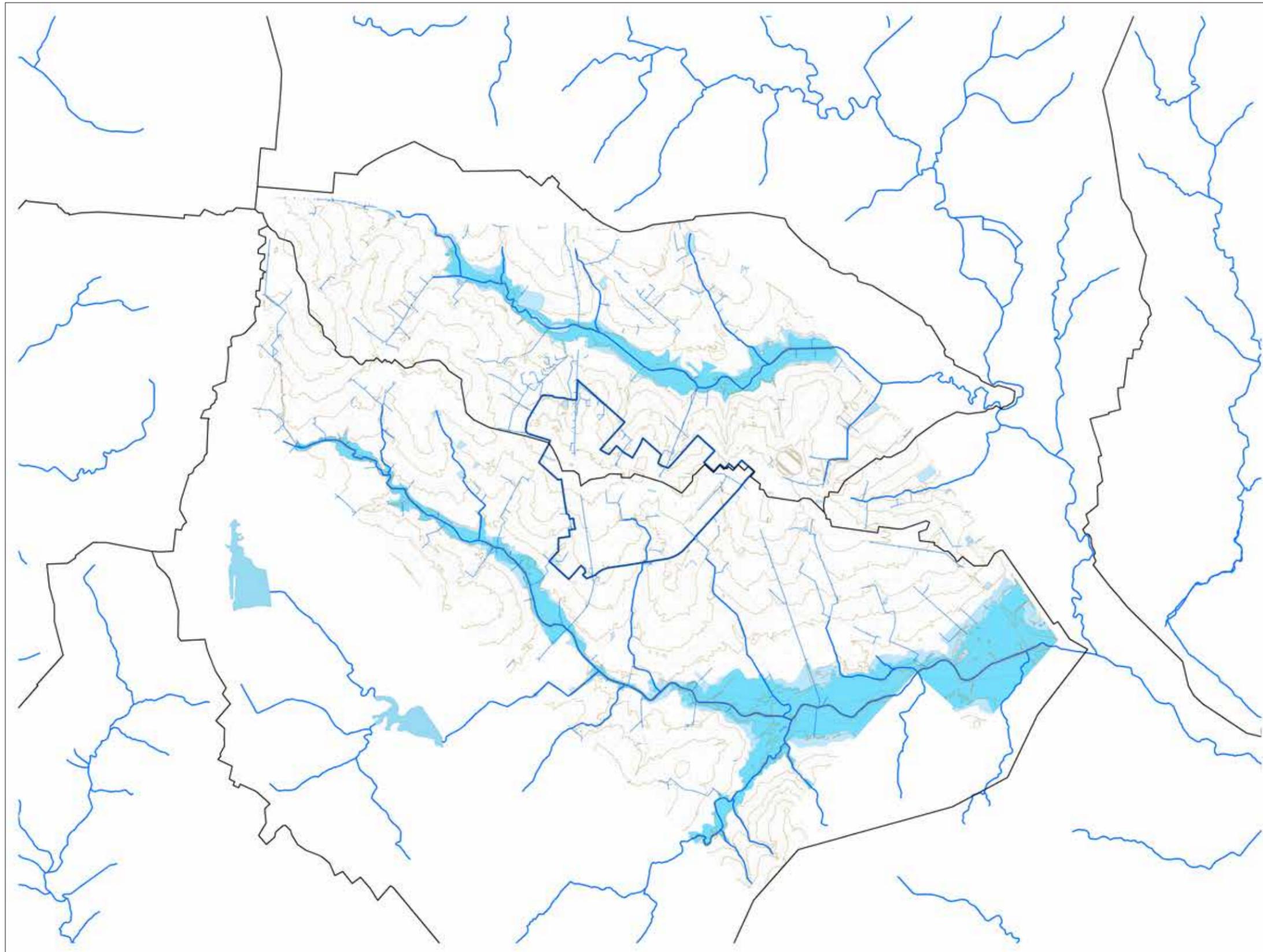
Two drainage basins carry stormwater away from the Study Area; Burton Creek to the south and Carter Creek to the north. The headwaters of one creek tributary is within the Study Area. While the is probably not prone to direct flooding, care should be taken to ensure that the surface runoff from the Study Area not negatively impact lower reaches. Managing the quantity and quality of stormwater runoff from the Study Area is a concern.



- Legend**
- Streams
 - Zone A (1% annual chance of flood)
 - Zone AE (1% annual chance of flood)
 - Health & Wellness District Boundary

HYDROLOGY – BRYAN AREA

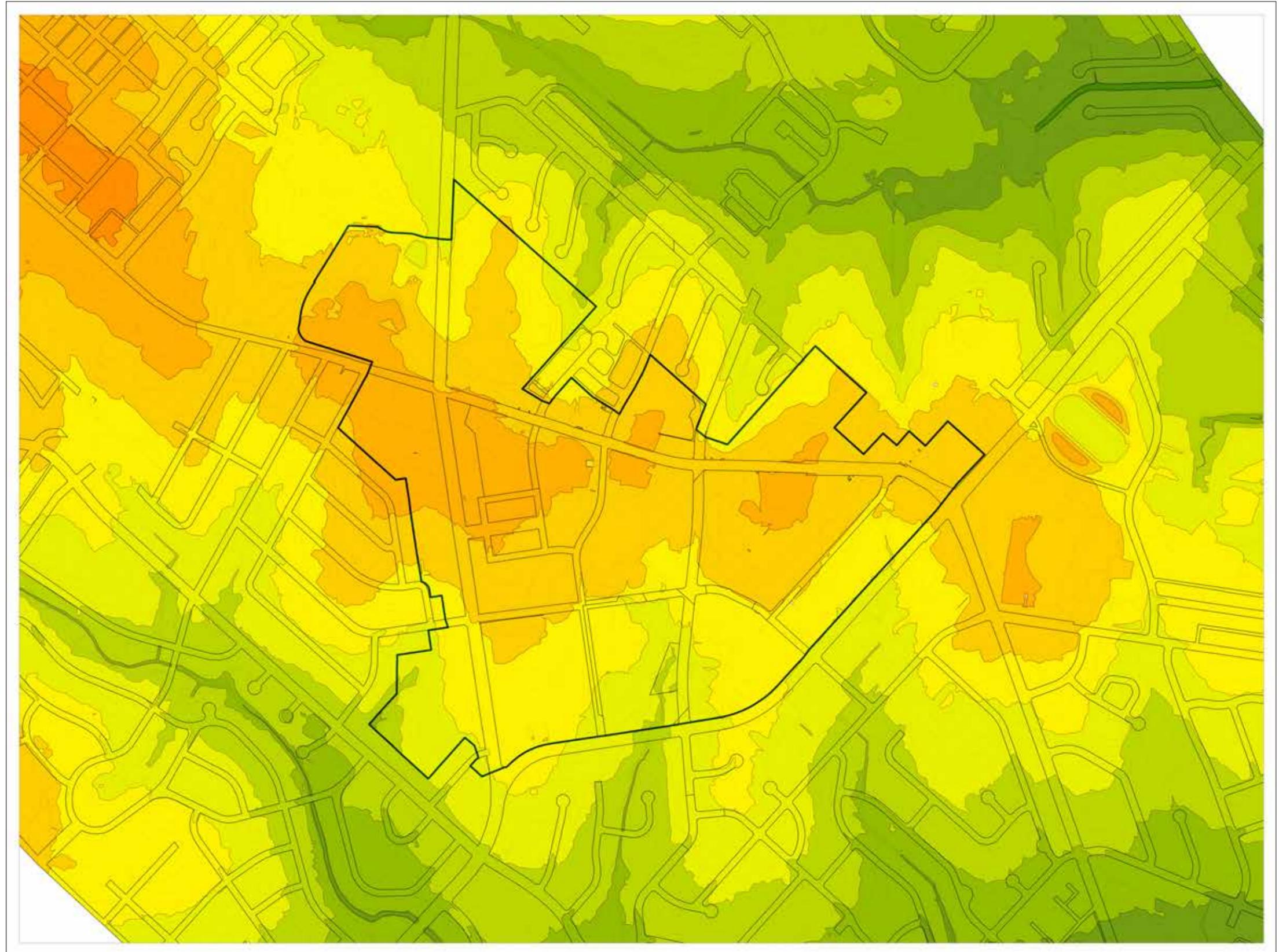
The Study Area is situated atop a ridge line between two drainage basins. The width of the floodable area (shown as 100-year and 500-year flood zones) indicate that these creeks may be able to support parks, trails and other recreation and natural features that could be amenities to people in the Health and Wellness area. Connections between the Study Area and these creeks would allow for access to recreation and natural areas.



- Legend**
-  Streams
 -  Zone A (1% annual chance of flood)
 -  Zone AE (1% annual chance of flood)
 -  Health & Wellness District Boundary

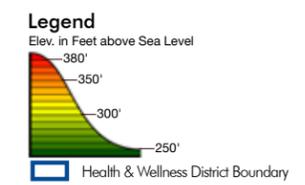
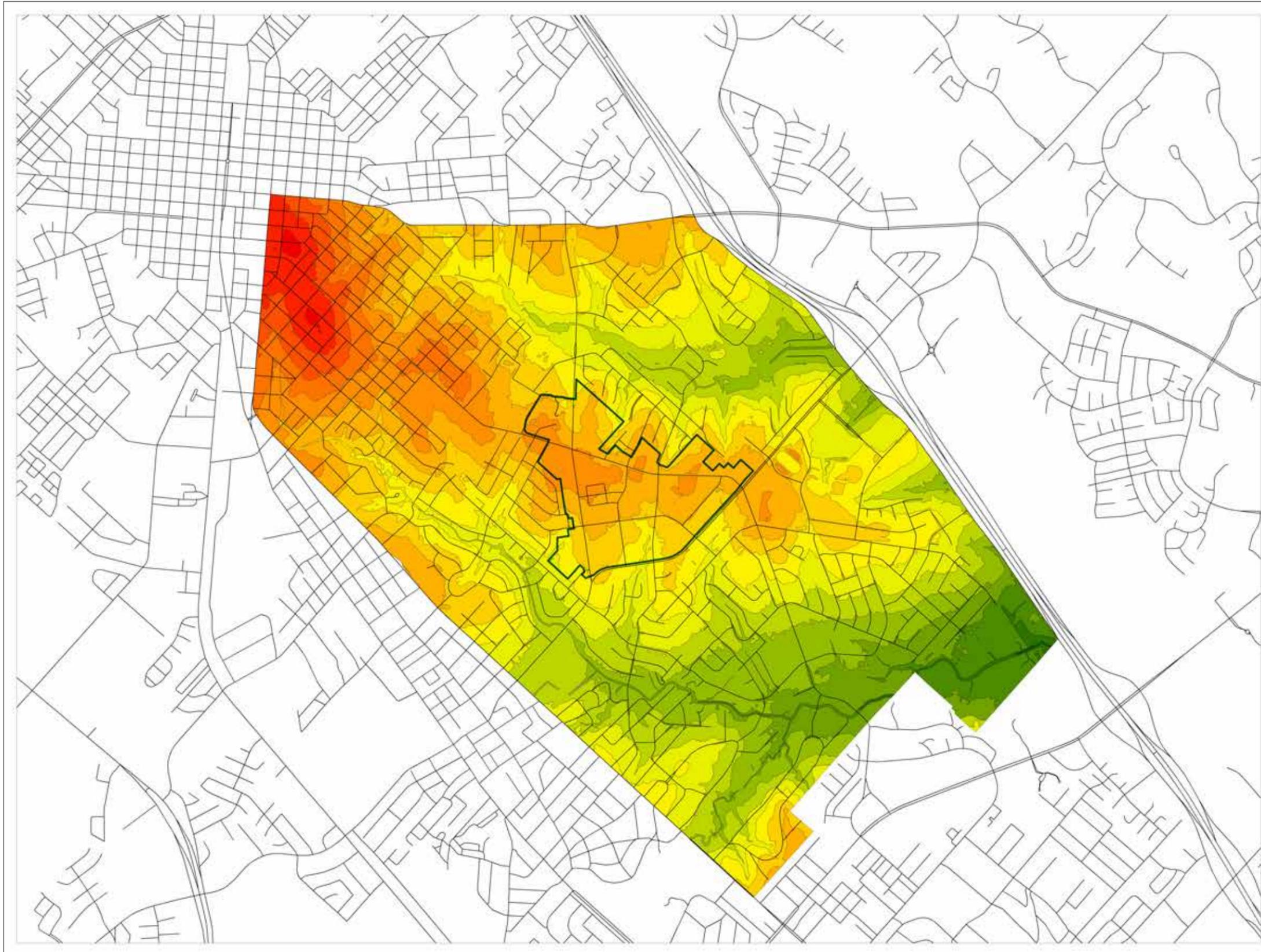
TOPOGRAPHY – STUDY AREA

East 29th Street roughly aligns with the ridge dividing the area in two. Drainage courses are visible as "fingers" extending north and south from the ridge. The St. Joseph Regional Health Center sits atop a local high point.



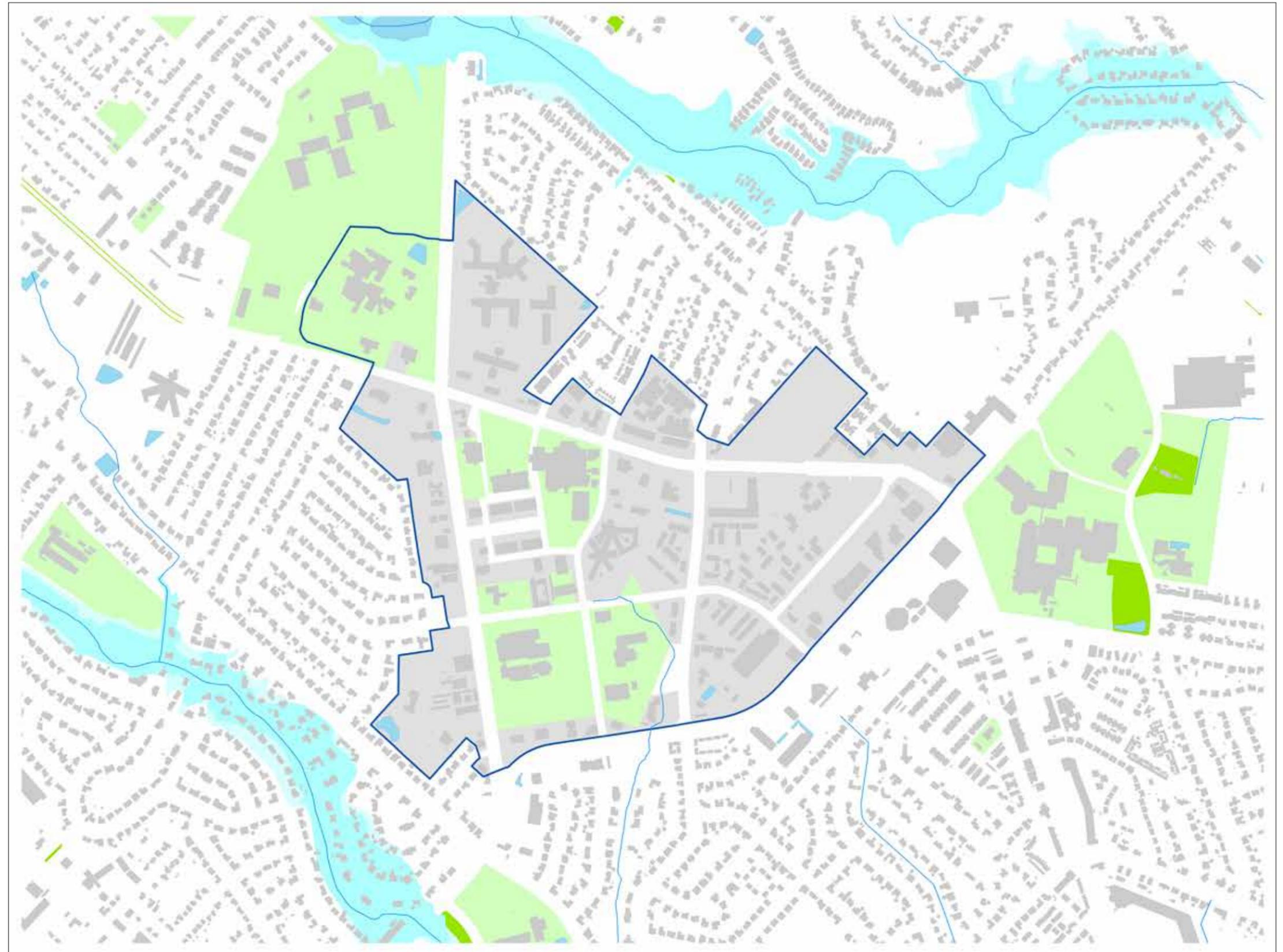
TOPOGRAPHY – BRYAN AREA

Downtown Bryan (top left corner) was established on higher ground than the study area; a common practice when establishing new towns. The lower reaches of Burton Creek, and Carter Creek, are visible in the darker green low-laying areas.



PARKS, OPEN SPACE, AND INSTITUTIONS – STUDY AREA

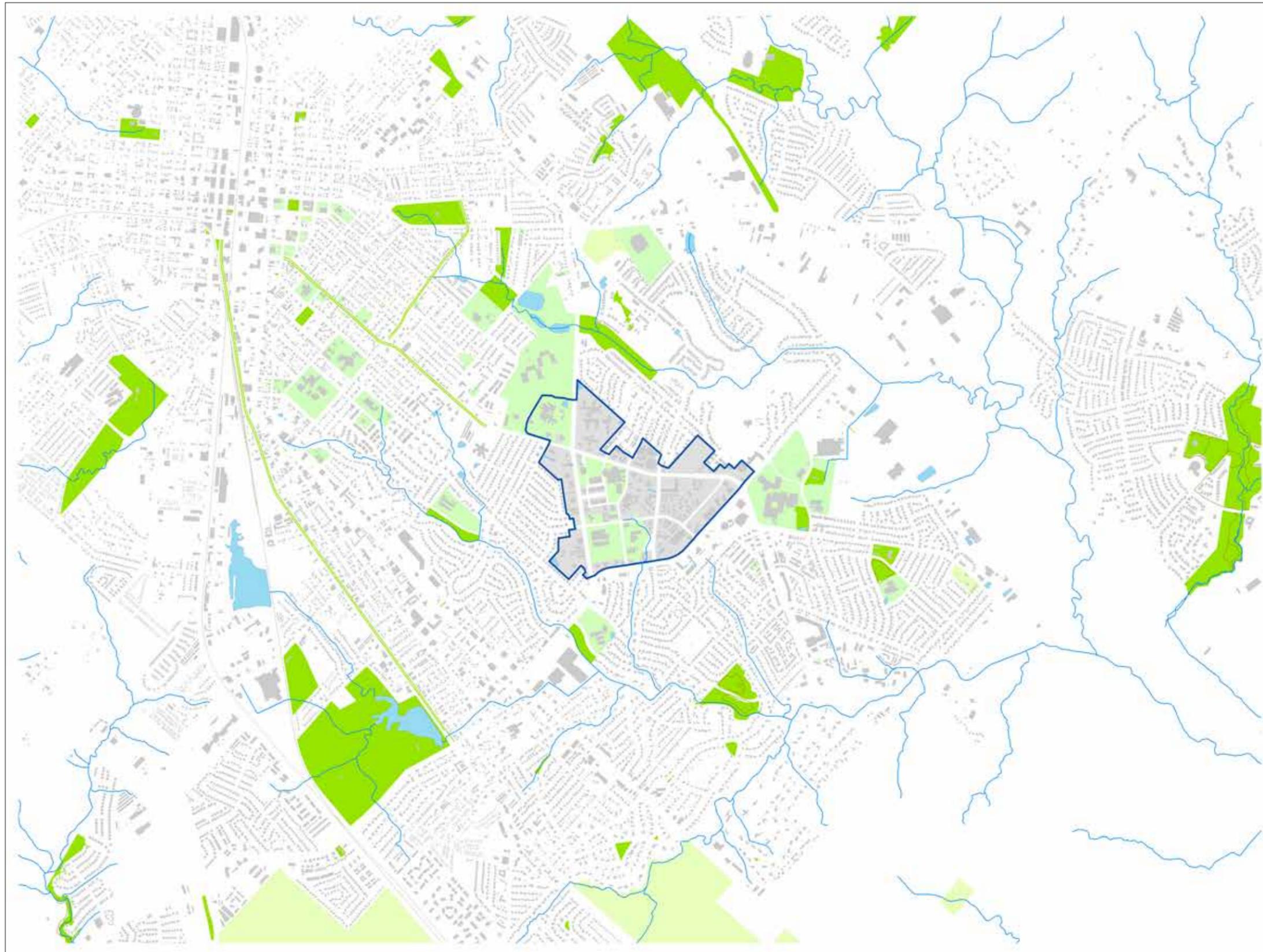
This map compares dedicated park space (dark green) with land controlled by institutions such as schools, churches, and hospitals. Sometimes these spaces look like campuses with green spaces. Near the area are two drainage ways with flood-prone areas that could incorporate recreational trails, as other cities have done.



- Legend**
- Bikelanes
 - Parks
 - Institutions
 - Streams
 - Zone A (1% annual chance of flood)
 - Zone AE (1% annual chance of flood)
 - Health & Wellness District Boundary

PARKS, OPEN SPACE, AND INSTITUTIONS – BRYAN AREA

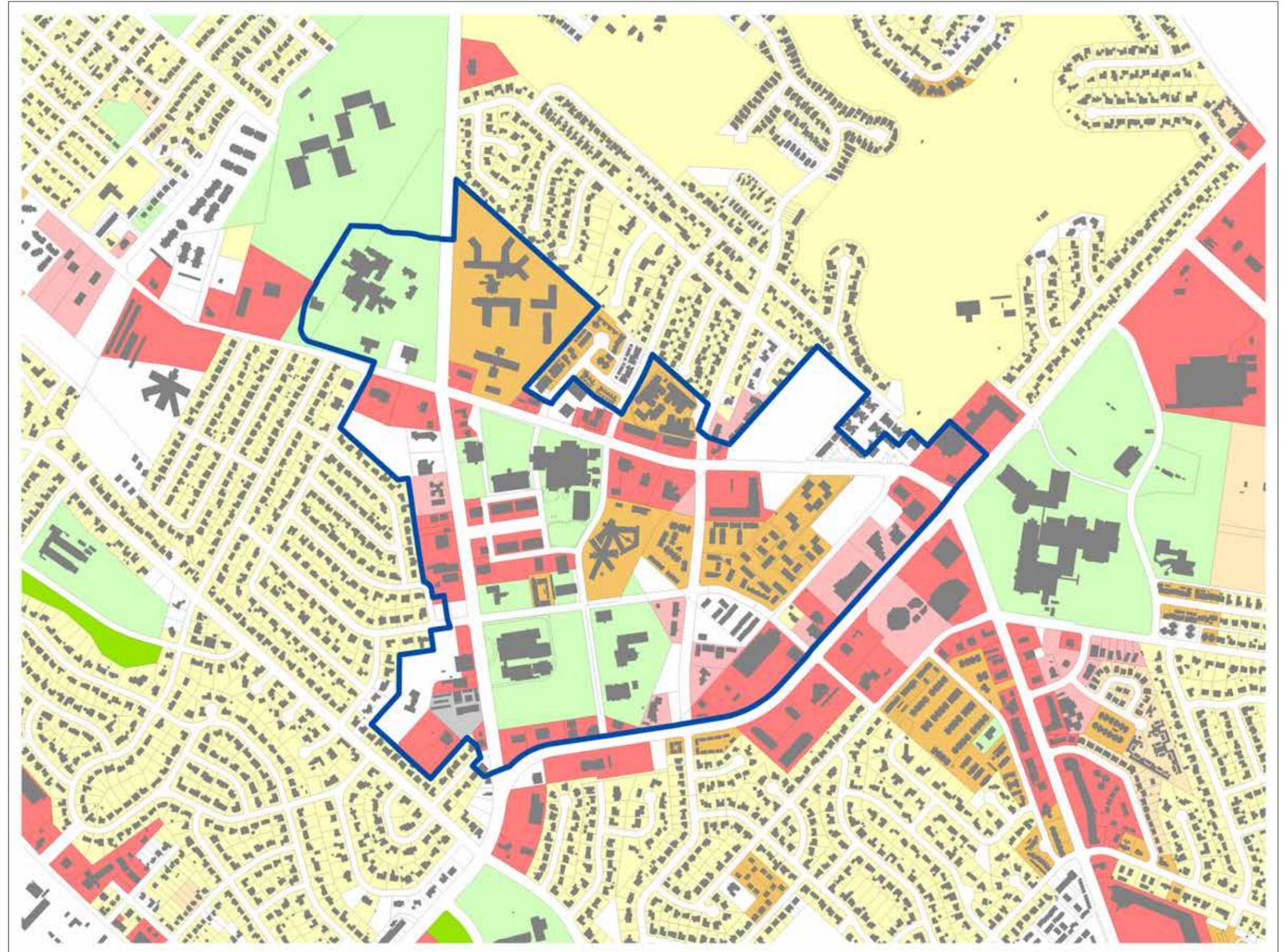
Within the study area there are no public park spaces, however several exist nearby, within a long walk or short bicycle ride away. Connecting residents, employees and visitors to these amenities may be desired, either along existing streets or new off-street trails, to create an interconnected network of green spaces.



- Legend**
- Bikelanes
 - Parks
 - Institutions
 - Streams
 - Zone A (1% annual chance of flood)
 - Zone AE (1% annual chance of flood)
 - Health & Wellness District Boundary

EXISTING LAND USE – STUDY AREA

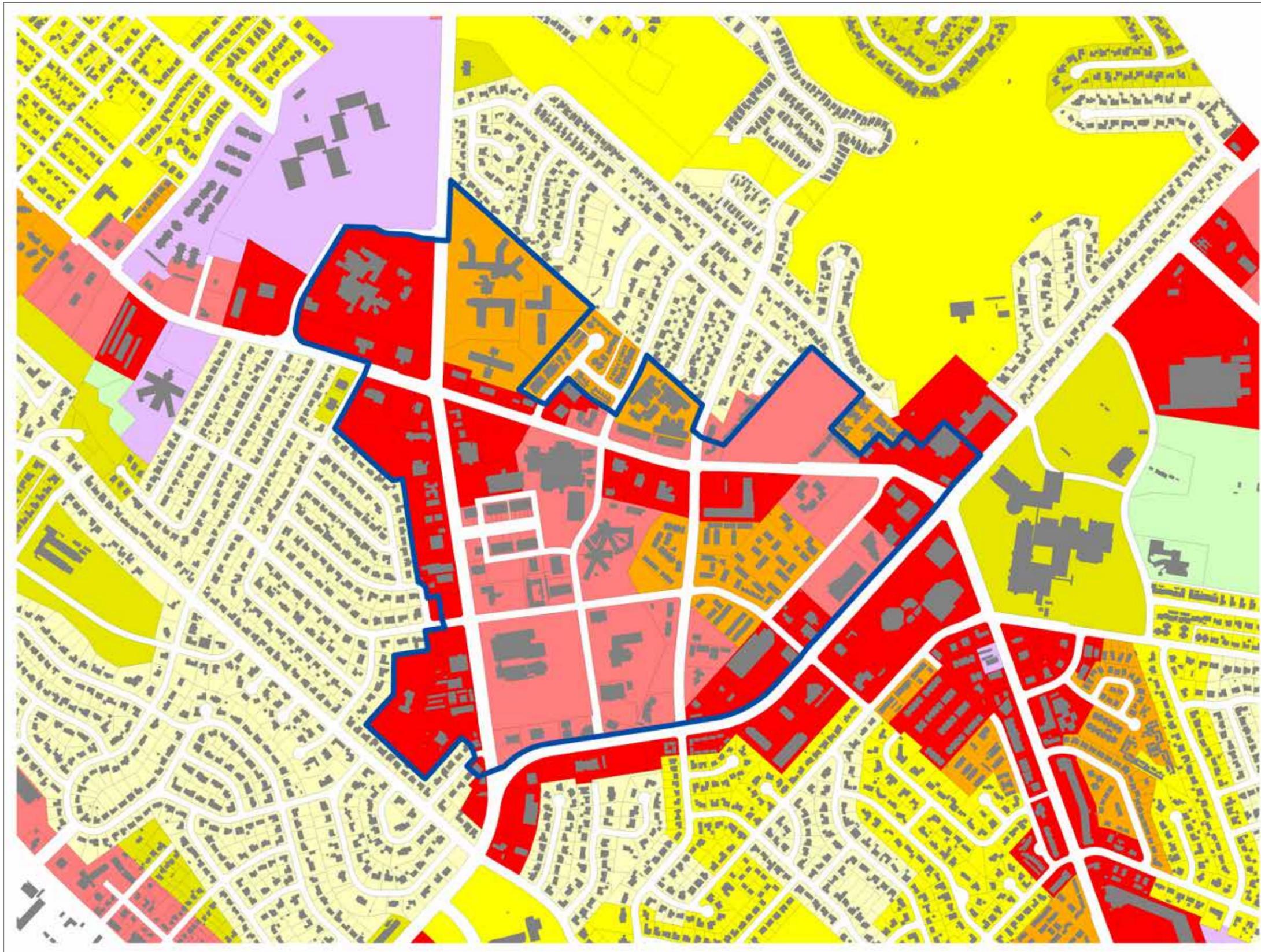
Current land uses in the study area are predominately commercial, institutional, or multi-family residential. Surrounding the area is low-density residential neighborhoods and open spaces. Commercial uses are concentrated along Briarcrest Drive, East Villa Maria Road and East 29th Street.



- Legend**
- Agriculture
 - Commercial Office
 - Commercial Retail
 - Light Industrial
 - Manufactured Homes
 - Multi-Family Res.
 - Parks
 - Public/Semi Public
 - Single Family Res.
 - Two Family Res.
 - Vacant
 - Health & Wellness District Boundary

EXISTING ZONING – STUDY AREA

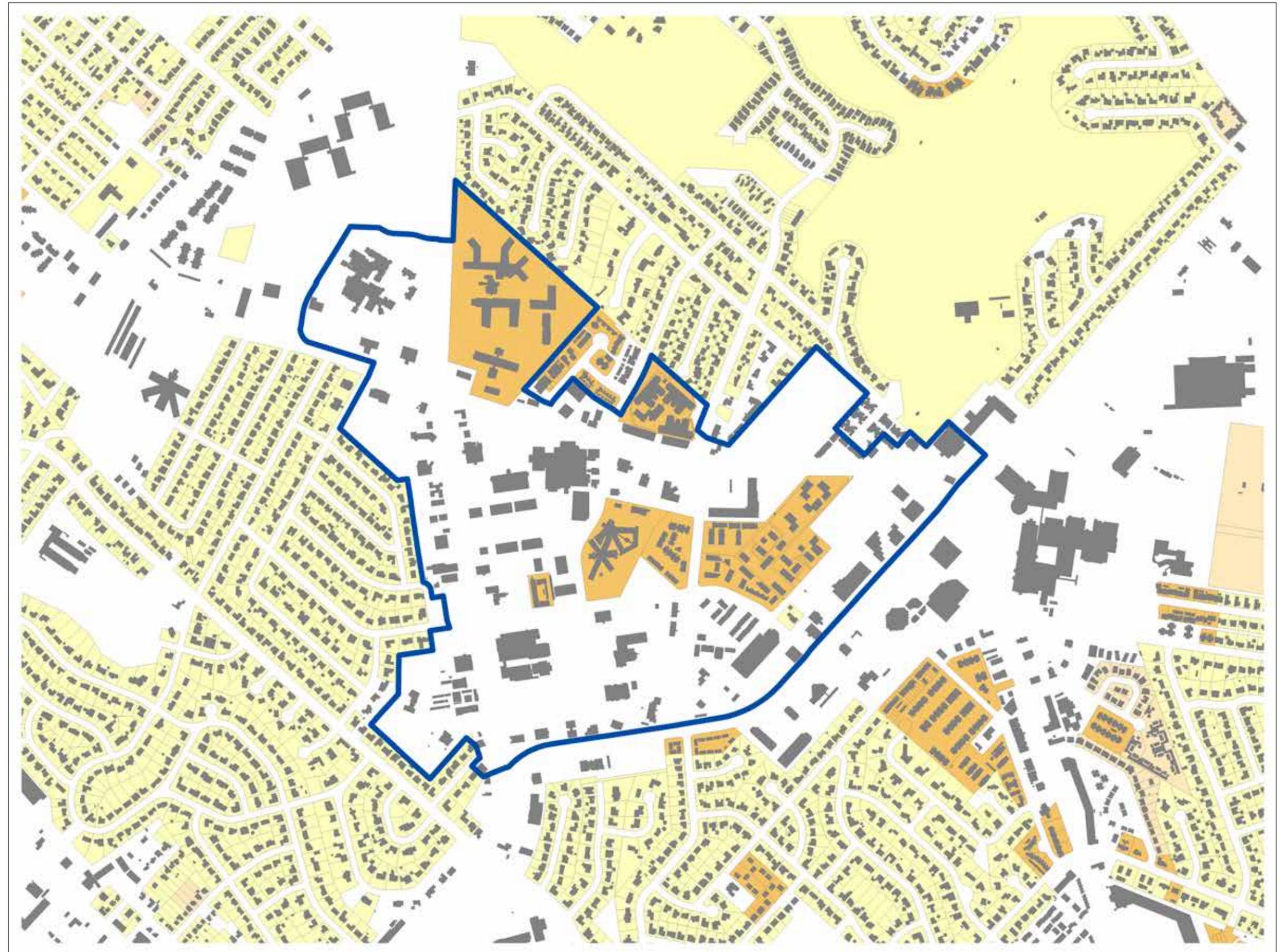
Land use regulations for the area permit office, retail and healthcare uses, along with multi-family residential. Some inconsistencies exist, especially where multi-family uses are zoned office. The relatively haphazard pattern of zoning districts do not reflect a cohesive vision for the combination of uses in the area.



- Legend**
- Agricultural Open District
 - Office District (C-1)
 - Retail District (C-2)
 - Commercial District (C-3)
 - Multi Family District
 - Planned Development District (PD)
 - Residential 5000 District (RD-5)
 - Residential 7000 District (RD-7)
 - Residential Neighborhood Conservation District (R-NC)
 - Health & Wellness District Boundary

RESIDENTIAL AREAS – STUDY AREA

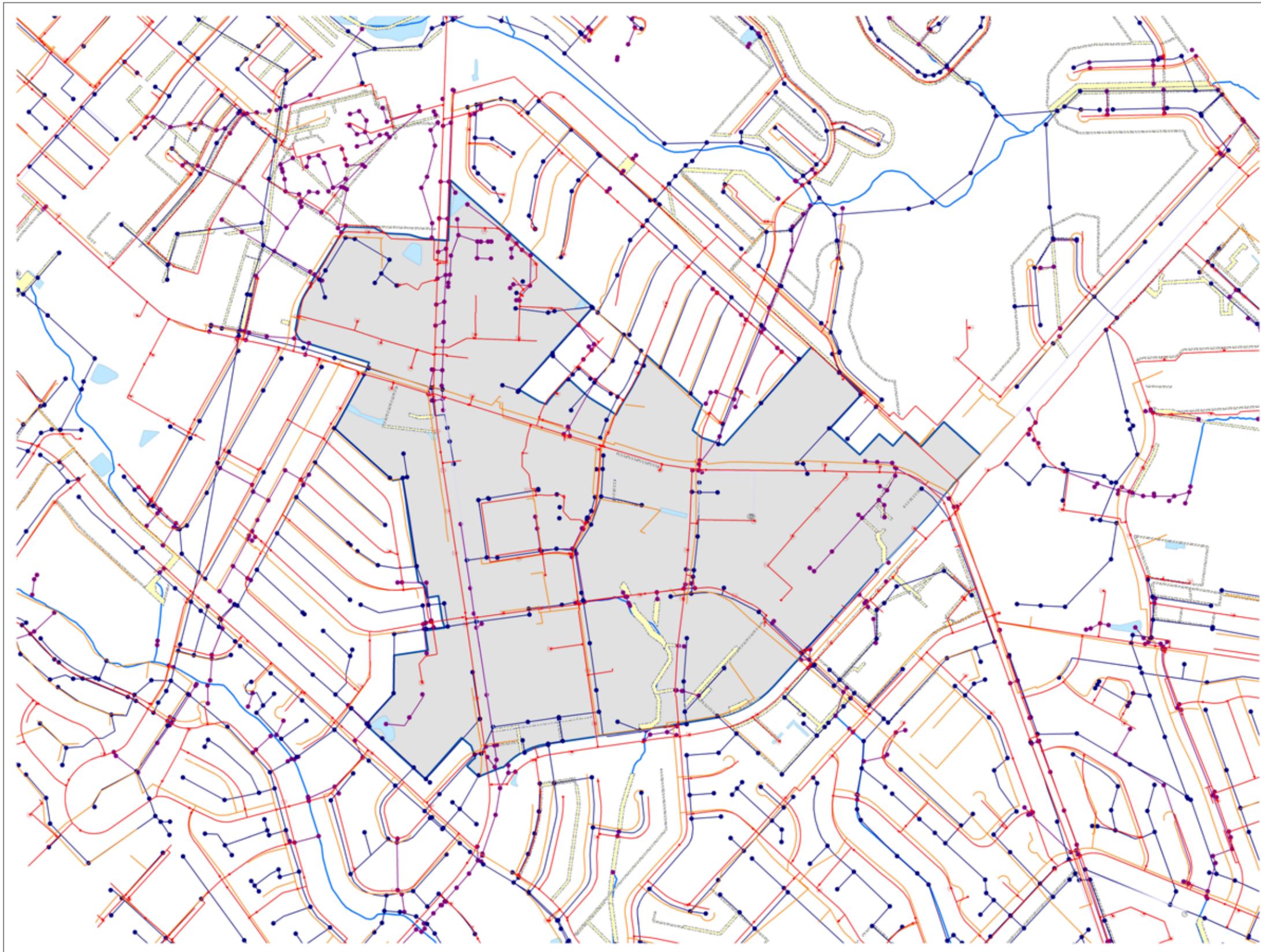
Multi-family residential is present in the study area both at the Crestview Retirement Community (north) and Sherwood Health Care Facility along with several apartment communities (in the core). Single family residential surrounds the study area, with a handful of apartments located further south on East 29th Street.



- Legend**
- Manufactured Homes
 - Multi-Family Res.
 - Single Family Res.
 - Two Family Res.
 - Health & Wellness District Boundary

UTILITIES – STUDY AREA

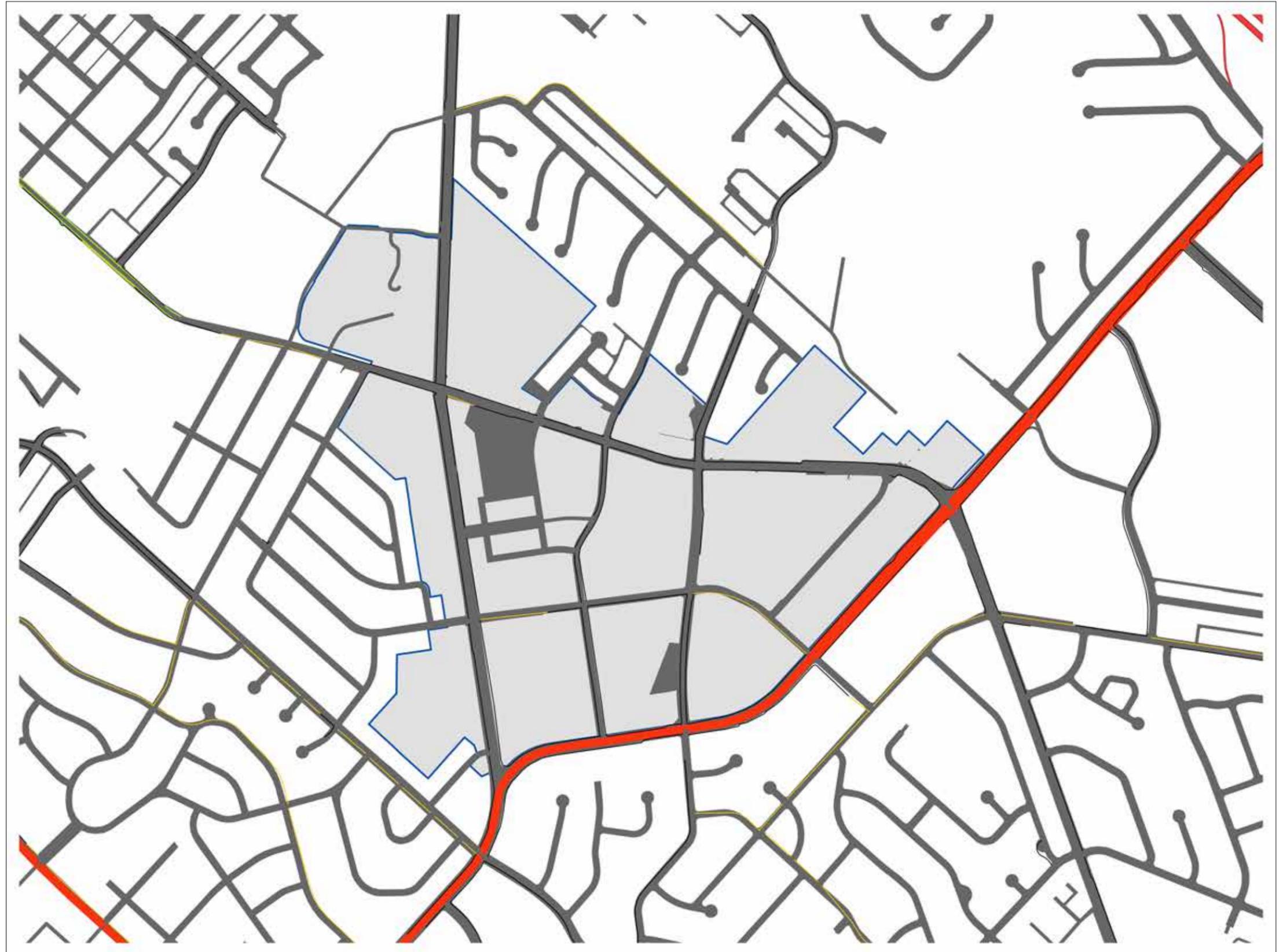
Utility infrastructure is primarily located within or alongside the major streets in the area, tying back to the surrounding communities. This means large tracts of land are relatively unencumbered with underground utilities, however improvements to streetscapes may be hampered by overhead wires or underground utility runs.



- Legend**
- Fiber Optic Line
 - Gas Lines
 - Water Lines
 - Stormwater Sewer
 - Sanitary Sewer
 - Easements
 - Health & Wellness District Boundary

TRANSPORTATION – STUDY AREA

Three major roads meet to form the core triangle shape of the study area. Briarcrest Drive is the only TxDOT facility in the study area. Traffic volumes average 15,000-30,000 vpd on these arterials. Smaller local roads and collectors, notably Kent Street, Broadmoor Drive and Memorial Drive, connect the study area with surrounding neighborhoods.



- Legend**
- Bikelanes
 - Existing Sidewalks
 - Proposed Sidewalks
 - Local Streets
 - State and Federal Highways
 - Health & Wellness District Boundary

TRANSPORTATION – BRYAN AREA

When compared to surrounding development, the study area has relatively fewer streets and therefore the development blocks are much larger than average. This also results in less walkable blocks and a more automobile-dominated environment because it becomes difficult for pedestrians or bicyclists to traverse the area easily. Downtown Bryan (top left) illustrates a more walkable street pattern.



- Legend**
- Bikelanes
 - Existing Sidewalks
 - Proposed Sidewalks
 - Local Streets
 - State and Federal Highways
 - Health & Wellness District Boundary

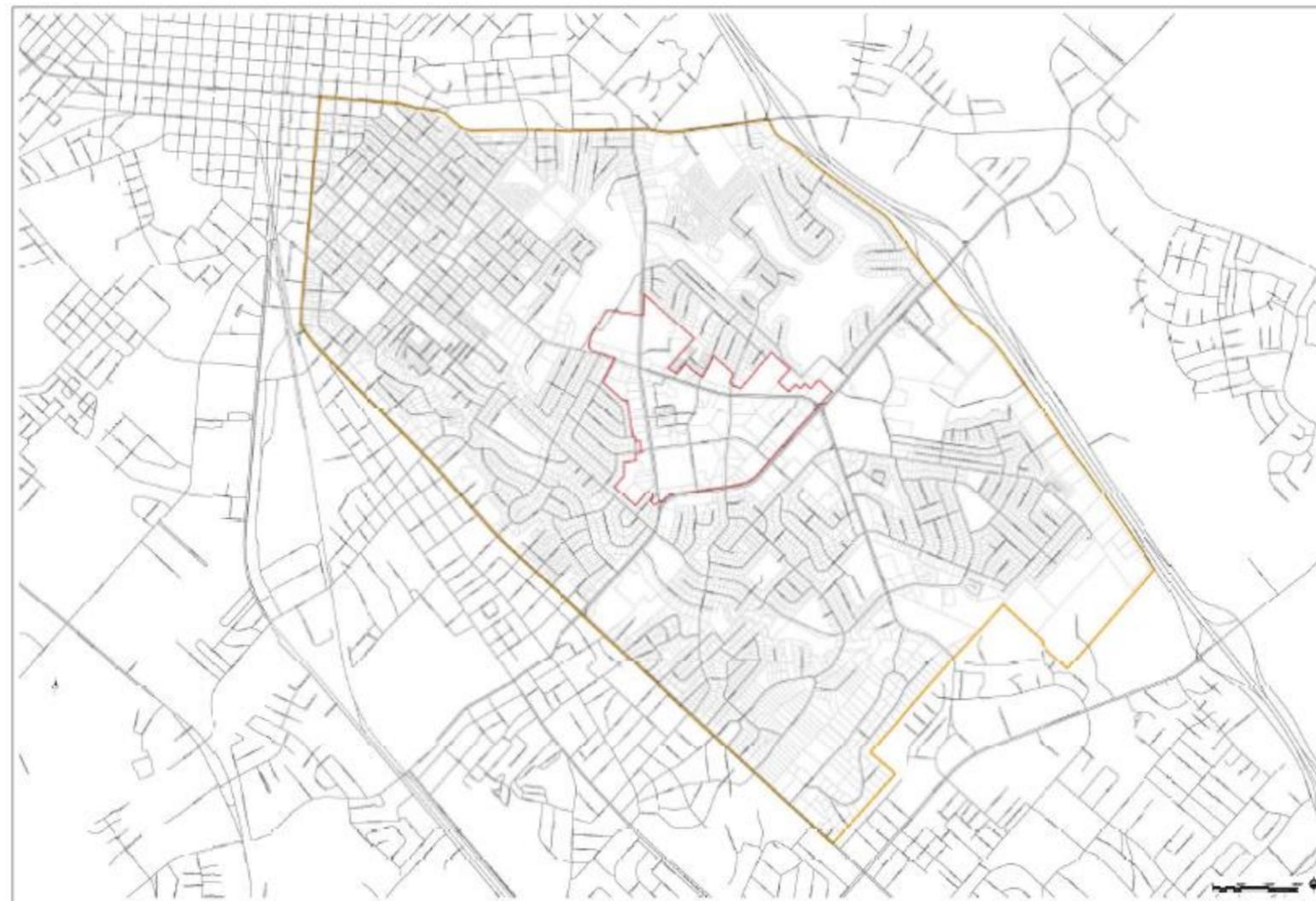
APPENDIX H

REAL ESTATE MARKET RESEARCH

Bryan Texas Health & Wellness Plan Existing Conditions Research

Equity Inc. | Columbus | Cincinnati | Dayton | Tampa | Orlando | SW Florida | Austin






Health and Wellness Area Plan | **Streets and Parcel Boundaries**
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Definition of Scope, Methods and Sources for Market Analysis

This map shows both the planning and study areas pertaining to the Bryan Texas Health & Wellness Plan. The larger polygon is the study area. This document will examine the existing conditions within these areas.

To help define the status of real estate markets, additional consideration will be given to performance of real estate asset classes within the larger area of Brazos County as well as a geography defined by radius proximity to St. Joseph’s Hospital.

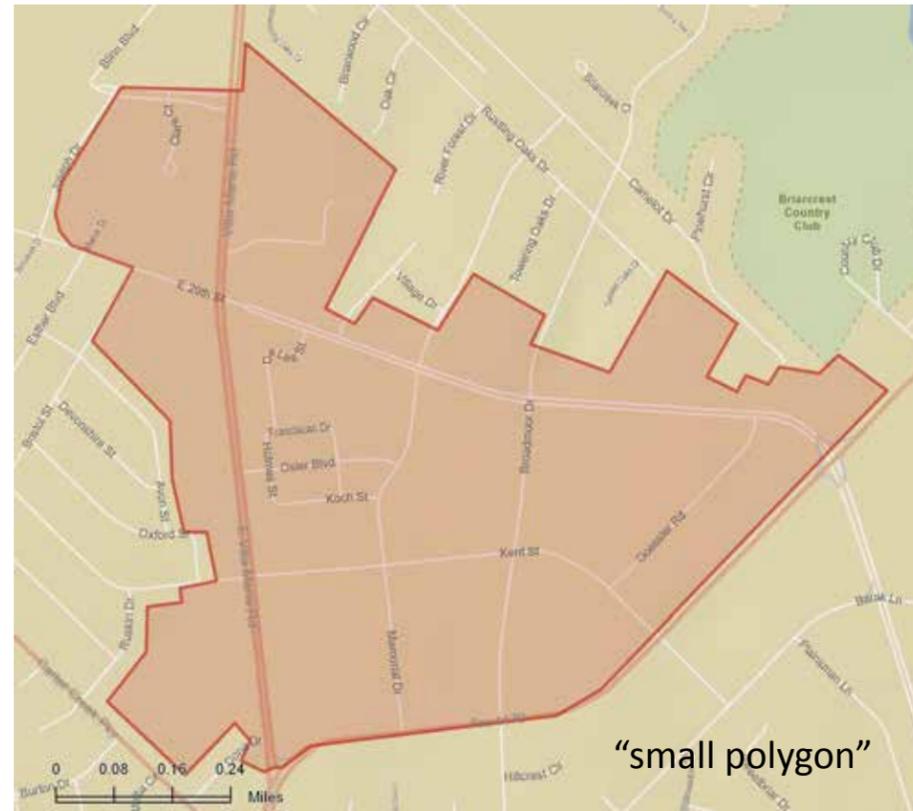
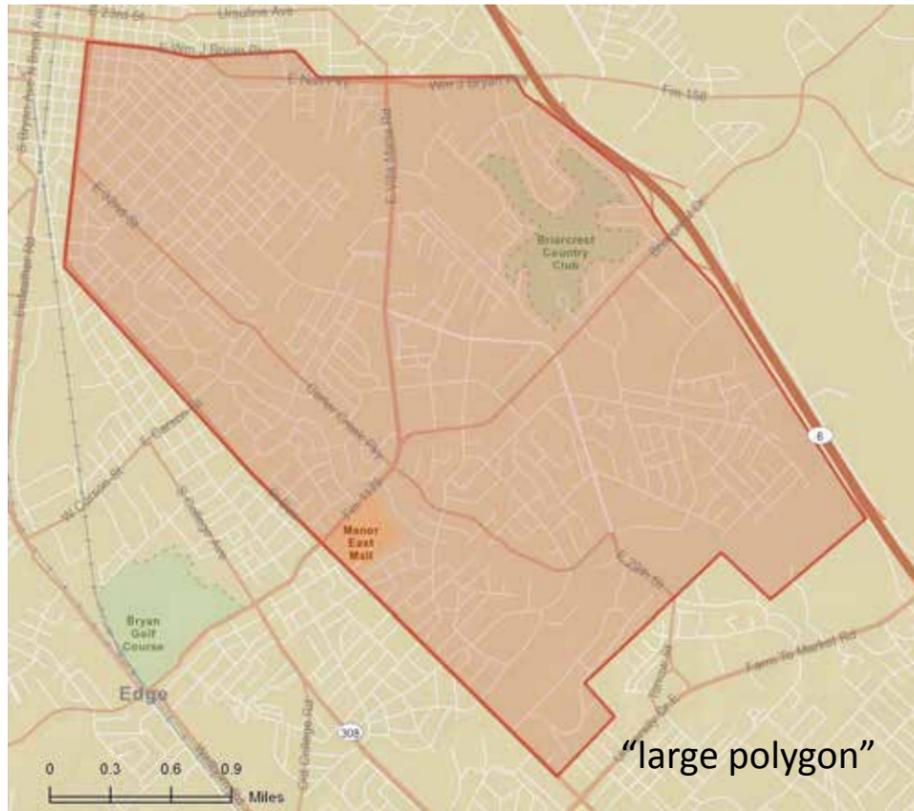
St. Joseph’s Hospital is at the center of the planning area and must play a critical role in defining existing market forces as well as any effort to engineer a future health and wellness district as an overlay on this geography.

Equity has used a variety of sources for the compilation of the materials in this document. Significant contributions have been made by Oldham Goodwin Group in identifying existing properties within the planning area, thereby aiding its analysis.

Equity has also relied upon CoStar, a subscription real estate listing and data service, to identify commercial property and provide analytics of real estate performance. This information has been utilized to draw limited conclusions about supply and demand within the commercial property sector. CoStar purposely does not tract every single parcel or property within its coverage. It does set forth a meaningful list of active commercial properties for lease or that otherwise have been subject to sales transactions. Owner occupied assets are not uniformly included, therefore necessitating a more comprehensive look and the planning area using the local knowledge of Oldham Goodwin Group.

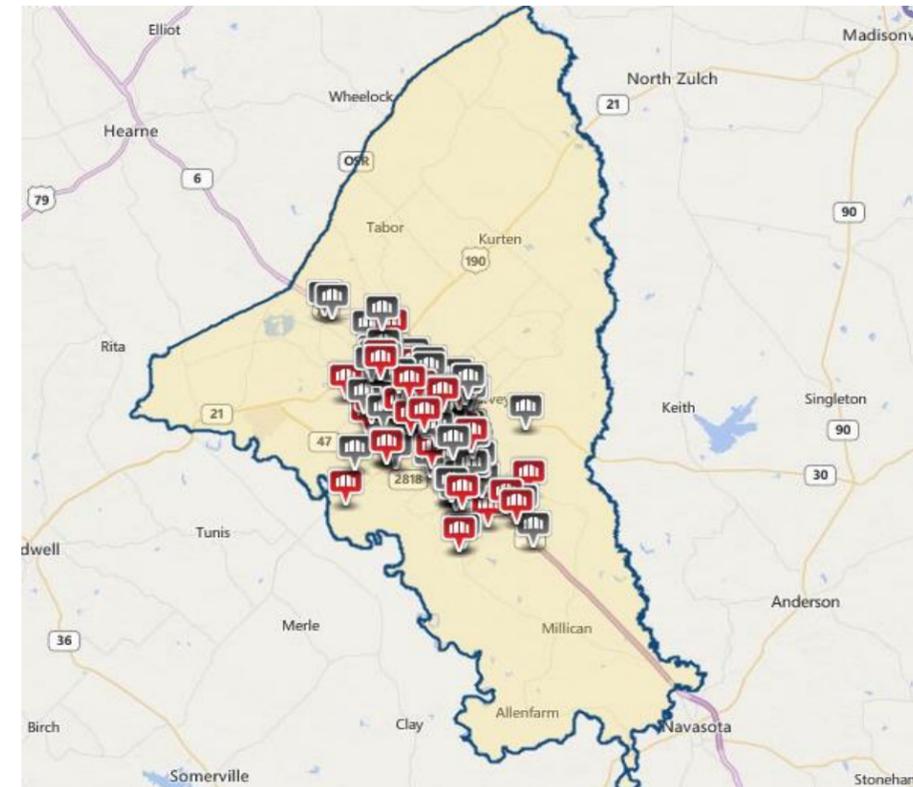
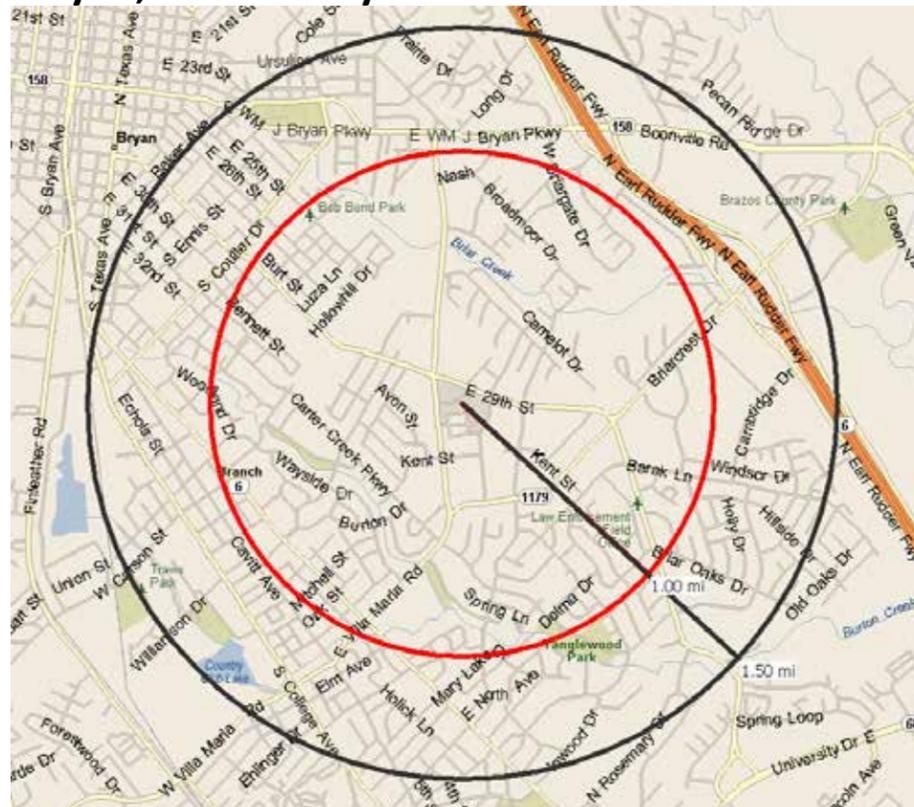
US Census data has also been sourced – using tabulated reports from Site To Do Business, a subscription-based service providing customizable demographic reports.

Defined Sub-Markets for Dataset Analysis



Bryan, Texas Study Area

Bryan, Texas Health & Wellness Planning Area



St. Joseph Hospital Radius Sub-Market

Brazos County, Texas

Equity’s assignment pursuant to an agreement with LRK, has created the focus on the Study & Planning Areas as mapped to the left. To provide context for a better understanding of the existing condition of local real estate sub-markets, a review has also been made of both a radius geography around St. Joseph’s Hospital and the larger area of Brazos County. There are some conclusions and observations that only emerge from a comparative look at these various geographies.

DEMOGRAPHICS

Introduction /Demographic Characteristics

Bryan, Texas

Population of Various Geographies

	2000	2010	2013	2018 Projection	Growth Rate 2013-18
Small Polygon	1,686	1,691	1,823	2,010	1.97%
Small Polygon - Employees			3,845		
St. Joseph 1mi radius	9,346	9,911	10,160	10,781	1.20%
Large Polygon	16,045	16,946	17,423	18,579	1.29%
Large Polygon - Employees			12,230		
Brazos County	152,415	194,851	202,629	217,775	1.45%

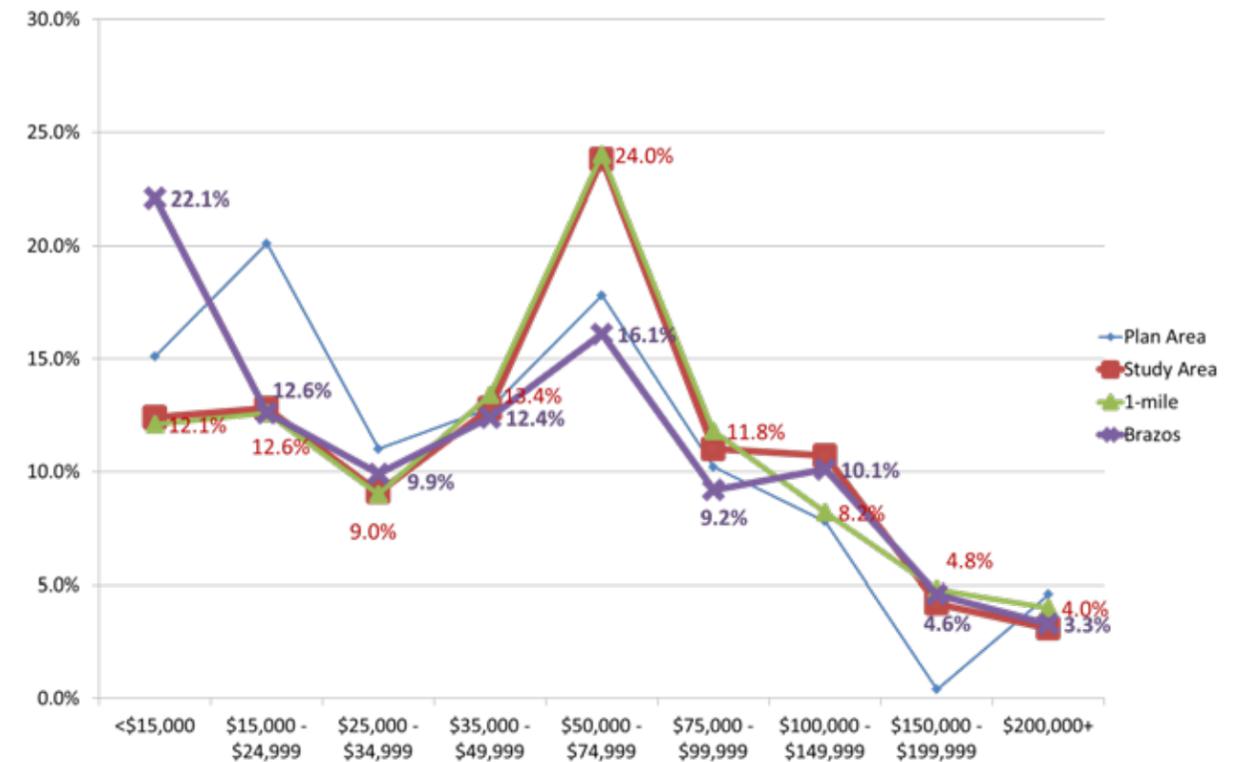
The population growth rate in the small polygon (planning area) is largest, but of least significance given the relatively small population.

City of Bryan

Historical population		
Census	Pop.	%±
1890	2,979	—
1900	3,589	20.5%
1910	4,132	15.1%
1920	6,307	52.6%
1930	7,814	23.9%
1940	11,842	51.5%
1950	18,072	52.6%
1960	27,542	52.4%
1970	33,719	22.4%
1980	44,337	31.5%
1990	55,002	24.1%
2000	65,660	19.4%
2010	76,201	16.1%

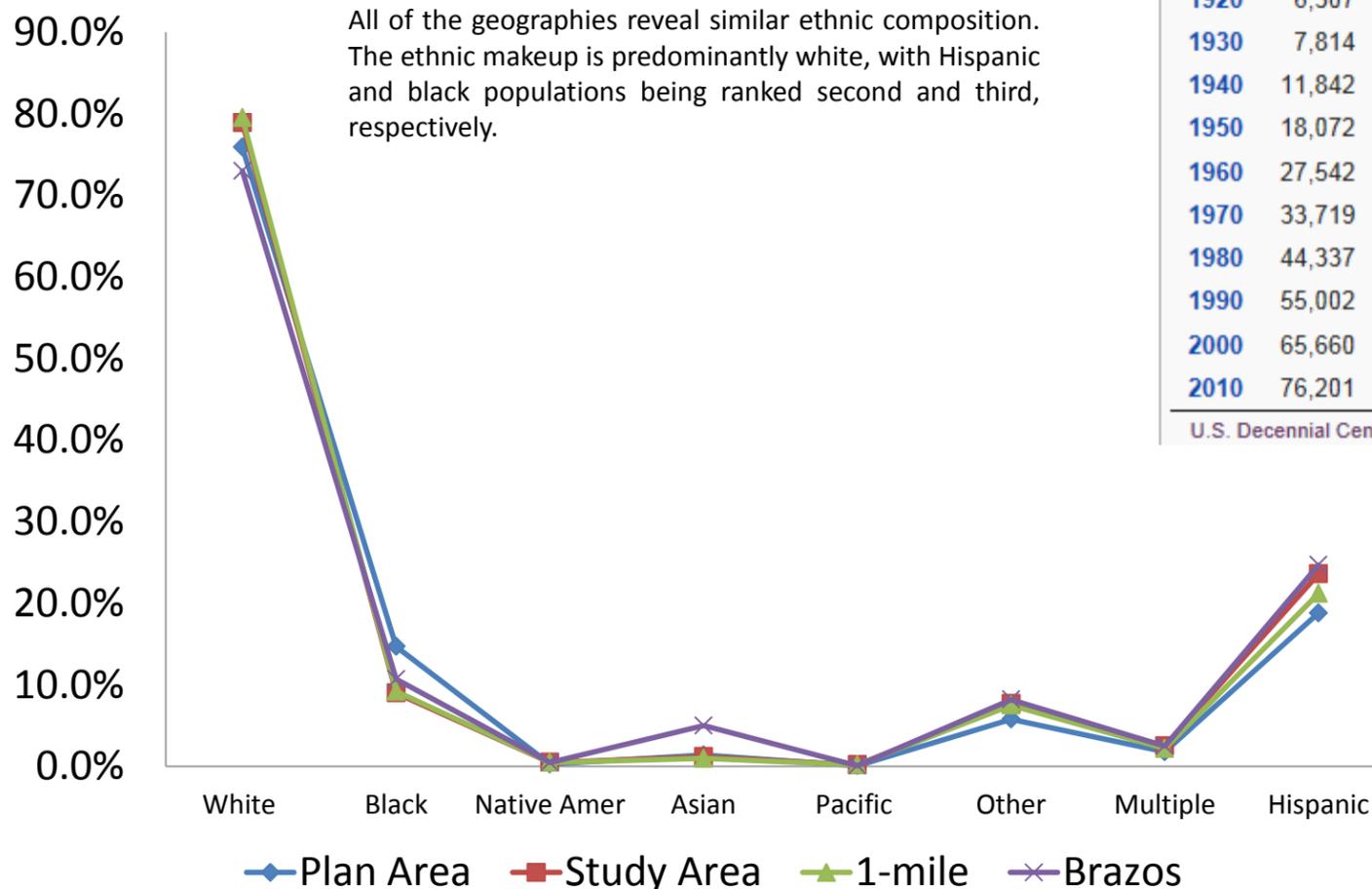
U.S. Decennial Census

Income Distribution by Geography



- The significance of demographic characteristics become clearer when viewed comparatively.
- The graphic above reveals that Brazos County notes income that skews toward lesser affluence, with the highest population of households under \$15,000.
- The Study Area by contrast skews toward middle income, while the Planning Area notes significant low income population and a striking absence of high income earners.
- The Planning Area has relative absence of single family homes, with some apartment stock – in keeping with noted income traits.

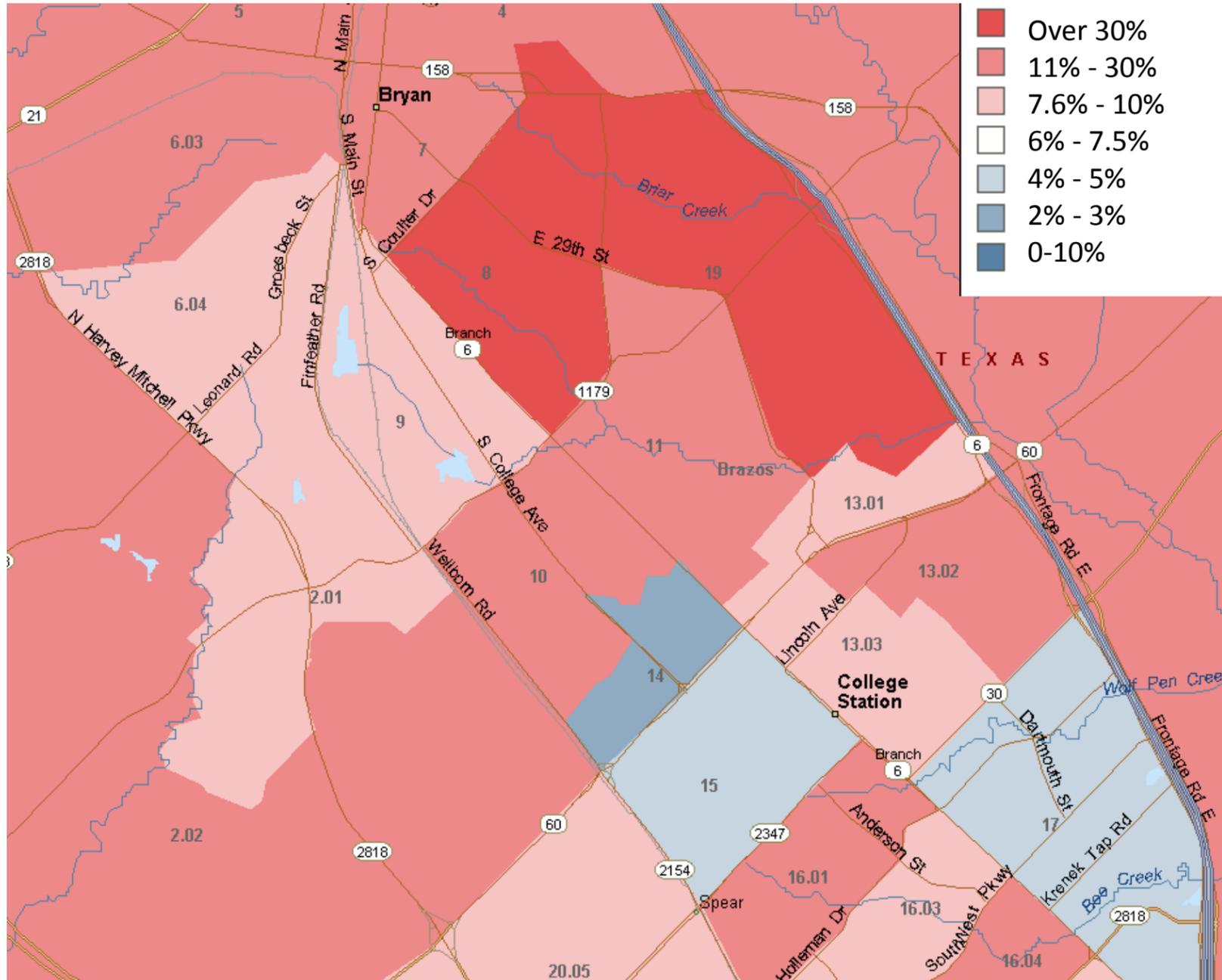
Ethnicity Distribution by Geography



Over Age 55 Population Densities

Due to the presence of an aggregation of seniors housing in the study area, its elderly population is significantly larger.

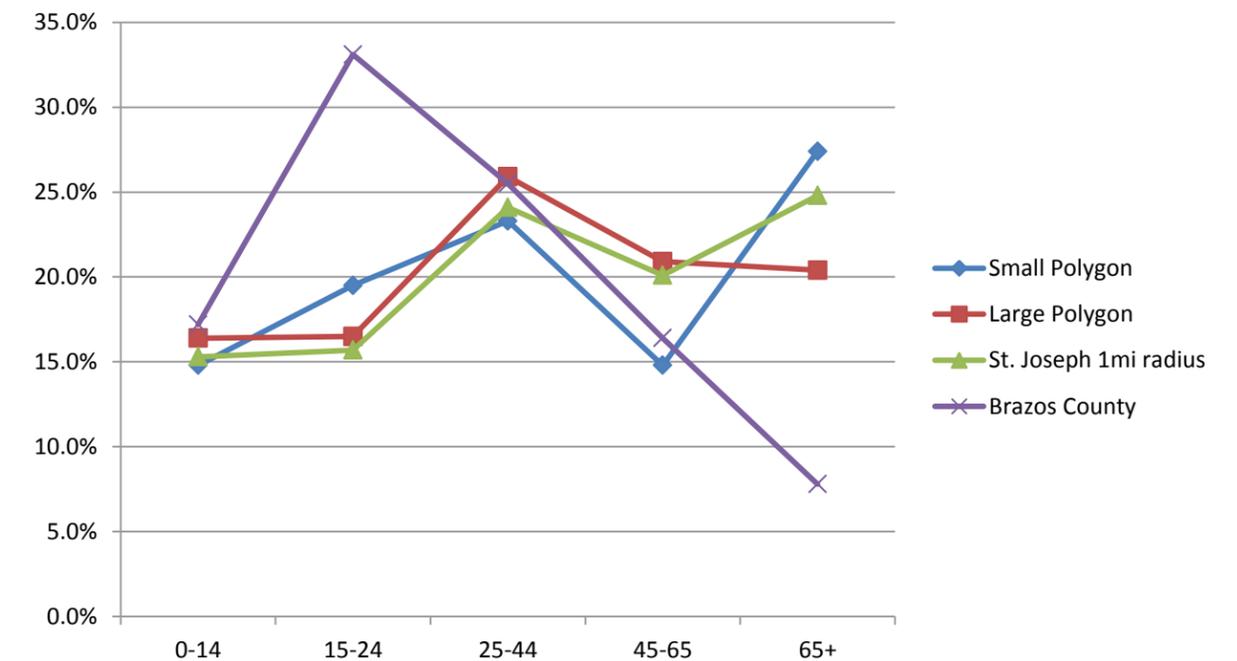
Age: population, 55 years and above (2007) by Census Tract divided by Population: total (2007)



Age Distribution

The small polygon (or planning area) is a significantly older population than the County. The difference is the 15 to 24 years of age cohort – likely driven by higher education population in the larger area. A significant percentage of the very small resident population of the planning area are over 65 years of age.

	Small Polygon	Large Polygon	St. Joseph 1mi radius	Brazos County
0-14	14.8%	16.4%	15.3%	17.2%
15-24	19.5%	16.5%	15.7%	33.1%
25-44	23.3%	25.9%	24.1%	25.5%
45-65	14.8%	20.9%	20.1%	16.4%
65+	27.4%	20.4%	24.8%	7.8%



Bryan, Texas Health & Wellness Study Area Business Summary – “Large Polygon”

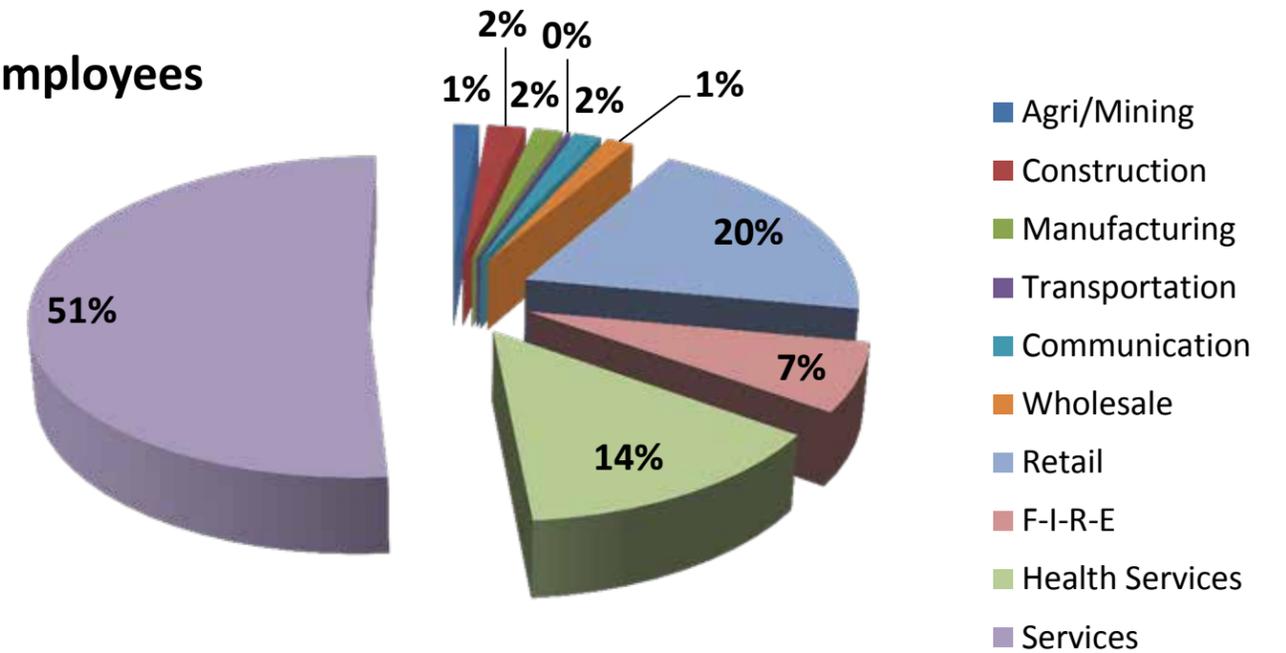
The Bryan Texas study area encompasses a larger geography than the planning area and the relative role of healthcare is somewhat diminished by the presence of other unrelated businesses. The area is dominated by service establishments both in terms of number of businesses and employees. The retail portion of the market notes a larger retail employee segment than the retail business segment in the planning area suggesting larger retailers in the expanded geography.

Data for all businesses in area

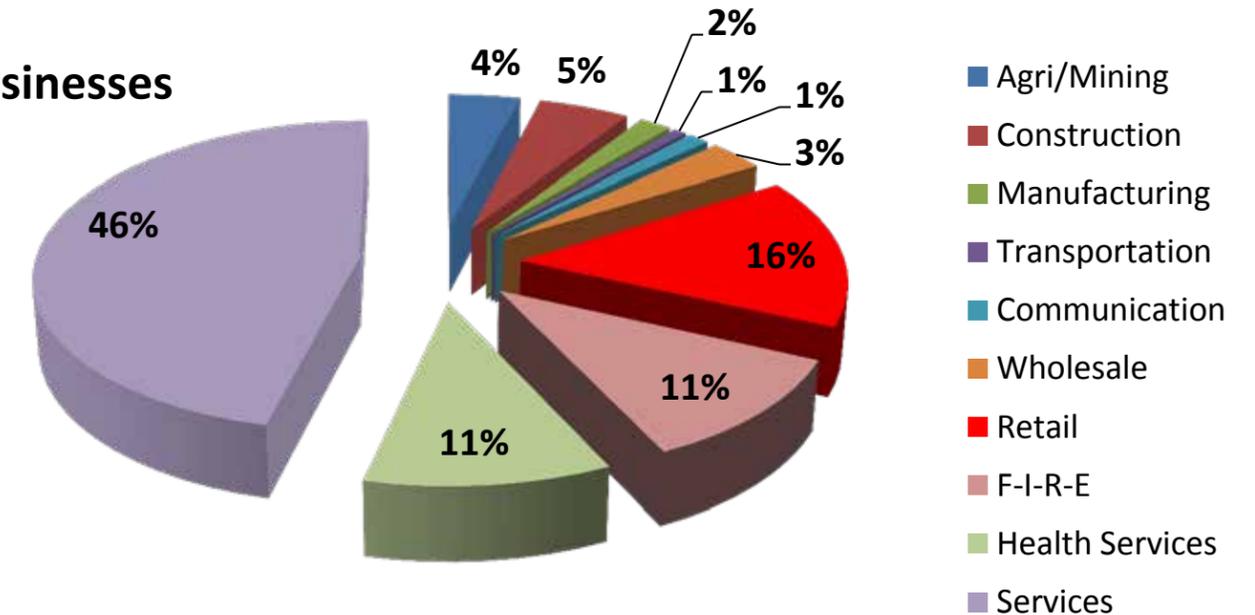
Total Businesses:	1,456
Total Employees:	12,230
Total Residential Population:	17,423
Employee/Residential Population Ratio:	0.70

by SIC Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture & Mining	58	4.0%	167	1.4%
Construction	74	5.1%	251	2.1%
Manufacturing	26	1.8%	190	1.6%
Transportation	11	0.8%	24	0.2%
Communication	18	1.2%	182	1.5%
Utility	0	0.0%	1	0.0%
Wholesale Trade	46	3.2%	179	1.5%
Retail Trade Summary	224	15.4%	2,313	18.9%
Home Improvement	6	0.4%	312	2.6%
General Merchandise Stores	6	0.4%	523	4.3%
Food Stores	18	1.2%	185	1.5%
Auto Dealers, Gas Stations, Auto Aftermarket	25	1.7%	135	1.1%
Apparel & Accessory Stores	14	1.0%	74	0.6%
Furniture & Home Furnishings	28	1.9%	168	1.4%
Eating & Drinking Places	35	2.4%	478	3.9%
Miscellaneous Retail	92	6.3%	438	3.6%
Finance, Insurance, Real Estate Summary	160	11.0%	811	6.6%
Banks, Savings & Lending Institutions	22	1.5%	334	2.7%
Securities Brokers	14	1.0%	50	0.4%
Insurance Carriers & Agents	34	2.3%	81	0.7%
Real Estate, Holding, Other Investment Offices	90	6.2%	345	2.8%
Services Summary	819	56.3%	7,697	62.9%
Hotels & Lodging	7	0.5%	42	0.3%
Automotive Services	21	1.4%	110	0.9%
Motion Pictures & Amusements	22	1.5%	137	1.1%
Health Services	154	10.6%	1,627	13.3%
Legal Services	30	2.1%	105	0.9%
Education Institutions & Libraries	32	2.2%	1,708	14.0%
Other Services	553	38.0%	3,968	32.4%
Government	19	1.3%	414	3.4%
Totals	1,456	100%	12,230	100%

Employees



Businesses



NOTE TO BUSINESSES GRAPHIC ABOVE - REGARDING “OTHER SERVICES”: the Service segment of businesses within the area includes 48 different SIC codes, many small individual groups. We have separated Healthcare Services from the balance of “Other Services” because of its relevance to this study effort and due to its size. What can be said of the remaining businesses in the other category is that they are highly diverse.

Bryan, Texas – Health & Wellness Planning Area Business Summary – “Small Polygon”

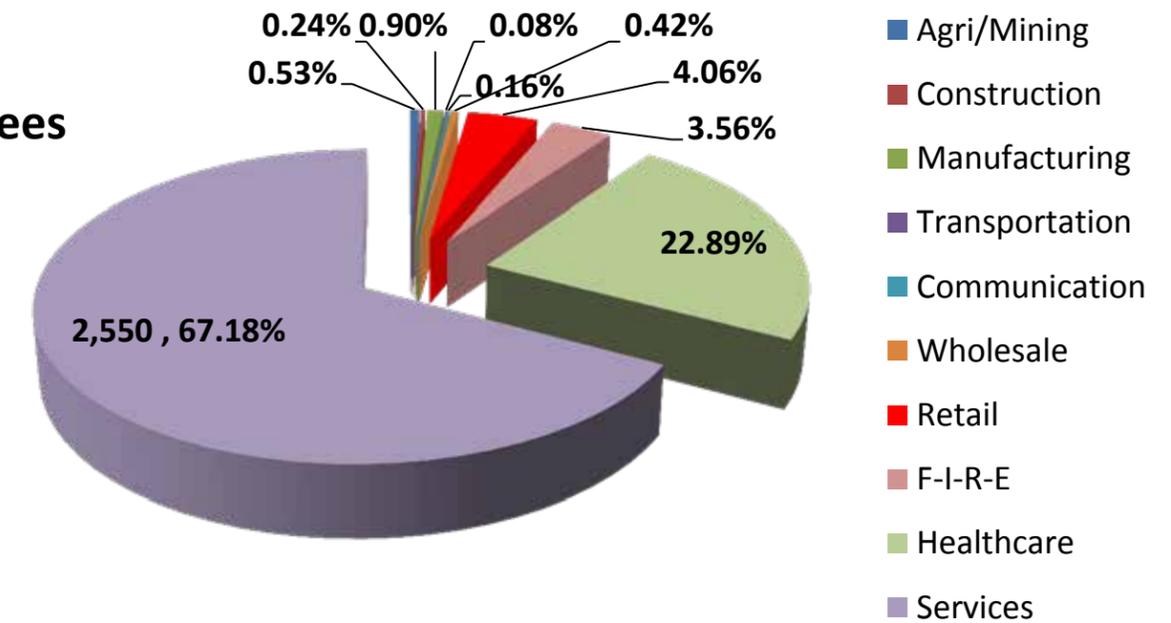
The planning area is dominated by service and healthcare related businesses, both from the number of establishments and employees. The service sector notes a significantly greater number of employees given the nature of those businesses. The breakout of the service sector shows dominance of “other” services, with healthcare representing only 25% of businesses.

Data for all businesses in area

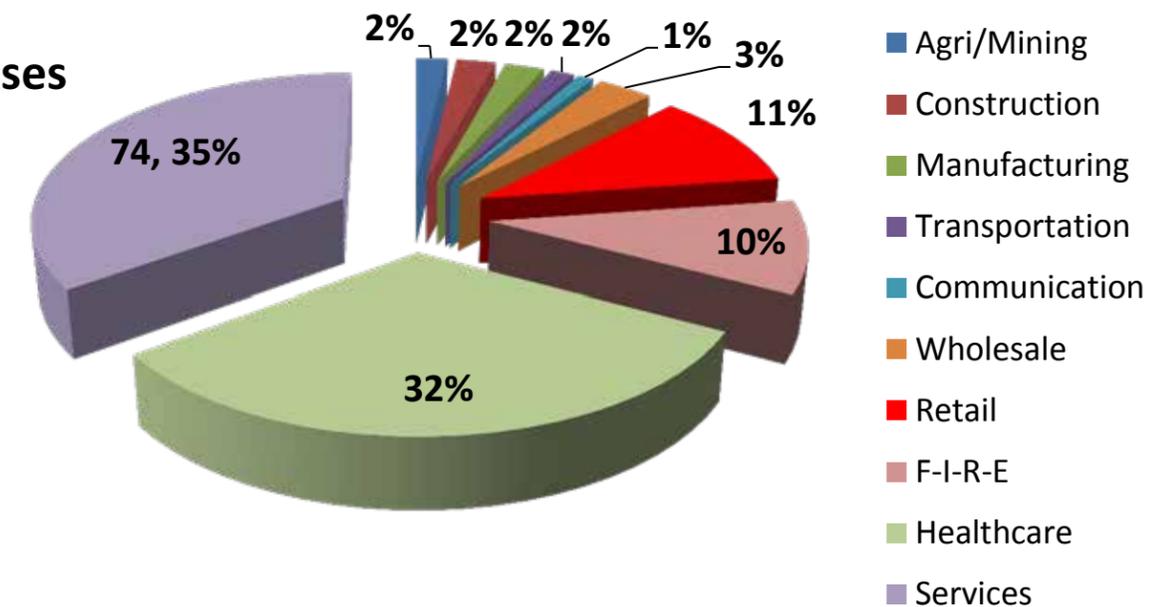
Total Businesses:	213
Total Employees:	3,845
Total Residential Population:	1,823
Employee/Residential Population Ratio:	2.11

by SIC Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture & Mining	4	1.9%	20	0.5%
Construction	5	2.3%	9	0.2%
Manufacturing	5	2.3%	34	0.9%
Transportation	3	1.4%	3	0.1%
Communication	2	0.9%	6	0.2%
Utility	0	0.0%	0	0.0%
Wholesale Trade	7	3.3%	16	0.4%
Retail Trade Summary	22	10.3%	154	4.0%
Home Improvement	0	0.0%	0	0.0%
General Merchandise Stores	0	0.0%	0	0.0%
Food Stores	2	0.9%	4	0.1%
Auto Dealers, Gas Stations, Auto Aftermarket	2	0.9%	7	0.2%
Apparel & Accessory Stores	2	0.9%	16	0.4%
Furniture & Home Furnishings	2	0.9%	7	0.2%
Eating & Drinking Places	1	0.5%	67	1.7%
Miscellaneous Retail	12	5.6%	53	1.4%
Finance, Insurance, Real Estate Summary	21	9.9%	135	3.5%
Banks, Savings & Lending Institutions	2	0.9%	7	0.2%
Securities Brokers	0	0.0%	0	0.0%
Insurance Carriers & Agents	4	1.9%	12	0.3%
Real Estate, Holding, Other Investment Offices	14	6.6%	116	3.0%
Services Summary	142	66.7%	3,419	88.9%
Hotels & Lodging	0	0.0%	0	0.0%
Automotive Services	2	0.9%	12	0.3%
Motion Pictures & Amusements	2	0.9%	3	0.1%
Health Services	68	31.9%	869	22.6%
Legal Services	7	3.3%	23	0.6%
Education Institutions & Libraries	7	3.3%	215	5.6%
Other Services	56	26.3%	2,298	59.8%
Government	3	1.4%	48	1.2%
Totals	213	100%	3,845	100%

Employees



Businesses



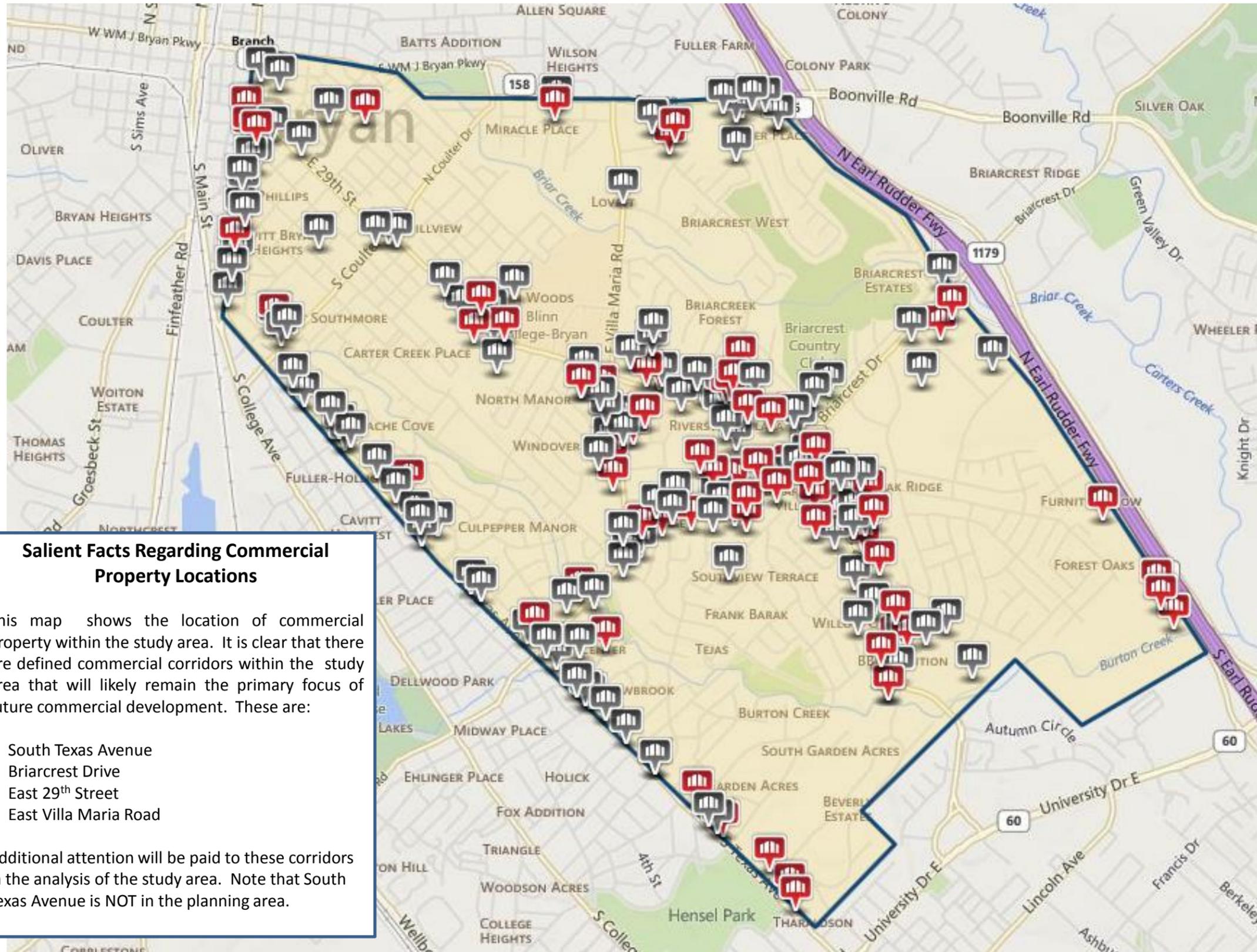
NOTE TO BUSINESSES GRAPHIC ABOVE - REGARDING “OTHER SERVICES”: the Service segment of businesses within the area includes 48 different SIC codes, many small individual groups. We have separated Healthcare Services from the balance of “Other Services” because of its relevance to this study effort and due to its size. What can be said of the remaining businesses in the other category is that they are highly diverse.

REAL ESTATE INTRO

COMMERICAL PROPERTY INVENTORY

Bryan, Texas

Bryan, Texas Study Area Commercial Property Locations – CoStar Tracked Sites



Salient Facts Regarding Commercial Property Locations

This map shows the location of commercial property within the study area. It is clear that there are defined commercial corridors within the study area that will likely remain the primary focus of future commercial development. These are:

- South Texas Avenue
- Briarcrest Drive
- East 29th Street
- East Villa Maria Road

Additional attention will be paid to these corridors in the analysis of the study area. Note that South Texas Avenue is NOT in the planning area.

Commercial Property in the Planning Area



Observations

1. The aerial to the left shows commercial properties within the planning area.
2. The areas shaded with red are owned by St. Joseph's Hospital
3. The areas shaded in blue are owned by the City of Bryan.
4. Commercial properties are variously indicated by yellow or red "pins."
5. The yellow "pins" are those properties for which information was provided by Oldham Goodwin Group.
6. The red "pins" are tracked by CoStar.
7. The yellow "pins" are generally owner occupied.

Commercial & Multi-Family Property in the Planning Area

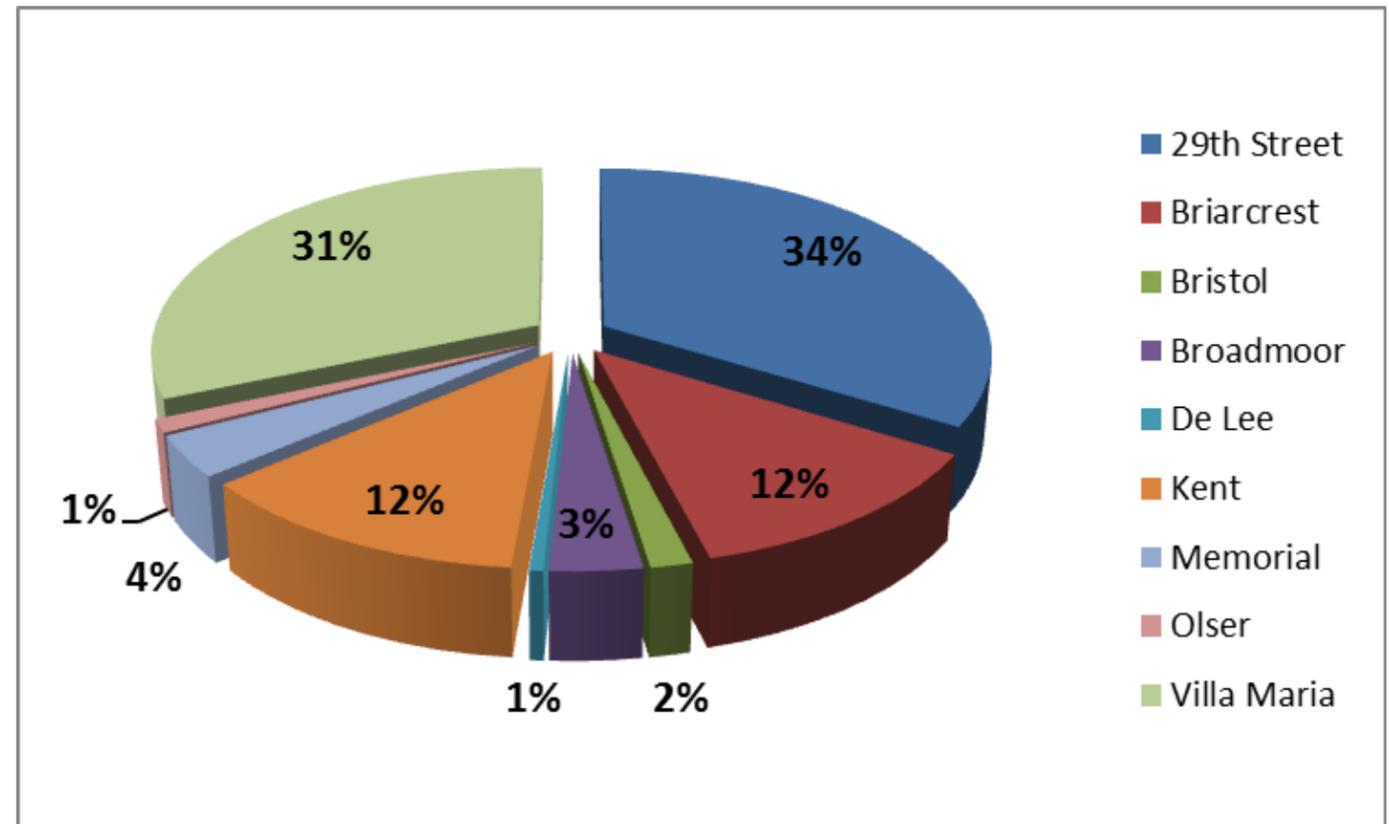
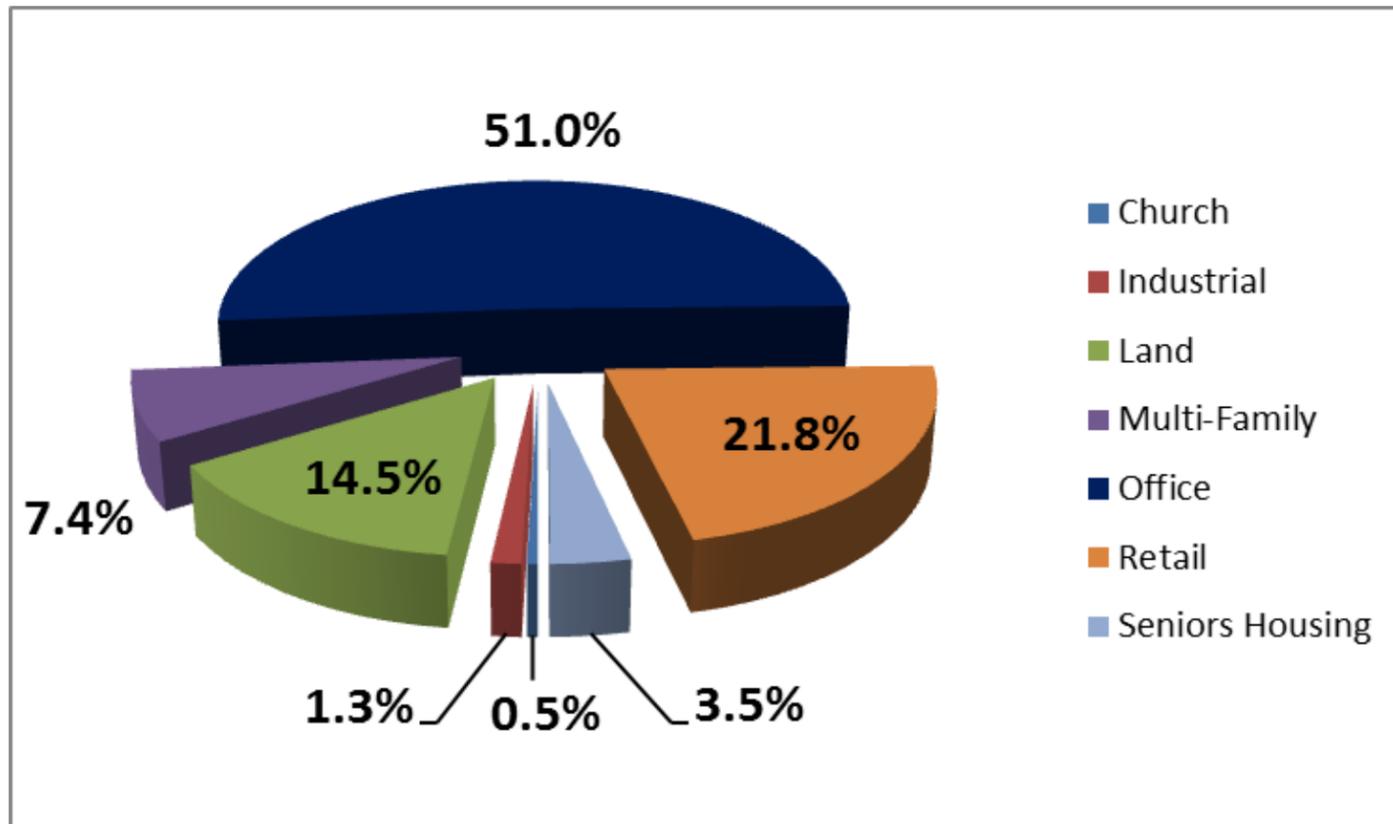
Row Labels	Count of SF	Sum of SF2	%
Church	1	30,047	0.5%
Industrial	3	85,725	1.3%
Land	15	939,067	14.5%
Multi-Family	7	483,279	7.4%
Office	41	3,310,060	51.0%
Retail	16	1,416,688	21.8%
Seniors Housing	3	226,854	3.5%
Grand Total	86	6,491,720	100.0%

Not including the hospital, building types within the planning area skew toward office (51%) and retail (21.8%). Office product include medical office.

The land number is land area .

Row Labels	Count of SF	Sum of SF2	%
29th Street	24	2,189,865	33.7%
Briarcrest	14	794,754	12.2%
Bristol	2	99,177	1.5%
Broadmoor	8	216,857	3.3%
De Lee	1	32,844	0.5%
Kent	5	808,401	12.5%
Memorial	5	236,247	3.6%
Olser	2	76,219	1.2%
Villa Maria	25	2,037,356	31.4%
Grand Total	86	6,491,720	100.0%

Noting the street location of properties in the planning area reveals that 29th Street, Briarcrest, and Villa Maria are dominant commercial corridors. Kent is host to significant multi-family properties.



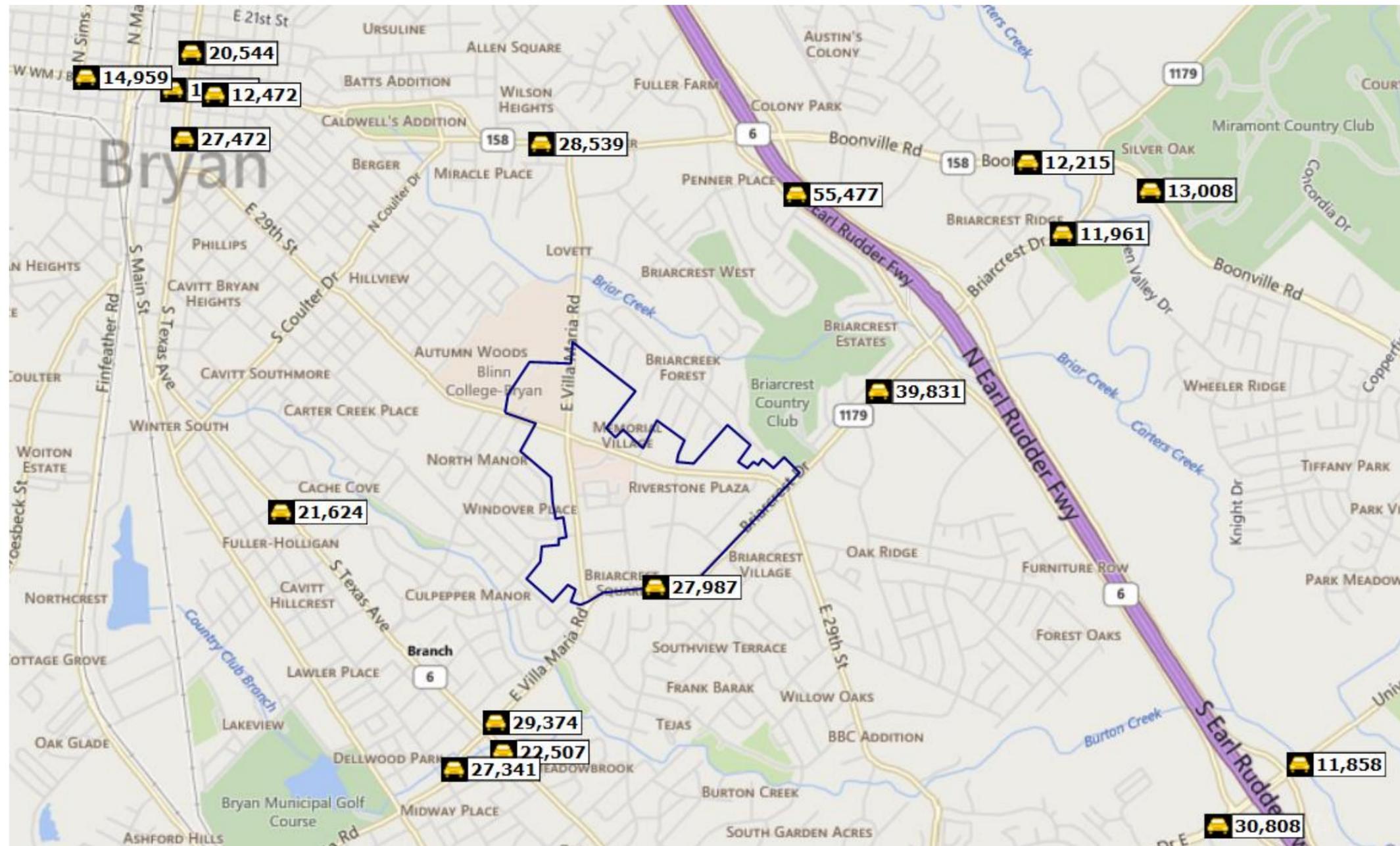
Commercial & Multi-Family Property in the Planning Area

	Building Address	Building Name	Building Status	City	Number Of Units	Owner Name	Owner City State Zip	Percent Leased	Type	Sub-Type
30,047	2001 E VILLA MARIA RD		Existing	Bryan		BEACON BAPTIST CHURCH	BRYAN, TX 77802		Church	Church
30,020	2200 E Villa Maria Rd		Existing	Bryan		Carroll Wayne	Bryan, TX 778022547	100	Industrial	Industrial
29,592	1246 E Villa Maria Rd	Villa Maria Storage	Existing	Bryan		Raymod & Janice Sis	College Station, TX 77841		Industrial	Mini Warehouse
26,113	1729 Briarcrest Dr					Bryan College Station Media Co Inc.	Omaha, NE 68102		Industrial	Industrial Manufacturing
306,954	2900 E 29th St		Existing	Bryan		Borski Homes, Inc.	Bryan, TX 77802		Land	Land
30,049	3040 E 29th St		Existing	Bryan		Abendroth Investments	Shreveport, LA 71101		Land	Land
28,347	3100 E 29th St		Existing	Bryan		Katy Hockley Associates	Houston, TX 77057		Land	Land
	3120 E 29th St		Existing	Bryan					Land	Land
106,637	Briarcrest Dr		Existing	Bryan		Hughes James H & Jan N	College Station, TX 77840		Land	Land
106,637	1551 Briarcrest Dr		Existing	Bryan		Hughes James H & Jan N	College Station, TX 77840		Land	Land
	1401 Bristol St		Existing	Bryan		Bristol Village Partners Llc	Bryan, TX 778033248		Land	Land
	E 29th St		Existing	Bryan		Tau Enterprises Inc	Bryan, TX 77802		Land	Land
99,179	2206 E Villa Maria	The Park on Villa Maria Lot 2	Existing	Bryan					Land	Land
	E Villa Maria Rd @ Kent St		Existing	Bryan		Ernst Charles A Sr & Sue M			Land	Land
28,347	3168 E 29th St		Existing	Bryan		Katy Hockley Associates	Houston, TX 77057		Land	Land
24,260	E 29th St		Existing	Bryan		Don & Sue Simpson	Bryan, TX 77807		Land	Land
48,746	Kent St		Existing	Bryan		Mobley Holdings LLC	Bryan, TX 77802		Land	Land
87,405	E Villa Maria Rd		Existing	Bryan		Charles & Sue Ernst	Bryan, TX 77802		Land	Land
25,398	1202 E Villa Maria Rd		Existing	Bryan		Lowell Jones	Bryan, TX 77805		Land	Office/Land
25,399	1200 E Villa Maria Rd	Jones & Associates	Existing	Bryan		Lowell Jones	Bryan, TX 77806		Land	Office/Land
21,709	1712 Broadmoor Dr		Existing	Bryan		Tyler Moor Jr	College Station, TX 77841		Land	Land
28,345	3130 E 29th St	The Grove Apartments	Existing	Bryan	183	Wilshire Skyline Inc	Los Angeles, CA 900485501		Multi-Family	Multi-Family
37,819	2301 Broadmoor Dr	Riverstone	Existing	Bryan	248	Commerce Capital Partners LLC	San Antonio, TX 78209		Multi-Family	Multi-Family
116,414	2501 E Villa Maria Rd	Crestview Terrace	Existing	Bryan	36	MRC Crestview Terrace	Bryan, TX 77802-203		Multi-Family	Multi-Family
116,412	2503 E Villa Maria Rd	Crestview Place	Existing	Bryan	137	MRC Crestview Terrace	Bryan, TX 77802-203		Multi-Family	Multi-Family
116,413	2507 E Villa Maria Rd	Crestview Unity	Existing	Bryan	85	Methodist Retirement Communities	The Woodlands, TX 77380		Multi-Family	Multi-Family
37,817	2300 Broadmoor Dr					Comcapp Bryan Willowind LLC #103	San Antonio, TX 78217		Multi-Family	Multi-Family
30,059	2701 KENT ST		Existing	Bryan		MEDICAL REALTY GROUP LLC & KENT STREET DC	DALLAS, TX 75206		Multi-Family	Multi-Family
306,954	2900 E 29th St	Bryan Medical Center	Existing	Bryan		Borski Homes Inc	Bryan, TX 77802	100	Office	Office
85,296	2901 E 29th St	Health Center Office Complex	Existing	Bryan		St. Joseph Regional Health Center	Bryan, TX 77802	100	Office	Office
96,927	1121 Briarcrest Dr	Bldg 100 & 200	Existing	Bryan		R&S Leasing		100	Office	Office
97,184	1201 Briarcrest Dr		Existing	Bryan		Dave Mahesh R Nalini M A Nalin	Bryan, TX 778025223	100	Office	Office
96,947	1701 Briarcrest Dr	Brazos Valley Womens Center	Existing	Bryan		Harvest Guard Inc		-	Office	Office
99,177	1401 Bristol St	Bristol Village	Proposed	Bryan		Bristol Village Partners Llc		-	Office	Office
21,713	1713 Broadmoor Dr		Existing	Bryan		Ball Donald A	Bryan, TX 77802	65	Office	Office
21,710	1722 Broadmoor Dr		Existing	Bryan		Walton Ned E	Bryan, TX 77802	83	Office	Office
32,844	2304 De Lee St	Memorial Village	Existing	Bryan		Medicine Chest Pharmacies	Sulphur Springs, TX 754822762	25	Office	Office
	2304-2314 De Lee St	Memorial Village	Existing	Bryan		Medicine Chest Pharmacies	Sulphur Springs, TX 754822762	100	Office	Office
349,768	2504 Kent St		Existing	Bryan		R&S Leasing	Bryan, TX 77802	-	Office	Office
30,070	1301 Memorial Dr		Existing	Bryan		St Joseph Regional Health Center	Bryan, TX 77802	100	Office	Office
38,107	2606 Olser Blvd		Existing	Bryan		Oneal Stephen J Dds	Bryan, TX 77802	100	Office	Office
	2700 Osler Blvd		Existing	Bryan		Paull Barry R & Marcella S	College Station, TX 77845	76	Office	Office
38,112	2721 Osler Blvd		Existing	Bryan		Harrison R H (te)	Bryan, TX 778022518	-	Office	Office
104,640	2010 E Villa Maria Dr		Existing	Bryan		Haji-Haji	Bryan, TX 77802	100	Office	Office

Commercial & Multi-Family Property in the Planning Area

	Building Address	Building Name	Building Status	City	Number Of Units	Owner Name	Owner City State Zip	Percent Leased	Type	Sub-Type
99,179	2206 E Villa Maria Dr		Existing	Bryan		Central Texas Digestive		100	Office	Office
99,178	2308 E Villa Maria Rd		Existing	Bryan		Draehn Commercial Interests Lp	Brenham, TX 778336904	80	Office	Office
101,769	2320 E Villa Maria Rd	Eye Care Center	Existing	Bryan		Don & Sue Simpson	Bryan, TX 77808		Office	Medical Office, Small
92,417	2310 E Villa Maria Rd		Existing	Bryan		Stanley & Leisa Maliska	Bryan, TX 77802		Office	Medical Office, Small
97,314	2100 E Cilla Maria Rd	Ingram Wallis & Company PC,	Existing	Bryan		James D Ingram III	Bryan, TX 77802		Office	Office, Large
30,021	2112 E Villa Maria Rd		Existing	Bryan		Jonathan & Holly Cassens	Bryan, TX 77802		Office	Medical Office, Large
366,369	1700 E Villa Maria Rd	Chapman Decorating Center	Existing	Bryan		Keljade Enterprises Inc	Houston, TX 77024		Office	Office/Warehouse
29,591	1242 E Villa Maria Rd	Progress Supply	Existing	Bryan		Robert Conaway	Bryan, TX 77808		Office	Office/Warehouse
51,003	1240 E Villa Maria Rd	KORA Radio	Existing	Bryan		Brazos Valley Communications LTD	Bryan, TX 77805		Office	Large Office
349,767	2424 Kent St	Scotty's House, Brazos Valley Child Advocacy	Existing	Bryan		Scotty's House, Brazos Valley Child Advocacy	Bryan, TX 77802		Office	Large Office
19,092	1215 E Villa Maria Rd	Coldwell Bank	Existing	Bryan		Broadmoor Interest LLC	Bryan, TX 77802		Office	Large Office
19,090	1111 Briarcrest Dr	Anco Insurance	Existing	Bryan		Anco Insurance Managers Ltd, Linda Gandy	Bryan, TX 77805		Office	Large Office
21,707	1313 Briarcrest		Existing	Bryan		Abbott Business Trust	Bryan, TX 77802		Office	Large Office
21,714	1717 Broadmoor Dr	Dermataloge	Existing	Bryan		Wads Broadmoor Realty, LLC	Bryan, TX 77802		Office	Office
21,712	1719 Broadmoor Dr		Existing	Bryan		Philip & Jennifer Hathaway	Bryan, TX 77802		Office	Medical Office (Dentist Office)
30,061	3200 Kent St	Koronka dental Laboratory	Existing	Bryan		Koronka Living Trust	Bryan, TX 77808		Office	Medical Office (Dentist Office)
19,087	1733 Briarcrest Dr	Patrons of the Center for Teaching Excellence	Existing	Bryan		Briarcrest Commons	Forth Worth, TX 76121		Office	Office
32,663	2400 Broadmoor Dr		Existing	Bryan		Broadmoor Professional Building Ltd	College Station, TX 77845		Office	Office
32,856	2725 E 29TH ST		Existing	Bryan		LINDSAY MARK B & PATRICIA	BRYAN, TX 77802		Office	Medical Office
32,860	2729 E 29TH ST B	Marway Business Services	Existing	Bryan		MCGUIRE R WAYNE & MARTICA	BRYAN, TX 77802		Office	Medical Office
32,857	2701 E 29TH ST A	Brazos Orthopedic Physical Therapy	Existing	Bryan		M T WARD CAPITAL L.L.C.	BRYAN, TX 77802-2504		Office	Medical Office
99,658	2806 E 29TH ST	The Retina Center	Existing	Bryan		RETINA CENTER HOLDINGS LLC	BRYAN, TX 77802		Office	Medical Office
38,132	2800 E 29TH ST	COLLEGE STATION MEDICAL CENTER	Existing	Bryan		BRAZOS VALLEY OF TEXAS L.P.	COLLEGE STATION, TX 77845		Office	Medical Office
38,133	1411 MEMORIAL DR	Guardian Healthcare Healthwise	Existing	Bryan		H ROBERTSON PROPERTY DEVELOPMENT CO	BREMOND, TX 76629		Office	Office
38,121	1318 MEMORIAL DR	Brazos Valley Rehabilitation Center	Existing	Bryan		TEXARKANA EASTER SEAL SOCIETY INC	TEXARKANA, TX 75501		Office	Medical Office
38,126	2011 E VILLA MARIA RD A		Existing	Bryan		BONARRIGO PAUL V ETAL	BRYAN, TX 77808		Office	Medical Office
38,134	2301 E VILLA MARIA RD		Existing	Bryan		S & D BENTLEY LLC	MANVEL, TX 77578		Office	Medical Office
99,176	2301 E 29th St	Hillier	Existing	Bryan		Carriage Services, Inc.	Houston, TX 770566500	100	Retail	General Retail
32,832	2611-2613 E 29th St		Existing	Bryan		Michael A & Ashley M Garratt	College Station, TX 778454641	-	Retail	General Retail
76,896	3030 E 29th St		Existing	Bryan		Gge Ltd	Bryan, TX 77802	48	Retail	General Retail (Neighborhood Center)
40,227	3303 E 29th St	Twin City Furniture	Existing	Bryan		Skf Enterprises	Bryan, TX 77802	100	Retail	General Retail
107,097	3300 E 29th St		Existing	Bryan		29-briarcrest L P	Houston, TX 77024	100	Retail	General Retail (Strip Center)
19,086	3312 E 29th St	Walgreens	Existing	Bryan		Cole Wg Bryan Tx Llc	Deerfield, IL 600155121	100	Retail	General Retail (Strip Center)
19,088	1673 Briarcrest Dr	Travis Landing	Existing	Bryan		Kovak & Company	Bryan, TX 77802	85	Retail	General Retail (Neighborhood Center)
301,873	2501 E 29th St	Pete's Auto Care	Existing	Bryan		Panagiotis & Janet Kountakis	College Station, TX 77845		Retail	Service Garage
305,880	2401 E 29th St	Pete's Exxon	Existing	Bryan		Panagiotis Kountakis	Bryan, TX 77802		Retail	Convenience Store
19,091	Briarcrest Dr					Anco Insurance Managers Ltd, Linda Gandy	Bryan, TX 77805		Retail	Parking Lot
40,522	1403 Briarcrest Dr		Existing	Bryan		Malik & Andleeb Hemani	Sugar Land, TX 77479		Retail	Convenience Store
106,636	1621 Briarcrest Dr		Existing	Bryan		American Lube Centers Bryan Assets, LLC	Bryan, TX 77802		Retail	Mini-Lub Garage
19,088	1673 Briarcrest Dr		Existing	Bryan		Donald Ball	Bryan, TX 77802		Retail	Community Shopping Center
99,050	3231 E 29th St	Ken Martin's Steak House	Existing	Bryan		Martin Family Investments LP	Bryan, TX 77802		Retail	Restaurant
32,833	2609 E 29TH ST		Existing	Bryan		WALKER ELVIN & MABLE	COLLEGE STATION, TX 77845		Retail	Carwash
97,313	2305 E VILLA MARIA RD	Villa Maria Chevron	Existing	Bryan		JOHNSON STANLEY WILTON	BRYAN, TX 77805		Retail	Automotive Service Center
32,776	2410 Memorial Dr	Waldenbrooke Estates	Existing	Bryan	181-200	Titan Real Estate Investment Group, Inc.	El Segundo, CA 90245	-	Seniors Housing	Health Care
96,931	2505 E Villa Maria Rd	Crestview Retirement Community	Existing	Bryan		The Aldersgate Trust	The Woodlands, TX 77380		Seniors Housing	Convalescent Hospital / Nursing Home
97,147	1401 MEMORIAL DR		Existing	Bryan		SHERWOOD HEALTH CARE INC	BRYAN, TX 77802		Seniors Housing	Convalescent Hospital/Nursing Home

Existing Traffic Counts



HEALTHCARE

Healthcare Real Estate Data & Mapping

Bryan, Texas

Medical Expenditures

STDB – US Census Data

Planning Area

Medical Expenditures

Bryan TX small polygon

Prepared by Equity Inc.

Demographic Summary	2013	2018	
Population	1,823	2,010	
Households	930	1,049	
Families	368	398	
Median Household Income	\$38,551	\$44,857	
Males per 100 Females	76.6	77.1	
Population By Age			
Population <5 Years	6.5%	5.9%	
Population 65+ Years	30.2%	34.0%	
Median Age	37.9	42.4	
	Spending Potential Index	Average Amount Spent	Total
Health Care	82	\$3,641.32	\$3,386,431
Medical Care	80	\$1,584.76	\$1,473,830
Physician Services	80	\$202.51	\$188,334
Dental Services	80	\$306.56	\$285,103
Eyecare Services	79	\$40.43	\$37,598
Lab Tests, X-Rays	75	\$48.20	\$44,824
Hospital Room and Hospital Services	82	\$136.95	\$127,365
Convalescent or Nursing Home Care	88	\$13.15	\$12,226
Other Medical services (1)	77	\$83.88	\$77,982
Nonprescription Drugs	80	\$99.85	\$92,860
Prescription Drugs	80	\$387.80	\$360,657
Nonprescription Vitamins	78	\$51.54	\$47,935
Medicare Prescription Drug Premium	88	\$74.11	\$68,926
Eyeglasses and Contact Lenses	79	\$68.04	\$63,274
Hearing Aids	86	\$17.57	\$16,343
Medical Equipment for General Use	86	\$3.78	\$3,517
Other Medical Supplies (2)	82	\$50.43	\$46,885
Health Insurance	83	\$2,056.56	\$1,912,601
Blue Cross/Blue Shield	81	\$645.33	\$600,160
Commercial Health Insurance	83	\$386.61	\$359,548
Health Maintenance Organization	83	\$346.87	\$322,593
Medicare Payments	87	\$425.34	\$395,567
Long Term Care Insurance	78	\$73.78	\$68,614
Other Health Insurance (3)	82	\$178.62	\$166,118

Brazos County

Medical Expenditures

brazos county demos
Brazos County, TX (48041)
Geography: County

Prepared by Equity Inc.

Demographic Summary	2013	2018	
Population	202,629	217,775	
Households	74,737	80,681	
Families	39,827	42,724	
Median Household Income	\$40,468	\$51,824	
Males per 100 Females	102.7	102.7	
Population By Age			
Population <5 Years	6.3%	6.4%	
Population 65+ Years	7.8%	9.1%	
Median Age	24.9	25.9	
	Spending Potential Index	Average Amount Spent	Total
Health Care	79	\$3,514.82	\$262,686,955
Medical Care	79	\$1,554.61	\$116,186,898
Physician Services	81	\$205.14	\$15,331,392
Dental Services	77	\$292.83	\$21,884,951
Eyecare Services	81	\$40.97	\$3,061,997
Lab Tests, X-Rays	81	\$52.27	\$3,906,505
Hospital Room and Hospital Services	86	\$142.68	\$10,663,174
Convalescent or Nursing Home Care	67	\$9.96	\$744,389
Other Medical services (1)	80	\$87.13	\$6,511,993
Nonprescription Drugs	82	\$101.81	\$7,608,675
Prescription Drugs	76	\$370.07	\$27,658,227
Nonprescription Vitamins	78	\$51.73	\$3,865,929
Medicare Prescription Drug Premium	74	\$62.01	\$4,634,286
Eyeglasses and Contact Lenses	80	\$69.03	\$5,159,414
Hearing Aids	71	\$14.42	\$1,078,073
Medical Equipment for General Use	72	\$3.17	\$236,560
Other Medical Supplies (2)	83	\$51.40	\$3,841,332
Health Insurance	79	\$1,960.21	\$146,500,058
Blue Cross/Blue Shield	80	\$636.51	\$47,570,821
Commercial Health Insurance	85	\$396.46	\$29,630,499
Health Maintenance Organization	80	\$335.43	\$25,068,950
Medicare Payments	74	\$365.30	\$27,301,469
Long Term Care Insurance	67	\$63.18	\$4,721,553
Other Health Insurance (3)	75	\$163.33	\$12,206,766

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding.

(1) Other Medical Services includes Services by Medical Professionals other than Physicians, Nursing Services, Therapeutic Treatments, Blood Donation, Ambulance, Emergency Room, and Outpatient Hospital Services

(2) Other Medical Supplies includes Topicals, Dressings, Supportive and Convalescent Medical Equipment, Rental of Medical Equipment for General Use, and Rental of Supportive and Convalescent Medical Equipment.

(3) Other Health Insurance includes Medicare Supplements and Other Health Insurance excluding Blue Cross/Blue Shield.

Source: Esri forecasts for 2013 and 2018; Consumer Spending data are derived from the 2010 and 2011 Consumer Expenditure Surveys, Bureau of Labor statistics

Medical Expenditures

STDB – US Census Data

Study Area

Medical Expenditures

Bryan TX large polygon

Prepared by Equity Inc.

	2013	2018	
Demographic Summary			
Population	17,423	18,579	
Households	7,697	8,264	
Families	4,090	4,304	
Median Household Income	\$51,928	\$61,418	
Males per 100 Females	90.0	90.2	
Population By Age			
Population <5 Years	8.0%	5.9%	
Population 65+ Years	20.4%	22.4%	
Median Age	36.1	37.7	
	Spending Potential Index	Average Amount Spent	Total
Health Care	96	\$4,272.70	\$32,886,948
Medical Care			
Physician Services	94	\$237.25	\$1,826,120
Dental Services	94	\$359.43	\$2,766,547
Eyecare Services	93	\$47.19	\$363,255
Lab Tests, X-Rays	94	\$60.87	\$468,484
Hospital Room and Hospital Services	95	\$158.67	\$1,221,314
Convalescent or Nursing Home Care	99	\$14.67	\$112,912
Other Medical services (1)	91	\$99.85	\$768,560
Nonprescription Drugs	94	\$116.46	\$896,375
Prescription Drugs	96	\$462.74	\$3,561,694
Nonprescription Vitamins	89	\$58.90	\$453,380
Medicare Prescription Drug Premium	101	\$84.83	\$652,938
Eyeglasses and Contact Lenses	95	\$81.67	\$628,633
Hearing Aids	105	\$21.52	\$165,611
Medical Equipment for General Use	102	\$4.47	\$34,400
Other Medical Supplies (2)	95	\$58.45	\$449,932
Health Insurance			
Blue Cross/Blue Shield	96	\$766.33	\$5,898,406
Commercial Health Insurance	97	\$451.49	\$3,475,101
Health Maintenance Organization	94	\$390.41	\$3,004,996
Medicare Payments	100	\$492.86	\$3,793,513
Long Term Care Insurance	97	\$91.47	\$704,007
Other Health Insurance (3)	98	\$213.17	\$1,640,770

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding.

(1) **Other Medical Services** includes Services by Medical Professionals other than Physicians, Nursing Services, Therapeutic Treatments, Blood Donation, Ambulance, Emergency Room, and Outpatient Hospital Services

(2) **Other Medical Supplies** includes Topicals, Dressings, Supportive and Convalescent Medical Equipment, Rental of Medical Equipment for General Use, and Rental of Supportive and Convalescent Medical Equipment.

(3) **Other Health Insurance** includes Medicare Supplements and Other Health Insurance excluding Blue Cross/Blue Shield.

Source: Esri forecasts for 2013 and 2018; Consumer Spending data are derived from the 2010 and 2011 Consumer Expenditure Surveys, Bureau of Labor statistics

July 16, 2014

St. Joseph 1mi radius

Medical Expenditures

1mile radius St. Joseph
Ring: 1 mile radius

Prepared by Equity Inc.

Latitude: 30.656389

Longitude: -96.347016

	2013	2018	
Demographic Summary			
Population	10,160	10,781	
Households	4,611	4,956	
Families	2,385	2,493	
Median Household Income	\$51,894	\$60,865	
Males per 100 Females	86.9	86.7	
Population By Age			
Population <5 Years	5.7%	5.6%	
Population 65+ Years	24.8%	26.9%	
Median Age	39.2	40.9	
	Spending Potential Index	Average Amount Spent	Total
Health Care	99	\$4,410.37	\$20,336,225
Medical Care			
Physician Services	98	\$1,924.10	\$8,872,022
Dental Services	96	\$242.60	\$1,118,651
Eyecare Services	97	\$371.71	\$1,713,940
Eyecare Services	95	\$48.51	\$223,684
Lab Tests, X-Rays	96	\$61.81	\$284,992
Hospital Room and Hospital Services	97	\$161.99	\$746,940
Convalescent or Nursing Home Care	106	\$15.74	\$72,575
Other Medical services (1)	93	\$101.91	\$469,945
Nonprescription Drugs	97	\$119.73	\$552,091
Prescription Drugs	99	\$478.18	\$2,204,894
Nonprescription Vitamins	92	\$60.76	\$280,183
Medicare Prescription Drug Premium	107	\$89.78	\$413,982
Eyeglasses and Contact Lenses	97	\$83.85	\$386,615
Hearing Aids	111	\$22.70	\$104,658
Medical Equipment for General Use	107	\$4.67	\$21,552
Other Medical Supplies (2)	97	\$60.14	\$277,319
Health Insurance			
Blue Cross/Blue Shield	100	\$2,486.27	\$11,464,203
Blue Cross/Blue Shield	99	\$785.32	\$3,621,129
Commercial Health Insurance	99	\$460.37	\$2,122,744
Health Maintenance Organization	97	\$402.64	\$1,856,561
Medicare Payments	106	\$519.73	\$2,396,489
Long Term Care Insurance	102	\$95.82	\$441,843
Other Health Insurance (3)	102	\$222.39	\$1,025,437

Brazos County Hospitals

St. Joseph Regional Health Center
316 bed/ Level II Trauma Center



College Station Medical Center
119 bed/ Level III Trauma Center



Scott & White Healthcare
143 bed/ Level III Trauma Center



The Physicians Centre
16 bed/ Specialty Outpatient



St. Joseph Hospital – Anchor Healthcare Provider

Name and Address: **Saint Joseph Regional Health Center**

2801 Franciscan Drive
Bryan, TX 77802

Telephone Number: (979) 776-3777

Hospital Website: www.st-joseph.org/sjrhc

CMS Certification Number: 450011

Type of Facility: Short Term Acute Care

Type of Control: Voluntary Nonprofit, Church

Total Staffed Beds: 232

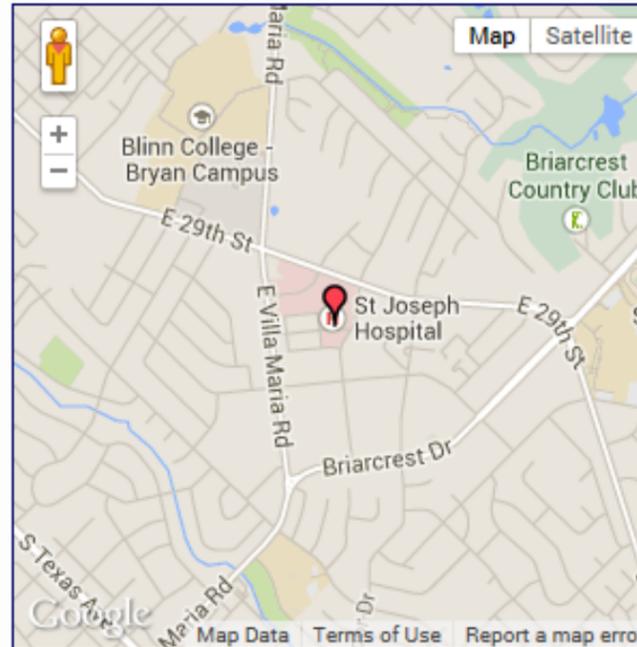
Total Patient Revenue: \$1,314,771,072

Total Discharges: 16,143

Total Patient Days: 71,254

TPS Quality Score: 57.92

NOTES



Clinical Services

Definitions

Cardiovascular Services

Cardiac Cath Lab
Cardiac Rehab
Cardiac Surgery
Coronary Interventions
Electrophysiology
Vascular Intervention

Emergency Services

Emergency Department
Trauma Center - ACS/COT Verified

Neurosciences

Electroencephalography (EEG)
Sleep Studies

Oncology Services

Cancer Program - ACS/CoC Approved
Chemotherapy
Radiation Therapy

Orthopedic Services

Arthroscopy
Joint Replacement
Spine Surgery

Other Services

Home Health
Lithotripsy (ESWL)
Obstetrics

Radiology / Nuclear Medicine / Imaging

Computed Tomography (CT)
Computed Tomography-Angiography (CTA)
Intensity-Modulated Radiation Therapy (IMRT)
Magnetic Resonance Imaging (MRI)
Positron Emission Tomography (PET)
Single Photon Emission Computerized Tomography (SPECT)

Rehabilitation Services

Physical Therapy
Speech Therapy

Special Care

Intensive Care Unit (ICU)

Subprovider Units

Rehabilitation

Surgery

Inpatient Surgery

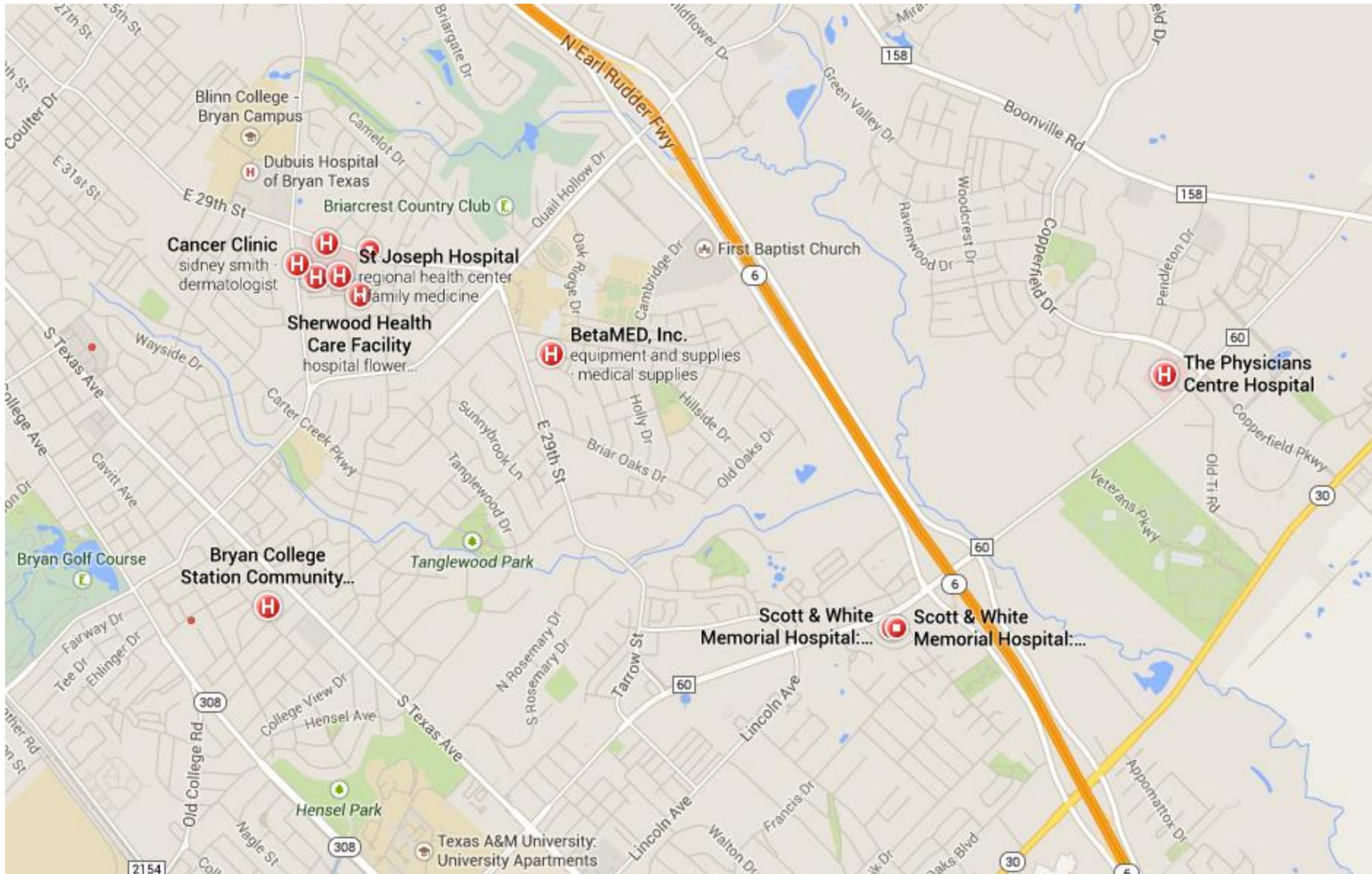
Wound Care

Wound Care

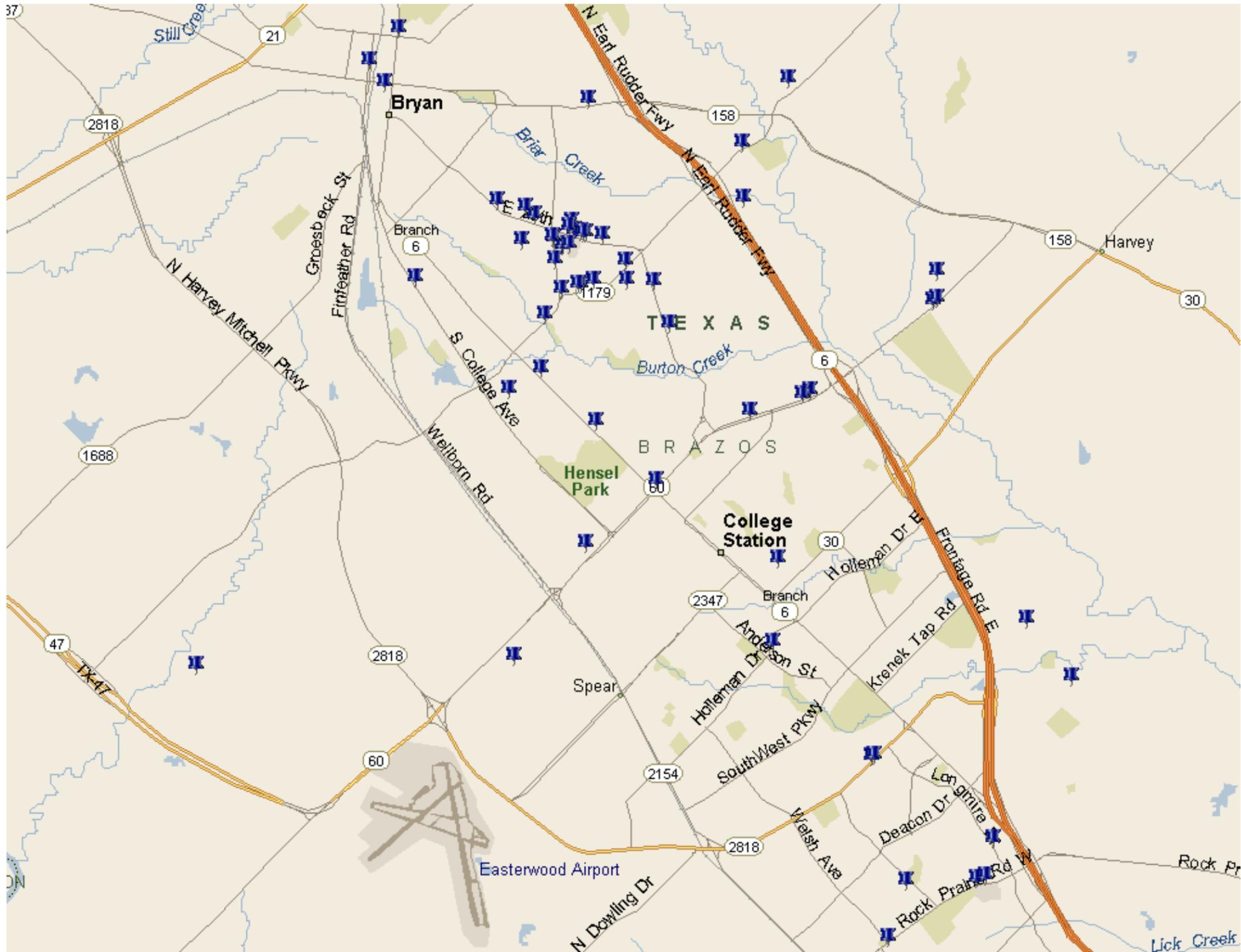
	Number Medicare Inpatients	Average Length of Stay	Average Charges	Medicare Case Mix Index (CMI)
Cardiology	1,093	3.76	\$33,408	0.9818
Cardiovascular Surgery	337	5.25	\$119,614	3.4123
Gynecology	26	2.35	\$38,348	1.0963
Medicine	1,813	5.43	\$33,040	1.1377
Neurology	406	3.72	\$35,187	1.1236
Neurosurgery	57	5.12	\$84,071	2.9279
Oncology	76	4.70	\$39,374	1.4970
Orthopedic Surgery	825	3.29	\$65,696	2.1036
Orthopedics	167	3.60	\$28,435	0.9627
Psychiatry	35	3.14	\$25,273	0.8438
Pulmonology	879	5.08	\$40,283	1.3084
Surgery	422	8.12	\$97,425	3.3974
Surgery for Malignancy	19	4.00	\$56,383	2.0126
Urology	511	4.42	\$35,336	1.1340
Vascular Surgery	115	3.49	\$54,915	1.8136
Total	6,784	4.72	\$47,409	1.5314

APC Number	APC Description	Patient Claims	Average Charge	Average Cost
0108	Insertion/Replacement/Repair of AICD Leads, Generator, and Pacing Electrode	42	\$11,386	\$922
0107	Insertion of Cardioverter-Defibrillator Pulse Generator	45	\$9,375	\$759
0412	IMRT Treatment Delivery	127	\$2,316	\$263
0615	Level 4 Type A Emergency Visits	3,086	\$1,231	\$158
8003	Level II Extended Assessment & Management Composite	848	\$6,470	\$315
0301	Level II Radiation Therapy	323	\$1,023	\$116
0083	Coronary Angioplasty, Valvuloplasty, and Level I Endovascular Revasculariza	113	\$5,690	\$701
0616	Level 5 Type A Emergency Visits	1,564	\$1,938	\$248
0080	Diagnostic Cardiac Catheterization	167	\$14,638	\$1,185
0308	Positron Emission Tomography (PET) imaging	325	\$5,068	\$455
0260	Level I Plain Film Except Teeth	6,133	\$448	\$40
0162	Level III Cystourethroscopy and other Genitourinary Procedures	162	\$5,610	\$696
0088	Thrombectomy	106	\$9,692	\$1,203
8000	Cardiac Electrophysiologic Evaluation and Ablation Composite	29	\$26,142	\$2,480
0334	Combined Abdomen and Pelvis CT with Contrast	527	\$6,130	\$550
0672	Level III Posterior Segment Eye Procedures	90	\$9,111	\$1,131
0614	Level 3 Type A Emergency Visits	1,918	\$774	\$99
0332	Computed Tomography without Contrast	1,411	\$2,059	\$184
0655	Insertion/Replacement/Conversion of a Permanent Dual Chamber Pacemaker or P	28	\$14,826	\$1,200
0303	Treatment Device Construction	314	\$1,532	\$174

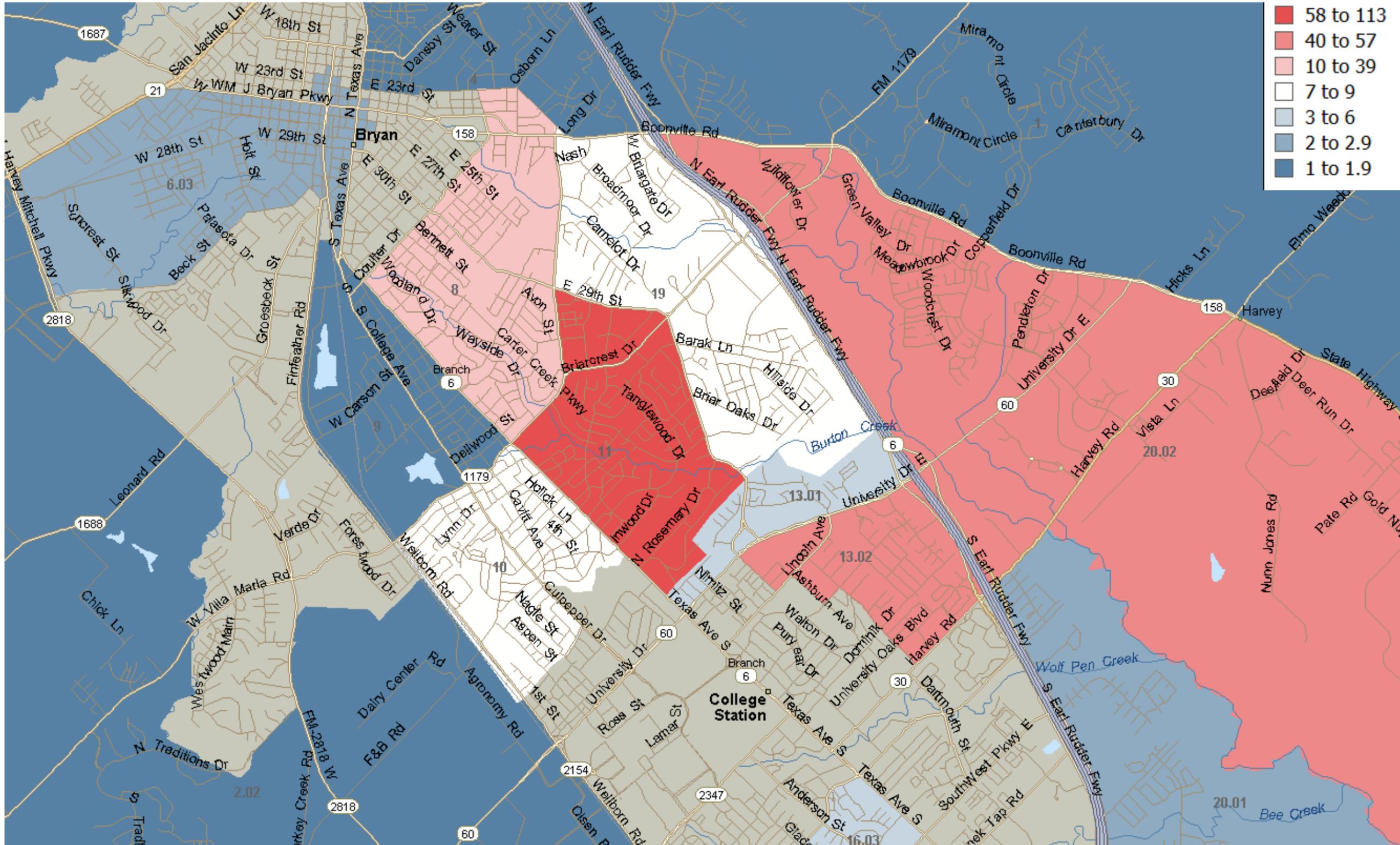
Bryan, Texas Study Area Vicinity Hospital Related Businesses



Bryan, Texas Study Area Vicinity Physician Office Locations



Physician Location Density by Census Tract – Bryan, Texas



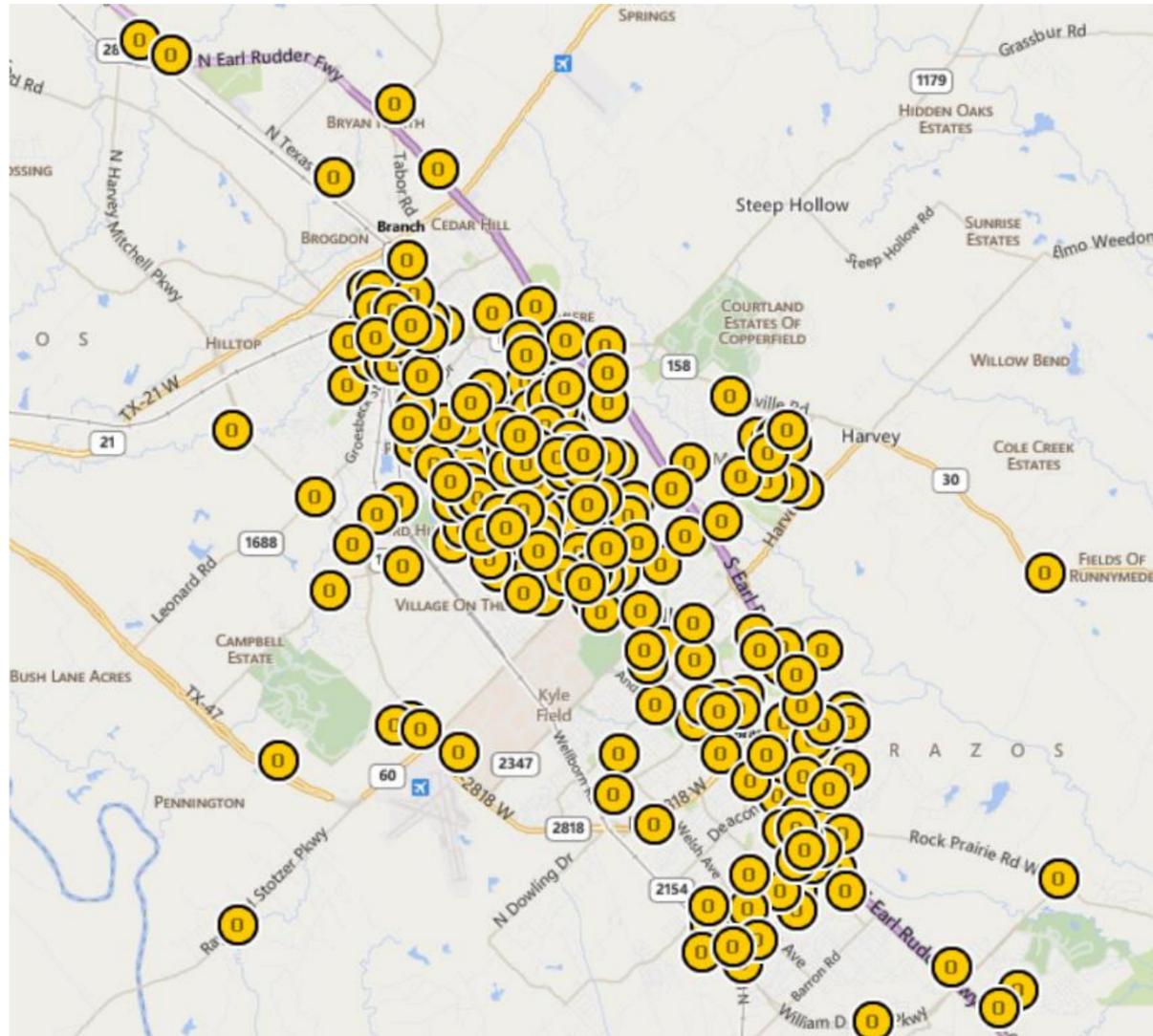
Office Real Estate Data & Mapping

Bryan, Texas

OFFICE

Brazos County Office Market Data

Availability	Survey	5-Year Avg	Inventory	Survey	5-Year Avg
Gross Rent Per SF	\$15.89	\$17.20	Existing Buildings	230	224
Vacancy Rate	9.5%	8.6%	Existing SF	3,525,598	3,413,086
Vacant SF	336,566	293,158	12 Mo. Const. Starts	0	34,011
Availability Rate	13.9%	12.5%	Under Construction	13,500	48,178
Available SF	490,625	432,125	12 Mo. Deliveries	6,000	44,877
Sublet SF	0	5,364			
Months on Market	24.3	18.6			
			Sales	Past Year	5-Year Avg
Demand	Survey	5-Year Avg	Sale Price Per SF	\$134	\$194
12 Mo. Absorption SF	34,856	31,353	Asking Price Per SF	\$102	\$99
12 Mo. Leasing SF	148,276	122,403	Sales Volume (Mil.)	\$0.3	\$11
			Cap Rate	5.8%	7.0%



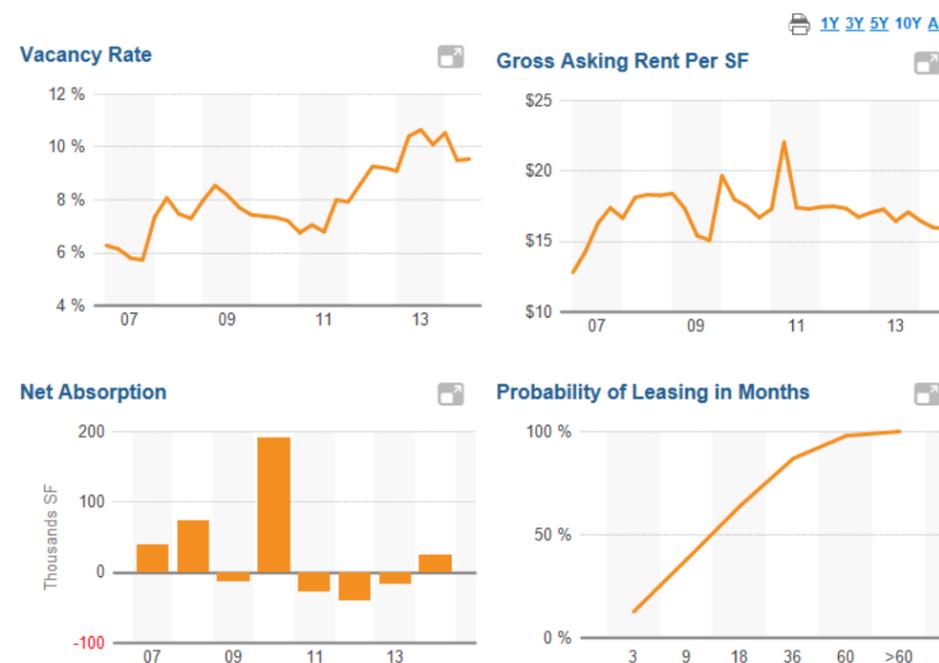
One Year Performance Metrics



Observations

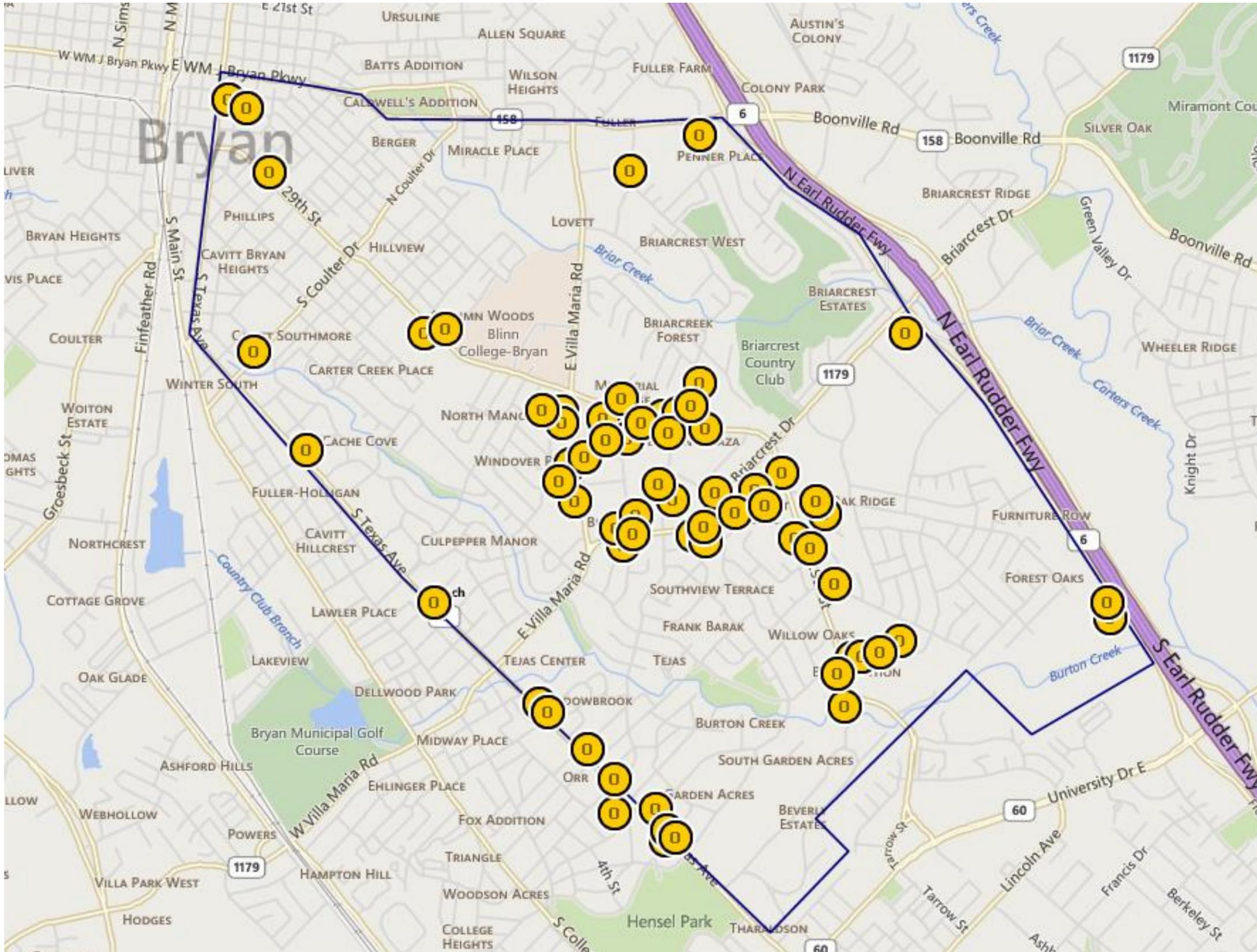
- Over the past year, vacancy rates in office product has spiked, with a recent decline to about 14%. (availability rate) The 10 year look notes vacancy and availability increasing since 2011.
- Gross asking rates show a decline of over \$1/SF during the past 12 months, somewhat more stable viewed over the past 10 years. It is notable however that there is not an overall trend of increasing rental rates.
- Net absorption of office space has been negative in the past three years (2011, 2012 & 2013). Absorption in 2014 remains positive viewed year to date. Positive absorption may have some recent correlation with the decline in asking rates.

Ten Year Performance Metrics



- Probability of leasing indicates that current stock of available space represents a five year supply of product. (assuming lease up to 100%).
- 140,000 square feet have been leased in the past 12 months, suggesting that there is meaningful market activity.
- It is also notable that a significant portion of commercial property is located within the study area.

Study Area Office Market Data



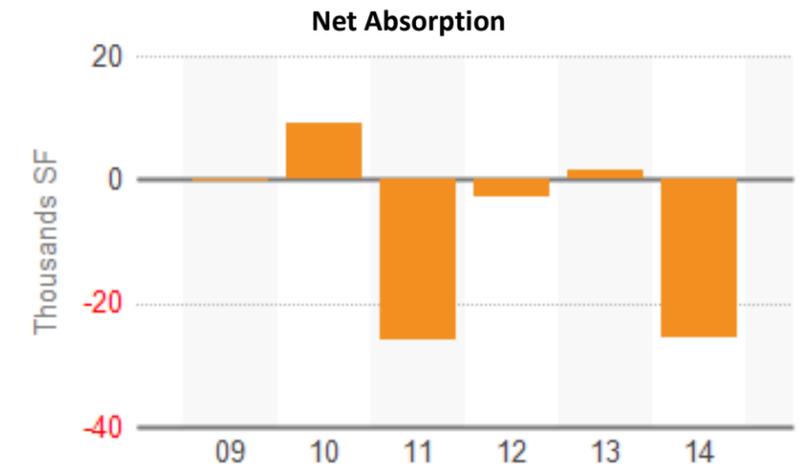
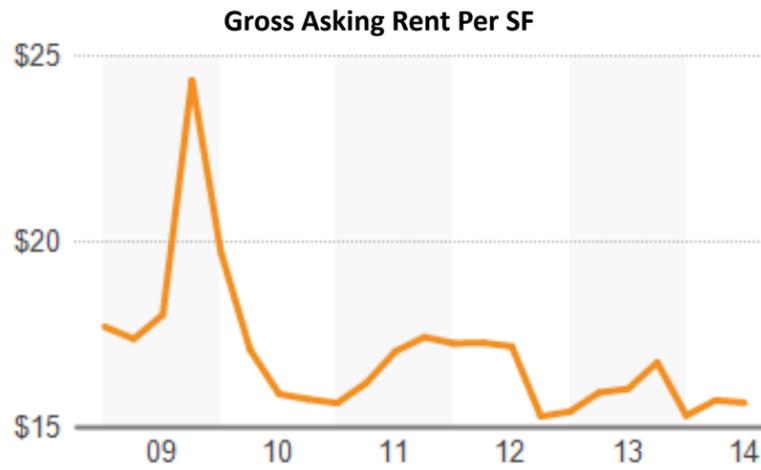
Observations

1. The office product within the planning area is generally clustered around the dominant commercial corridors of South Texas Avenue, East 29th Street, East Villa Maria and Briarcrest Drive.
2. Study area office sub-market data follows.

Study Area Office Market Data

(Including Medical Office)

Availability	Survey	5-Year Avg	Inventory	Survey	5-Year Avg
Gross Rent Per SF	\$15.68	\$16.52	Existing Buildings	63	63
Vacancy Rate	14.2%	10.1%	Existing SF	825,515	825,515
Vacant SF	117,059	83,689	12 Mo. Const. Starts	0	0
Availability Rate	20.5%	15.9%	Under Construction	0	0
Available SF	169,382	131,331	12 Mo. Deliveries	0	0
Sublet SF	0	4,872			
Months on Market	27.8	16.8			
			Sales	Past Year	5-Year Avg
			Sale Price Per SF	-	\$74
			Asking Price Per SF	\$112	\$111
			Sales Volume (Mil.)	-	\$0.1
			Cap Rate	-	-
Demand	Survey	5-Year Avg			
12 Mo. Absorption SF	-28,692	-8,221			
12 Mo. Leasing SF	46,582	35,311			



Observations – Study Area

1. Overall, the strength of the office market in the study area is less than Brazos County. Rather than the county availability rate of 14%, the study area notes availability of slightly over 20%. This suggests a softer office market in the area.
2. Gross asking rent per square foot is also less, but not significantly. What is notable is the lack of rent growth in the sub-market.

3. There is a significant amount of office space in the study area that has been on the market for 36 months or longer. The longer the space has been on the market the smaller it tends to be – revealed by the number of spaces versus the total square footage.
4. Negative absorption is notable and has pushed the vacancy/availability rate higher since 2012. Viewed since 2009, the study area has seen a steady increase in office vacancy. Over 169,000 square feet of office space is currently available.



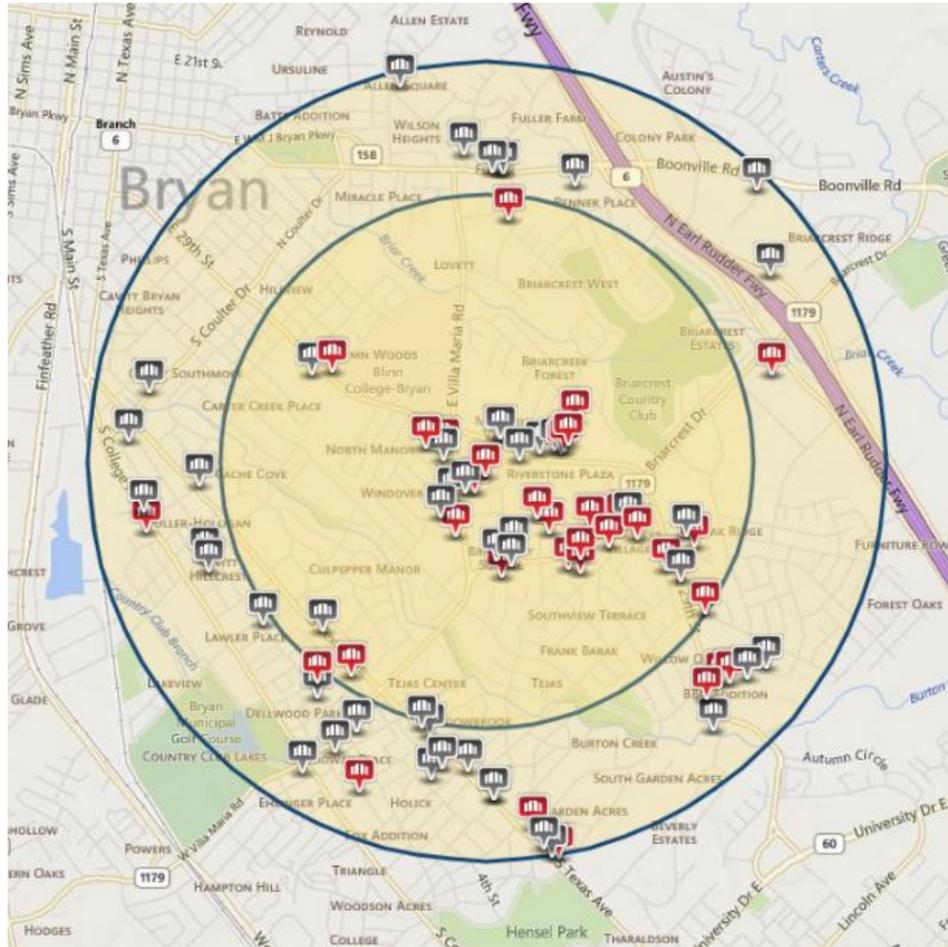
Office Analytic Data: St. Joseph PSA

1-mile + 1.5 mile radii shown

St. Joseph's Hospital is the centroid

Data is for 1-mile ONLY

Source: CoStar



Availability	Survey	5-Year Avg
Gross Rent Per SF	\$15.84	\$16.45
Vacancy Rate	21.3%	14.4%
Vacant SF	122,195	81,551
Availability Rate	28.6%	23.7%
Available SF	163,808	134,677
Sublet SF	0	6,932
Months on Market	27.6	16.8

Demand	Survey	5-Year Avg
12 Mo. Absorption SF	-62,755	-14,235
12 Mo. Leasing SF	23,095	23,542

Inventory	Survey	5-Year Avg
Existing Buildings	41	39
Existing SF	572,873	567,963
12 Mo. Const. Starts	0	0
Under Construction	0	0
12 Mo. Deliveries	0	0

Sales	Past Year	5-Year Avg
Sale Price Per SF	-	\$74
Asking Price Per SF	\$95	\$94
Sales Volume (Mil.)	\$0.0	\$0.0
Cap Rate	-	-

Observations

1. This sub-market review focuses on the 1-mile radius around St. Joseph's Hospital. This data indicates the current office & medical office market has significant vacancy – even greater than the County, Study or Planning areas.
2. The overall availability rate within this radius geography is over 28%. It is clear that proximity to the hospital cannot be described as creating a likelihood of better occupancy. This suggests that the current medical sub-market does not necessarily contribute to a healthier office market.
3. It is of significance that the gross asking rents in the radius sub-market note a decline of as much as \$5/SF in the past five years and negative absorption in 2013 and so far in 2014. This does not reveal a sub-market that is improving.

Rentable Building	Area	Building Address	Building Class	Building Name	Building Park	Direct Available Space	Average Weighted Rent	Direct Services
3,344	1703 E 29th St	C					-	
3,350	1714 E 29th St	C				3,350	Withheld	
29,656	2900 E 29th St	A	Bryan Medical Center				-	
12,323	2901 E 29th St	C	Health Center Office Complex				-	
30,000	3608 E 29th St	B	Executive Office Plaza			7,119	16.00	Full Service Gross
9,555	1615 Barak Ln	C	Creekside Professional Building	Creekside Professiona Park		1,014	17.00	Modified Gross
3,057	1700 Barak Ln	C				3,057	Withheld	
2,359	1808 Barak Ln	C	Greenfield Plaza				-	
4,000	1805 Briar Oaks	B					-	
10,638	1121 Briarcrest Dr	C	Bldg 100 & 200	Briarcrest Square			-	
23,320	1200 Briarcrest Dr	B				9,958	18.00	Full Service Gross
2,600	1201 Briarcrest Dr	C					-	Triple Net
13,560	1630 Briarcrest Dr	B		Keystone Plaza		10,660	15.50	Triple Net
21,540	1640 Briarcrest Dr	B		Keystone Plaza		16,000	15.50	Triple Net
6,900	1650 Briarcrest Dr	B		Keystone Plaza		6,900	15.50	Triple Net
8,194	1701 Briarcrest Dr	C				8,194	15.00	Triple Net
116,334	1716 Briarcrest Dr	B	Galleria Village	Galleria Village		16,348	22.79	Full Service Gross
3,140	1730 Briarcrest Dr	B	Galleria Village	Galleria Village			-	Triple Net
17,280	1713 Broadmoor Dr	C		Broadmoor East		5,978	12.60	Full Service Gross
16,416	1722 Broadmoor Dr	B				2,855	12.00	Full Service Gross
6,994	2402 Broadmoor Dr	C	Building A			5,343	12.00	Full Service Gross
8,082	2402 Broadmoor Dr	C	Building B				-	
2,414	2402 Broadmoor Dr	C	Building C			1,420	12.00	Full Service Gross
6,918	2402 Broadmoor Dr	C	Building D1			4,559	12.00	Full Service Gross
10,590	2402 Broadmoor Dr	C	Building D2			9,062	12.00	Full Service Gross
8,000	2304 De Lee St	B	Memorial Village			6,000	18.00	Triple Net
7,970	2304-2314 De Lee St	B	Memorial Village				-	
17,200	1800-1880 Greenfield Plz	C	Greenfield Plaza			6,102	12.00	Plus Cleaning
16,400	2405 Kent St	C					-	
16,400	2504 Kent St	C				16,400	12.60	Full Service Gross
20,925	1301 Memorial Dr	C					-	
10,000	2751 Nash Dr	B	Briar Meadows Office Park			7,071	12.00	Triple Net
2,500	2606 Olser Blvd	B					-	
11,966	2700 Olser Blvd	C				2,912	13.20	Triple Net
1,728	2721 Olser Blvd	C				1,728	Withheld	
4,414	2601 S Texas Ave	B					-	
48,565	2800 S Texas Ave	B	Texas Avenue Plaza			10,642	17.50	Full Service Gross
12,000	2010 E Villa Maria Dr	B					-	
10,727	2206 E Villa Maria Dr	B					-	
9,914	2308 E Villa Maria Rd	B				1,994	15.05	Modified Gross
1,600	1804 Wilde Oak Cir	C					-	

572,873 Totals

164,666



Retail Real Estate Data & Mapping

Bryan, Texas

RETAIL

Retail 2015 Forecast

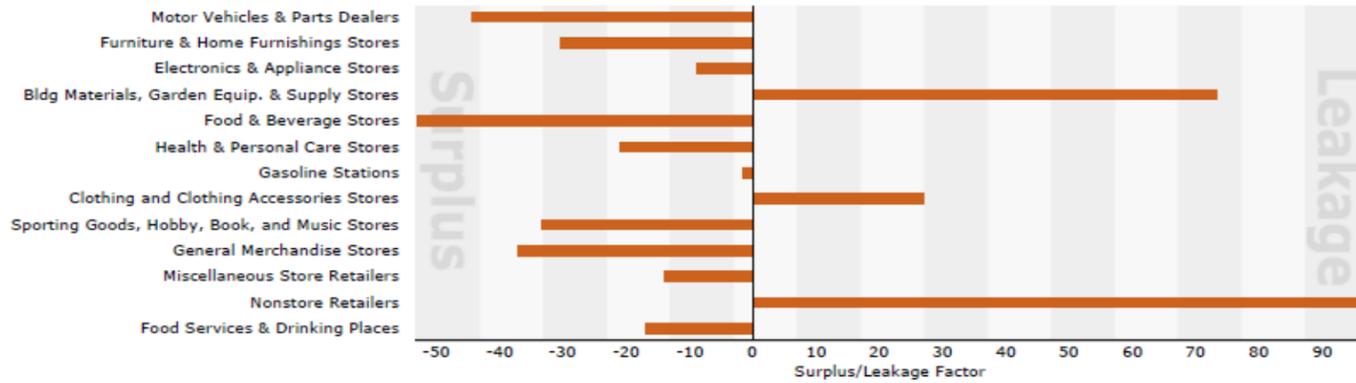
STDB – US Census Data

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. The vintage of the Retail MarketPlace data on this report is 2015.

Source: Esri and Infogroup

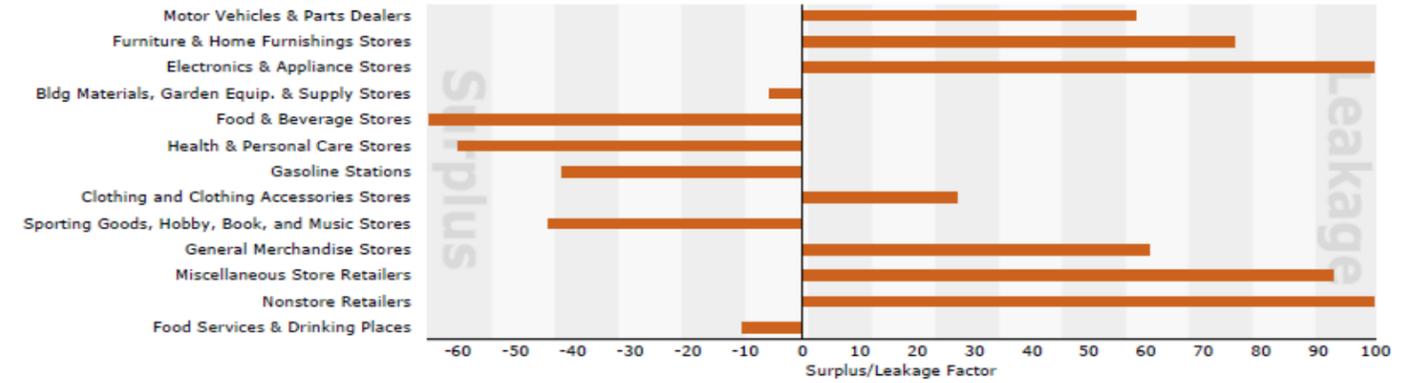
Large Polygon- 2015 Retail Forecast

Leakage/Surplus Factor by Industry Subsector



Small Polygon- 2015 Retail Forecast

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



Leakage/Surplus Factor by Industry Group



As would be expected of a larger geography, the Planning Area (large polygon) notes less retail leakage. Leakage essentially represents sales that are going outside the defined trade area. The presence of significant leakage means that there is a greater opportunity for new retail to capture sales that currently must go outside the trade area. Where the leakage is 100%, there is no current capture of that sector of retail activity by businesses within the area. Provided that the specific retailer has the ability to compete with current retail destinations outside the Planning area (small polygon), there is clearly opportunity for capture of retail sales in most categories.

Study Area Retail Market Data

To the extent that there is significant retail leakage from the planning area, the study area retail spend composition helps to identify and clarify retail potential for the smaller area. The study area is the primary market area that would support any new retail within the planning area.

Study Area

Retail Goods and Services Expenditures

Bryan TX large polygon

Prepared by Equity Inc.

Top Tapestry Segments	Percent	Demographic Summary	2013	2018
Old and Newcomers	16.3%	Population	17,423	18,579
Prosperous Empty Nesters	15.7%	Households	7,697	8,264
Rustbelt Retirees	13.6%	Families	4,090	4,304
Retirement Communities	10.2%	Median Age	36.1	37.7
College Towns	8.7%	Median Household Income	\$51,928	\$61,418
		Spending Potential Index	Average Amount Spent	Total
Apparel and Services		65	\$1,481.77	\$11,405,168
Men's		63	\$265.25	\$2,041,655
Women's		57	\$455.89	\$3,508,991
Children's		71	\$262.14	\$2,017,710
Footwear		48	\$203.25	\$1,564,384
Watches & Jewelry		96	\$144.56	\$1,112,713
Apparel Products and Services (1)		159	\$150.67	\$1,159,716
Computer				
Computers and Hardware for Home Use		98	\$200.15	\$1,540,534
Portable Memory		101	\$7.71	\$59,319
Computer Software		97	\$19.12	\$147,159
Computer Accessories		96	\$15.98	\$122,977
Entertainment & Recreation		98	\$3,180.02	\$24,476,599
Fees and Admissions		94	\$593.34	\$4,566,975
Membership Fees for Clubs (2)		94	\$157.27	\$1,210,508
Fees for Participant Sports, excl. Trips		94	\$110.64	\$851,561
Admission to Movie/Theatre/Opera/Ballet		96	\$151.20	\$1,163,788
Admission to Sporting Events, excl. Trips		98	\$61.50	\$473,391
Fees for Recreational Lessons		90	\$112.25	\$863,974
Dating Services		113	\$0.49	\$3,753
TV/Video/Audio		98	\$1,268.71	\$9,765,287
Cable and Satellite Television Services		98	\$848.15	\$6,528,178
Televisions		100	\$159.06	\$1,224,313
Satellite Dishes		95	\$1.50	\$11,522
VCRs, Video Cameras, and DVD Players		97	\$12.51	\$96,323
Miscellaneous Video Equipment		102	\$7.84	\$60,315
Video Cassettes and DVDs		100	\$35.34	\$272,025
Video Game Hardware/Accessories		102	\$27.58	\$212,273
Video Game Software		103	\$30.74	\$236,609
Streaming/Downloaded Video		97	\$3.62	\$27,849
Rental of Video Cassettes and DVDs		98	\$26.94	\$207,370
Installation of Televisions		92	\$0.79	\$6,086
Audio (3)		95	\$110.32	\$849,133
Rental and Repair of TV/Radio/Sound Equipment		90	\$4.32	\$33,290
Pets		111	\$590.72	\$4,546,735
Toys and Games (4)		97	\$135.12	\$1,039,984
Recreational Vehicles and Fees (5)		86	\$193.27	\$1,487,610
Sports/Recreation/Exercise Equipment (6)		82	\$147.10	\$1,132,211
Photo Equipment and Supplies (7)		97	\$75.46	\$580,846
Reading (8)		97	\$149.82	\$1,153,195
Catered Affairs (9)		100	\$26.47	\$203,756
Food		97	\$7,990.72	\$61,504,549
Food at Home		97	\$4,884.66	\$37,597,214
Bakery and Cereal Products		97	\$686.94	\$5,287,342
Meats, Poultry, Fish, and Eggs		97	\$1,066.61	\$8,209,704
Dairy Products		96	\$518.22	\$3,988,747
Fruits and Vegetables		97	\$924.90	\$7,118,928
Snacks and Other Food at Home (10)		97	\$1,687.99	\$12,992,492
Food Away from Home		97	\$3,106.06	\$23,907,335
Alcoholic Beverages		100	\$531.62	\$4,091,857
Nonalcoholic Beverages at Home		98	\$462.26	\$3,557,982

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding.

Source: Esri forecasts for 2013 and 2018; Consumer Spending data are derived from the 2010 and 2011 Consumer Expenditure Surveys, Bureau of Labor Statistics.

July 16, 2014

Study Area

Retail Goods and Services Expenditures

Bryan TX large polygon

Prepared by Equity Inc.

	Spending Potential Index	Average Amount Spent	Total
Financial			
Investments	77	\$1,591.72	\$12,251,435
Vehicle Loans	96	\$3,683.06	\$28,348,487
Health			
Nonprescription Drugs	94	\$116.46	\$896,375
Prescription Drugs	96	\$462.74	\$3,561,694
Eyeglasses and Contact Lenses	95	\$81.67	\$628,633
Home			
Mortgage Payment and Basics (11)	90	\$8,485.12	\$65,309,946
Maintenance and Remodeling Services	90	\$1,456.16	\$11,208,070
Maintenance and Remodeling Materials (12)	87	\$252.02	\$1,939,769
Utilities, Fuel, and Public Services	97	\$4,913.29	\$37,817,561
Household Furnishings and Equipment			
Household Textiles (13)	97	\$102.48	\$788,754
Furniture	97	\$465.84	\$3,585,573
Rugs	99	\$25.15	\$193,572
Major Appliances (14)	92	\$253.33	\$1,949,865
Housewares (15)	83	\$62.26	\$479,205
Small Appliances	98	\$43.73	\$336,609
Luggage	95	\$8.48	\$65,237
Telephones and Accessories	89	\$47.94	\$368,959
Household Operations			
Child Care	93	\$413.69	\$3,184,202
Lawn and Garden (16)	91	\$388.06	\$2,986,905
Moving/Storage/Freight Express	105	\$68.54	\$527,528
Housekeeping Supplies (17)	96	\$683.63	\$5,261,907
Insurance			
Owners and Renters Insurance	93	\$457.81	\$3,523,764
Vehicle Insurance	97	\$1,156.55	\$8,901,956
Life/Other Insurance	91	\$397.58	\$3,060,140
Health Insurance	97	\$2,405.72	\$18,516,793
Personal Care Products (18)	96	\$426.40	\$3,281,980
School Books and Supplies (19)	104	\$194.67	\$1,498,448
Smoking Products	101	\$489.49	\$3,767,624
Transportation			
Vehicle Purchases (Net Outlay) (20)	96	\$3,470.15	\$26,709,746
Gasoline and Motor Oil	96	\$2,985.93	\$22,982,692
Vehicle Maintenance and Repairs	97	\$1,055.67	\$8,125,524
Travel			
Airline Fares	94	\$433.04	\$3,333,093
Lodging on Trips	93	\$395.31	\$3,042,668
Auto/Truck/Van Rental on Trips	91	\$30.75	\$236,688
Food and Drink on Trips	94	\$409.90	\$3,154,995

Notes to Large Polygon Retail Goods & Services Expenditure Tables



Retail Goods and Services Expenditures

Bryan TX large polygon

Prepared by Equity Inc.

- (1) **Apparel Products and Services** includes material for making clothes, sewing patterns and notions, shoe repair and other shoe services, apparel laundry and dry cleaning, alteration, repair and tailoring of apparel, clothing rental and storage, and watch and jewelry repair.
- (2) **Membership Fees for Clubs** includes membership fees for social, recreational, and civic clubs.
- (3) **Audio** includes satellite radio service, sound components and systems, digital audio players, records, CDs, audio tapes, streaming/downloaded audio, tape recorders, radios, musical instruments and accessories, and rental and repair of musical instruments.
- (4) **Toys and Games** includes toys, games, arts and crafts, tricycles, playground equipment, arcade games, and online entertainment and games.
- (5) **Recreational Vehicles & Fees** includes docking and landing fees for boats and planes, purchase and rental of RVs or boats, and camp fees.
- (6) **Sports/Recreation/Exercise Equipment** includes exercise equipment and gear, game tables, bicycles, camping equipment, hunting and fishing equipment, winter sports equipment, water sports equipment, other sports equipment, and rental/repair of sports/recreation/exercise equipment.
- (7) **Photo Equipment and Supplies** includes film, film processing, photographic equipment, rental and repair of photo equipment, and photographer fees.
- (8) **Reading** includes digital book readers, books, magazine and newspaper subscriptions, and single copies of magazines and newspapers..
- (9) **Catered Affairs** includes expenses associated with live entertainment and rental of party supplies.
- (10) **Snacks and Other Food at Home** includes candy, chewing gum, sugar, artificial sweeteners, jam, jelly, preserves, margarine, fat, oil, salad dressing, nondairy cream and milk, peanut butter, frozen prepared food, potato chips, nuts, salt, spices, seasonings, olives, pickles, relishes, sauces, gravy, other condiments, soup, prepared salad, prepared dessert, baby food, miscellaneous prepared food, and nonalcoholic beverages.
- (11) **Mortgage Payment and Basics** includes mortgage interest, mortgage principal, property taxes, homeowners insurance, and ground rent.
- (12) **Maintenance and Remodeling Materials** includes supplies/tools/equipment for painting and wallpapering, plumbing supplies and equipment, electrical/heating/AC supplies, materials for hard surface flooring, materials for roofing/gutters, materials for plaster/panel/siding, materials for patio/fence/brick work, landscaping materials, and insulation materials for owned homes.
- (13) **Household Textiles** includes bathroom linens, bedroom linens, kitchen linens, dining room linens, other linens, curtains, draperies, slipcovers, decorative pillows, and materials for slipcovers and curtains.
- (14) **Major Appliances** includes dishwashers, disposals, refrigerators, freezers, washers, dryers, stoves, ovens, microwaves, window air conditioners, electric floor cleaning equipment, sewing machines, and miscellaneous appliances.
- (15) **Housewares** includes plastic dinnerware, china, flatware, glassware, serving pieces, nonelectric cookware, and tableware.
- (16) **Lawn and Garden** includes lawn and garden supplies, equipment and care service, indoor plants, fresh flowers, and repair/rental of lawn and garden equipment.
- (17) **Housekeeping Supplies** includes soaps and laundry detergents, cleaning products, toilet tissue, paper towels, napkins, paper/plastic/foil products, stationery, giftwrap supplies, postage, and delivery services.
- (18) **Personal Care Products** includes hair care products, nonelectric articles for hair, wigs, hairpieces, oral hygiene products, shaving needs, perfume, cosmetics, skincare, bath products, nail products, deodorant, feminine hygiene products, adult diapers, and personal care appliances.
- (19) **School Books and Supplies** includes school books and supplies for College, Elementary school, High school, Vocational/Technical School, Preschool/Other Schools, and Other School Supplies.
- (20) **Vehicle Purchases (Net Outlay)** includes net outlay for new and used cars, trucks, vans, motorcycles, and motor scooters.

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding.

Source: Esri forecasts for 2013 and 2018; Consumer Spending data are derived from the 2010 and 2011 Consumer Expenditure Surveys, Bureau of Labor Statistics.

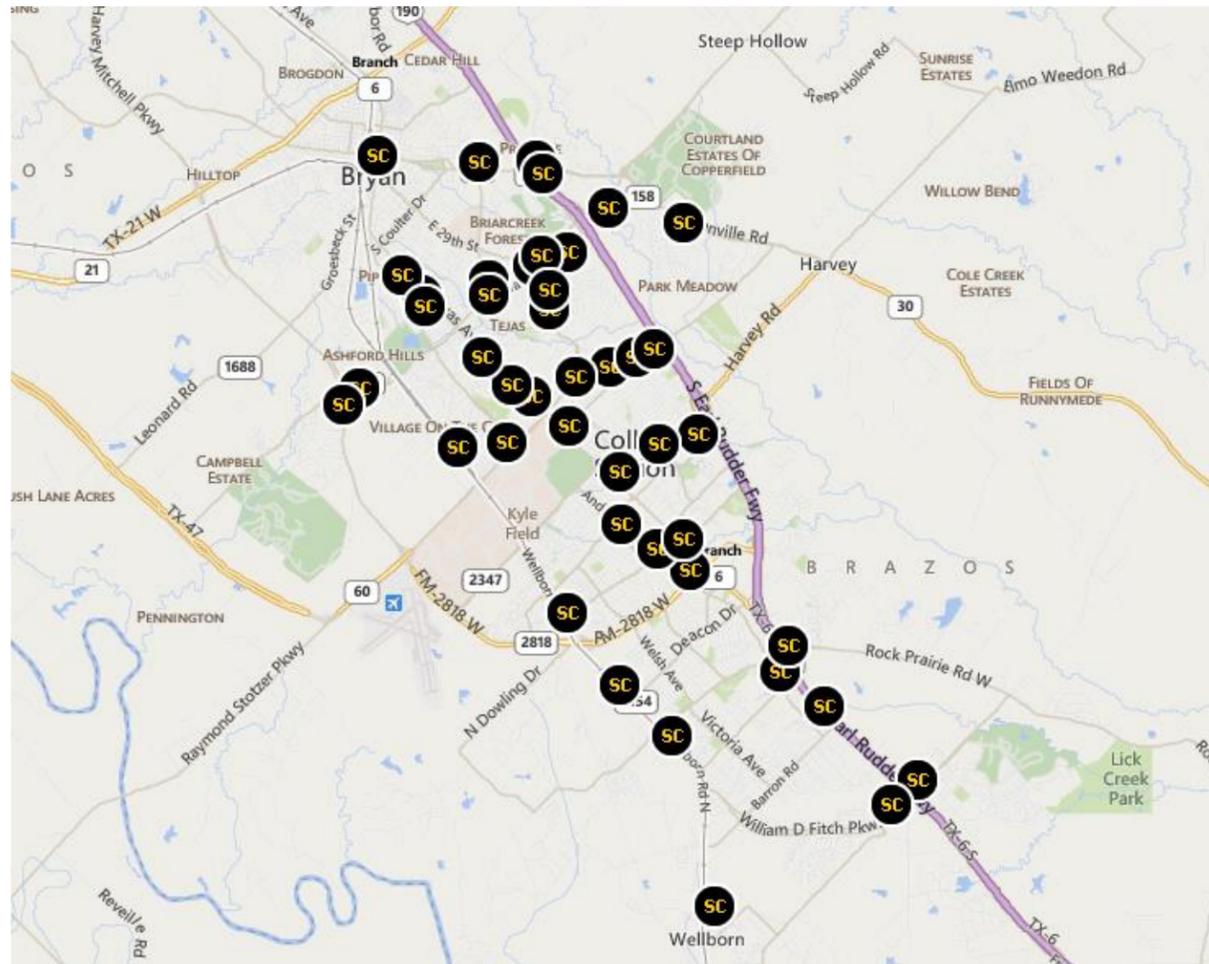
July 16, 2014

Brazos County Retail Market Data

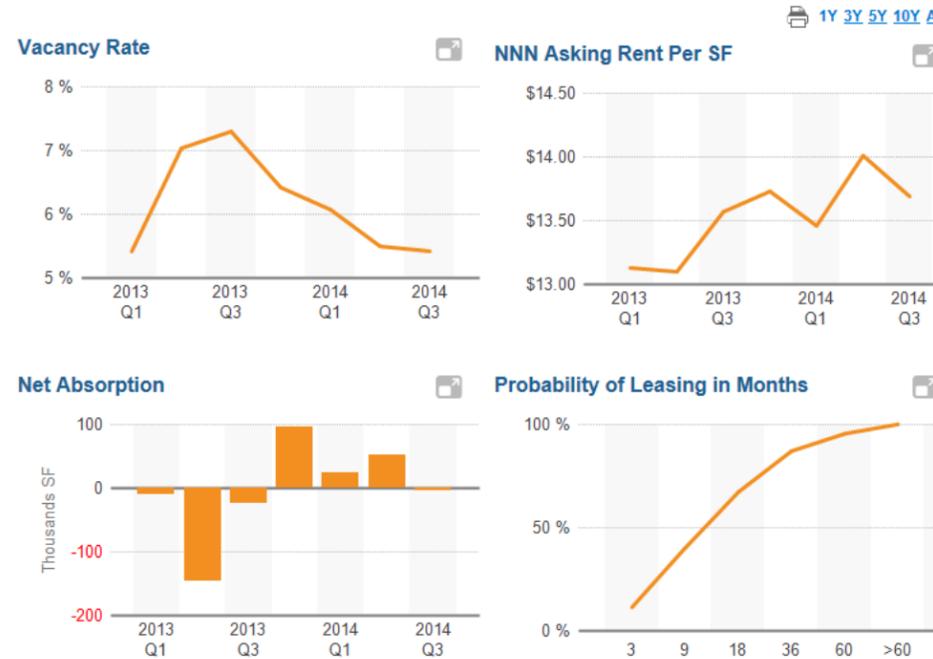
Availability	Survey	5-Year Avg	Inventory	Survey	5-Year Avg
NNN Rent Per SF	\$13.69	\$15.83	Existing Buildings	513	498
Vacancy Rate	5.4%	6.5%	Existing SF	9,114,870	8,990,192
Vacant SF	494,248	587,130	12 Mo. Const. Starts	0	82,047
Availability Rate	7.5%	10.5%	Under Construction	0	57,931
Available SF	680,431	945,784	12 Mo. Deliveries	17,335	92,413
Sublet SF	85,478	106,539			
Months on Market	29.1	16.9			

Sales	Past Year	5-Year Avg
Sale Price Per SF	\$118	\$131
Asking Price Per SF	\$59	\$83
Sales Volume (Mil.)	\$11	\$9.0
Cap Rate	7.0%	8.3%

Demand	Survey	5-Year Avg
12 Mo. Absorption SF	143,074	135,883
12 Mo. Leasing SF	328,510	253,956



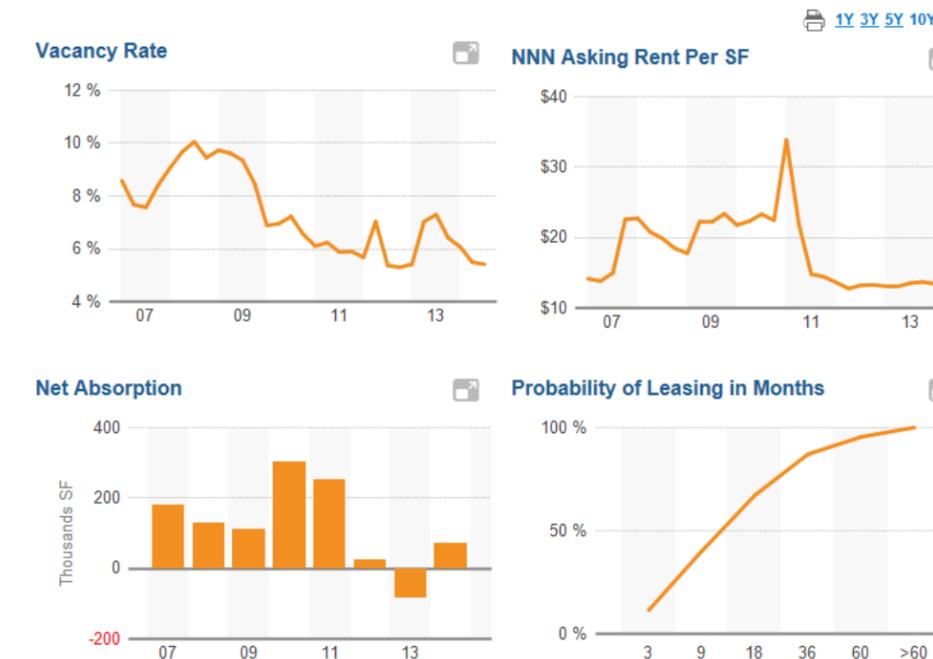
One Year Performance Metrics



Observations

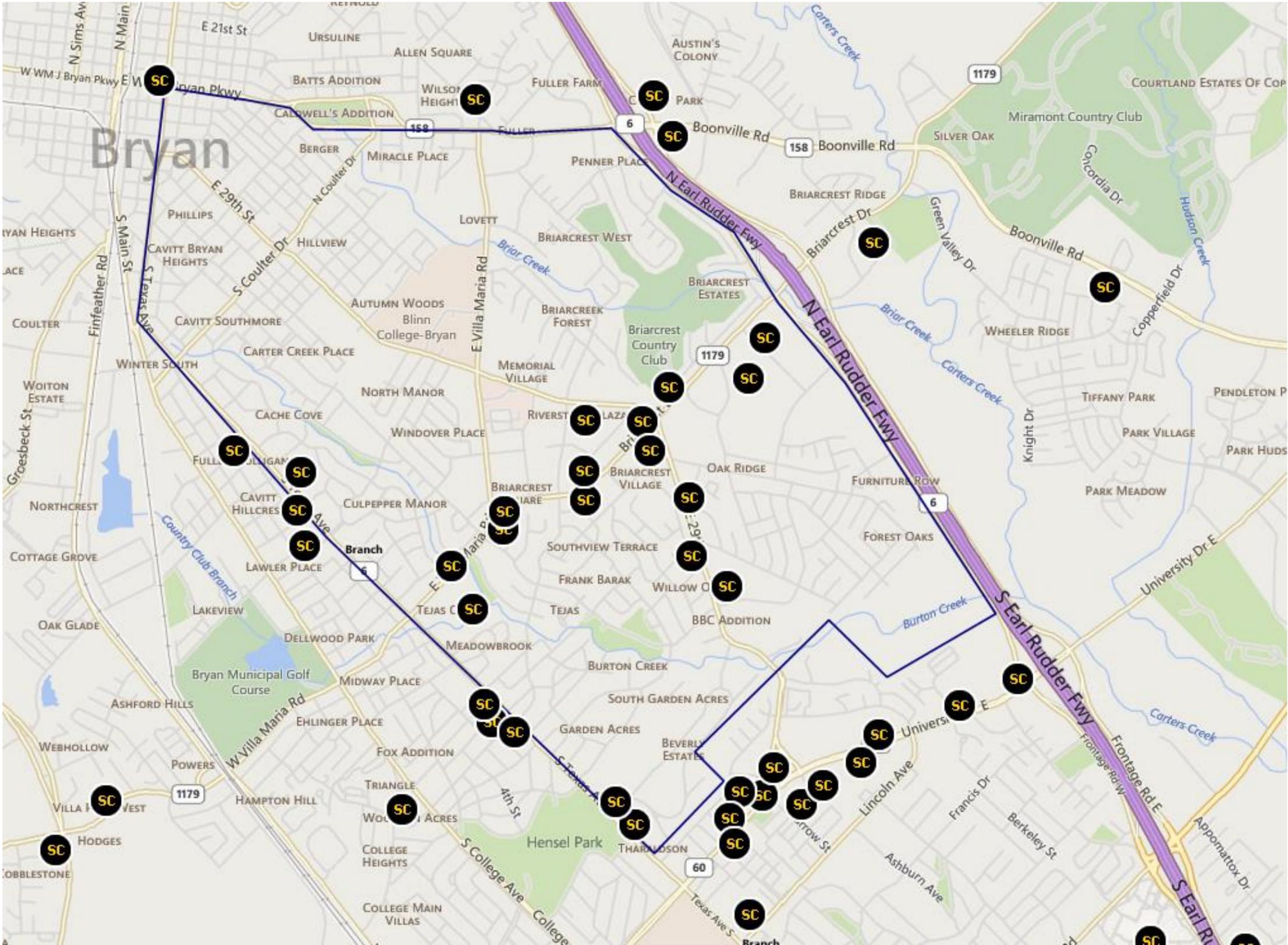
1. The current survey notes a total of 513 existing buildings, with shopping center locations being shown on the map.
2. The vacancy and availability rates for retail are far more favorable than for office, at 5.4% and 7.5% respectively.
3. Over the past 10 years the vacancy rate has declined with an overall trend of decline that spans the recession.
4. NNN asking rates are less compared to pre-recession, with rates being somewhat flat since 2011. The past twelve months do show some rate improvement, approaching \$1/SF.

Ten Year Performance Metrics



5. Looking at the past 12 months net absorption is positive, after a negative absorption for 2013 calendar year. This reflects some 143,000 square feet of absorption and over 328,000 square feet of leasing. These indicators suggest a more robust retail market.

Study Area Retail Market Data



Observations

- 1. The retail in the study area is clustered around the same predominant commercial corridors as other commercial property.

Study Area Retail Market Data

Availability	Survey	5-Year Avg
NNN Rent Per SF	\$11.86	\$20.53
Vacancy Rate	4.7%	6.4%
Vacant SF	81,175	109,532
Availability Rate	6.7%	14.6%
Available SF	115,276	251,640
Sublet SF	0	51,031
Months on Market	32.0	23.9

Demand	Survey	5-Year Avg
12 Mo. Absorption SF	68,426	37,596
12 Mo. Leasing SF	62,916	54,434

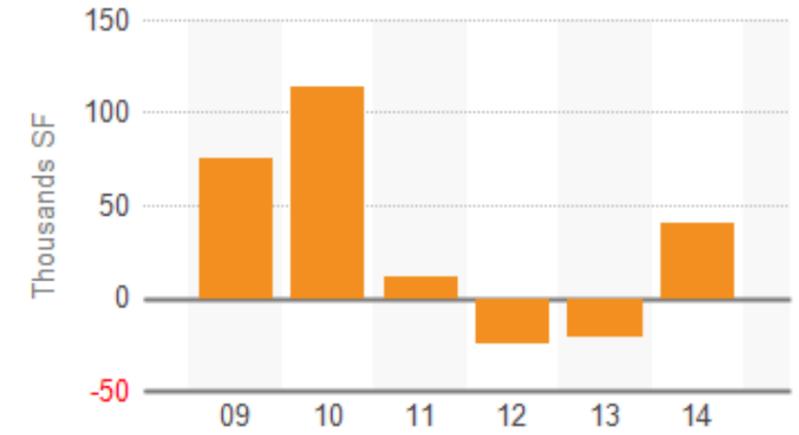
Inventory	Survey	5-Year Avg
Existing Buildings	65	64
Existing SF	1,729,424	1,724,408
12 Mo. Const. Starts	0	0
Under Construction	0	0
12 Mo. Deliveries	0	1,872

Sales	Past Year	5-Year Avg
Sale Price Per SF	-	\$292
Asking Price Per SF	\$118	\$126
Sales Volume (Mil.)	\$0.0	\$0.1
Cap Rate	-	8.7%

Gross Asking Rent Per SF



Net Absorption



Observations

1. The study area has already been noted to contain significant retail property, cited above as having 1.729 million square feet of retail space.
2. There are 65 buildings in this inventory, meaning the average size is approximately 26,600 square feet.
3. Five year average NNN rent was \$20.53/SF, with a current survey rate of \$11.86 NNN average.
4. Rates have significantly declined, likely due to the positive rate average impact of product offered and absorbed in 2010, the impact of the recession on renewal rates and general economic factors.
5. The market has little vacancy – sitting at a healthy 4.7%. With approximately 115,000 square feet available and only 81,000 vacant – AND – a prior 12 month absorption of nearly 63,000 square feet ; the market is viewed as rather robust and healthy.

Months on Market Distribution



Absorption, Deliveries, Vacancy



Historical Vacancy Rate

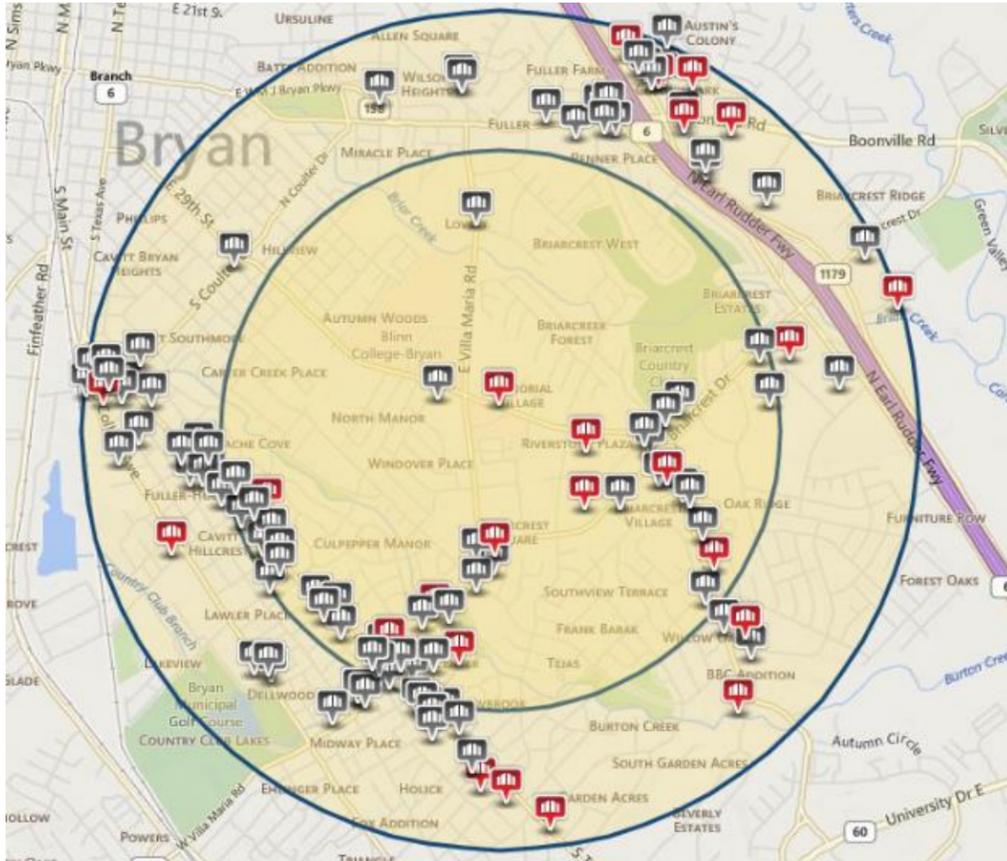


Retail Analytic Data: St. Joseph PSA

1-mile + 1.5 mile radii shown

St. Joseph's Hospital is the centroid

Data is for 1-mile ONLY



Availability	Survey	5-Year Avg
NNN Rent Per SF	\$11.85	\$22.22
Vacancy Rate	5.1%	8.1%
Vacant SF	68,597	109,813
Availability Rate	7.1%	18.3%
Available SF	96,488	247,189
Sublet SF	0	53,873
Months on Market	38.0	29.8

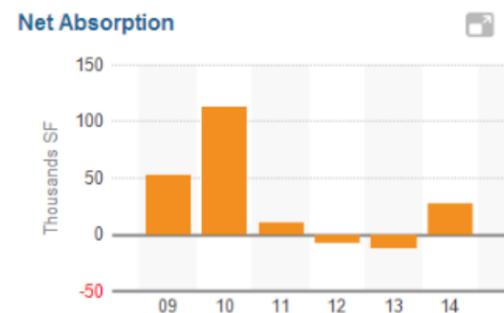
Demand	Survey	5-Year Avg
12 Mo. Absorption SF	23,370	34,466
12 Mo. Leasing SF	53,816	44,560

Inventory	Survey	5-Year Avg
Existing Buildings	48	47
Existing SF	1,356,644	1,353,709
12 Mo. Const. Starts	0	0
Under Construction	0	0
12 Mo. Deliveries	0	0

Sales	Past Year	5-Year Avg
Sale Price Per SF	-	-
Asking Price Per SF	\$114	\$114
Sales Volume (Mil.)	-	\$0.0
Cap Rate	-	8.7%

Area	Building	Address	Direct Available Space	Direct Services	Direct Vacant Space	Land Area (AC)	Percent Leased	Secondary Type	Year Built	Zip	Zoning
7,500	29th @ 29th & Briar Sts.					0.76	100.00		1967	77801	
9,244	2301 E 29th St					2.00	100.00	Funeral Home	1997	77806	
3,600	2611-2613 E 29th St		3,600	Modified Gross	3,600	0.34	-	Storefront	1972	77802	C-1
39,026	3030 E 29th St		20,458	Triple Net	20,458	3.17	47.58		1984	77802	
30,363	3303 E 29th St					3.62	100.00	Freestanding	1976	77802	
8,400	3310 E 29th St					1.57	100.00	Freestanding	2000	77802	
15,050	3312 E 29th St					1.56	100.00		2001	778022730	Commercial
5,200	3408-3414 E 29th St		2,600	Triple Net	2,600	4.58	50.00		1987	778023303	
2,935	3501 E 29th St					0.96	100.00	Fast Food	1983	778023802	
5,000	3514 E 29th St					0.34	100.00			77802	
16,500	3601 E 29th St			Triple Net		1.00	100.00	Freestanding	1979	77802	Commercial
36,600	3703-3819 E 29th St		10,161	Modified Gross	6,000	3.33	83.61		1973	77802	
28,440	1100 Briarcrest Dr		10,650	Triple Net	10,650	0.82	62.55		1971	77802	
68,000	1673 Briarcrest Dr		10,181	Modified Gross	10,181	4.63	85.03		1979	778022737	
5,490	1710 Briarcrest Dr					0.89	100.00	Restaurant	1984	77802	
56,306	1760 Briarcrest Dr					4.58	100.00	Storefront Retail/Office	1987	77802	
40,705	1851-1887 Briarcrest Dr			Modified Gross		3.76	100.00		1986	77802	Commercial
182,988	2200 Briarcrest Dr						100.00			77802	
2,079	2210 Briarcrest Dr					1.03	100.00	Fast Food	1996	77802501	
15,500	2617 South Texas Ave					0.87	100.00	Storefront Retail/Office	1976	77802	C-3
1,478	1811 S Texas Ave					0.90	100.00	Freestanding		778021022	
11,000	1904 S Texas Ave					0.75	100.00	Freestanding	1968	77802	
1,390	1909 S Texas Ave					14.07	100.00	Convenience Store	1957	77802	
10,000	2010 S Texas Ave					0.87	100.00		1959	778021833	
11,392	2024 S Texas Ave					0.87	100.00		1955	77802	C
6,129	2025 S Texas Ave					14.07	100.00	Freestanding	1957	77802	
6,000	2029 S Texas Ave					14.07	100.00		1957	778021834	
8,350	2102 S Texas Ave					0.44	100.00		1993	77840	
1,320	2500 S Texas Ave					0.28	100.00	Fast Food		778022329	
5,600	2606 S Texas Ave					0.50	100.00	Freestanding	1942	778022331	
3,402	2706 S Texas Ave					0.73	100.00		1998	778025323	C-3 Commercial
9,298	2807 S Texas Ave					0.97	100.00	Bank	1957	778025326	
2,908	2906 S Texas Ave					0.58	100.00	Fast Food	1977	77801	
10,908	3000 S Texas Ave					0.50	100.00		1998	77802	
84,000	3109 S Texas Ave					12.94	100.00	Freestanding	2007	778023124	
6,700	1101 Villa Maria Dr					1.49	100.00	Restaurant		77802	
50,555	Villa Maria Rd @ Villa Maria Rd. & Briarcrest Dr.					5.00	100.00		1970	77802	
584	1124 E Villa Maria					0.26	100.00	Fast Food	2003	77802	
1,200	601 E Villa Maria Rd					0.72	100.00		2006	778025352	
14,820	610 E Villa Maria Rd					1.60	100.00	Drug Store	2005	77802	N/Av, Bryan
11,445	724-730 E Villa Maria Rd			Triple Net		0.77	100.00		1965	77802	
254,800	725 E Villa Maria Rd		25,030	Net	1,300	34.00	99.49		1965	778025319	None
95,022	725 E Villa Maria Rd					12.94	100.00	Supermarket	2004	77802	
17,056	800 E Villa Maria Rd					1.39	100.00		1964	778025337	
6,000	2540 E Villa Maria Rd						100.00			77802	
4,968	825 W Villa Maria Rd					0.85	100.00		2000	778012824	
4,700	801 Dellwood St		1,720		1,720	0.57	63.40	Freestanding	2005	77802	
136,693	1901-2027 S Texas Ave		12,088		12,088	14.07	91.16	Freestanding	1957	778021832	None

1,356,644 Total



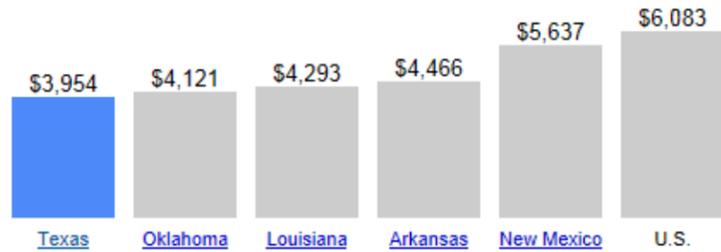
SENIORS HOUSING

Seniors Housing Real Estate Data & Mapping

Bryan, Texas

Brazos County Nursing Home Data

Monthly Costs Compared to Neighboring States



Source: www.skillednursingfacilities.org

Cost of Texas Nursing Homes

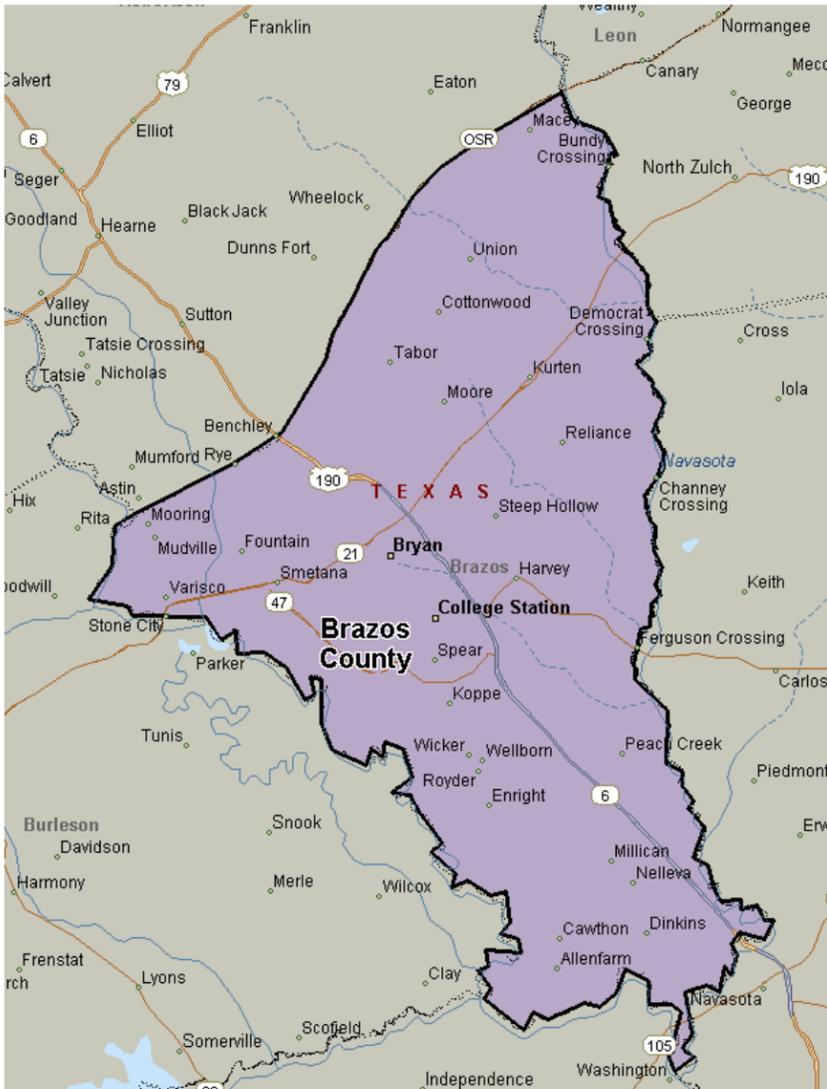
According to the 2012 Genworth Financial cost of care survey, the average cost of skilled nursing in Texas is \$3,954 per month.

The monthly base rate for Texas nursing homes is typically lower when compared to neighboring states. Texas is also less expensive compared to the national average.

This cost is the base cost for a double occupancy room for one person in Texas. Additional fees beyond the base rate may apply.

The rate for a single occupancy room for one person is typically higher. In Texas, the average cost is \$5,125.

Source: www.skillednursingfacilities.org

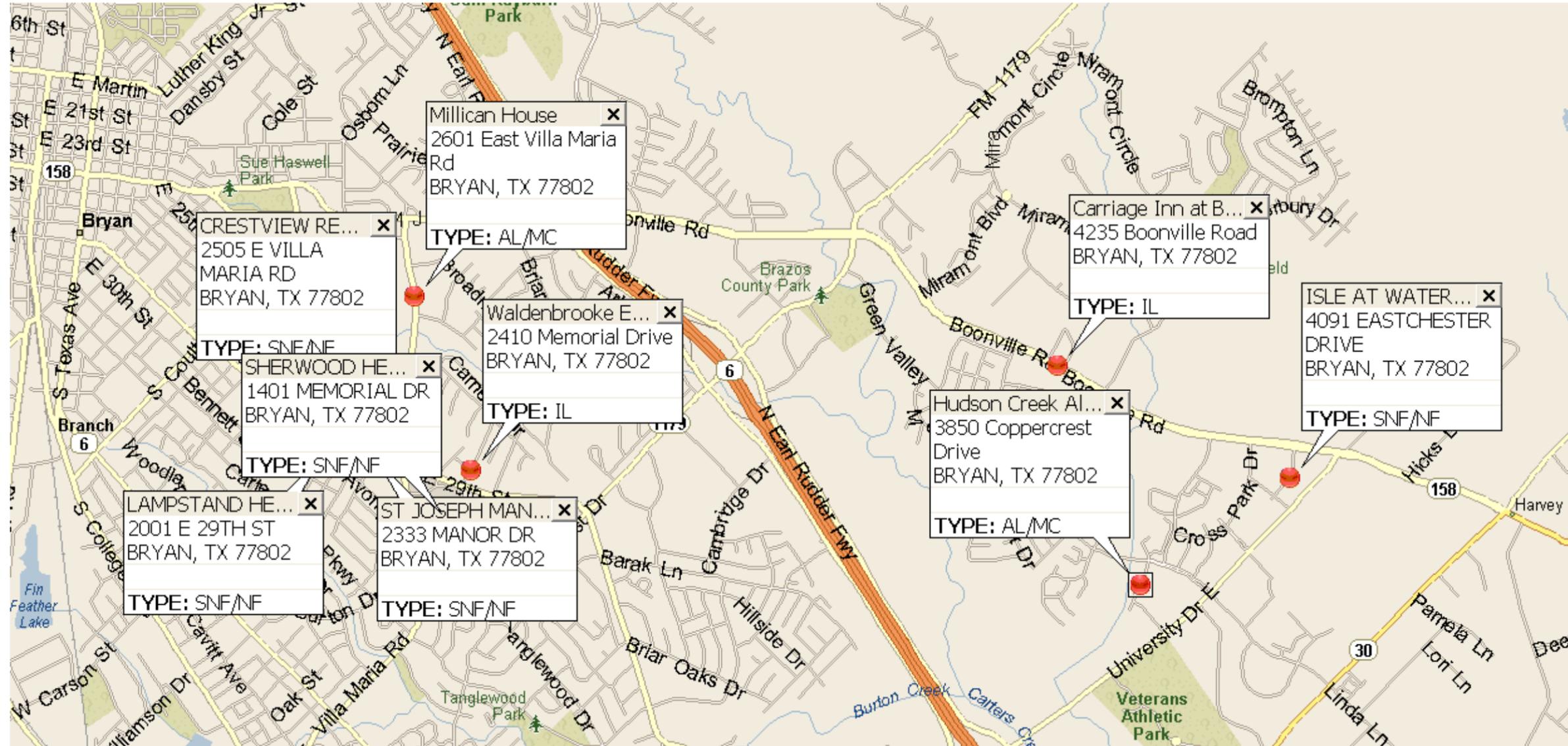


Name	Beds	City
Crestview	48	Bryan
Watercrest	36	Bryan
Lampstand	140	Bryan
Sherwood	116	Bryan
St. Joseph	81	Bryan
Fortress	120	College Station
Magnified	126	College Station
Total Beds	667	Brazos County
Bryan Beds	421	
% of County	63%	

Texas Department of Aging and Disability Services Facility Directory – Nursing Homes

<p>County: BRAZOS Facility Information: CRESTVIEW RETIREMENT COMMUNITY 2505 E VILLA MARIA DR</p> <p>BRYAN, TX 77802- Phone: (979) 776-4778</p> <p>Total Lic Capacity: 48 Cert Alzh Capacity: 0 Private Beds: 0</p>	<p>Reg Svcs: BRENHAM Facility ID: 004350</p> <p>Owner Information: MRC CRESTVIEW 1440 LAKE FRONT CIR STE 110 THE WOODLANDS, TX 77380- Phone: (281) 363-2600</p> <p>Title XVIII: 0 Title XIX: 0 Title XVIII/XIX: 48 ICF/IID: 0</p>	<p>Region: 07 - AUSTIN Fax: (281) 292-6360 Program Type: NURSING Service Type: SNF/NF License Exp. Date: 05/01/2015</p>
<p>County: BRAZOS Facility Information: ISLE AT WATERCREST - BRYAN 4091 EASTCHESTER DRIVE</p> <p>BRYAN, TX 77802- Phone: (979) 774-3401</p> <p>Total Lic Capacity: 36 Cert Alzh Capacity: 0 Private Beds: 0</p>	<p>Reg Svcs: BRENHAM Facility ID: 104695</p> <p>Owner Information: CHP ISLE AT WATERCREST-BRYAN TX TENANT CORP 4091 EASTCHESTER DRIVE</p> <p>BRYAN, TX 77802- Phone: (979) 774-3401</p> <p>Title XVIII: 32 Title XIX: 0 Title XVIII/XIX: 4 ICF/IID: 0</p>	<p>Region: 07 - AUSTIN Fax: () - Program Type: NURSING Service Type: SNF/NF License Exp. Date: 09/02/2014</p>
<p>County: BRAZOS Facility Information: LAMPSTAND NURSING AND REHABILITATION LP 2001 E 29TH ST</p> <p>BRYAN, TX 77802- Phone: (979) 822-6611</p> <p>Total Lic Capacity: 140 Cert Alzh Capacity: 0 Private Beds: 0</p>	<p>Reg Svcs: BRENHAM Facility ID: 101864</p> <p>Owner Information: LAMPSTAND NURSING AND REHABILITATION LP 401 N ELM ST</p> <p>DENTON, TX 76201- Phone: (940) 387-4388</p> <p>Title XVIII: 0 Title XIX: 0 Title XVIII/XIX: 140 ICF/IID: 0</p>	<p>Region: 07 - AUSTIN Fax: (940) 380-2410 Program Type: NURSING Service Type: SNF/NF License Exp. Date: 10/01/2014</p>
<p>County: BRAZOS Facility Information: SHERWOOD HEALTH CARE INC 1401 MEMORIAL DR</p> <p>BRYAN, TX 77802- Phone: (979) 776-7521</p> <p>Total Lic Capacity: 116 Cert Alzh Capacity: 0 Private Beds: 0</p>	<p>Reg Svcs: BRENHAM Facility ID: 004431</p> <p>Owner Information: SHERWOOD HEALTH CARE INC 1401 MEMORIAL DR</p> <p>BRYAN, TX 77802- Phone: (979) 776-7521</p> <p>Title XVIII: 0 Title XIX: 0 Title XVIII/XIX: 116 ICF/IID: 0</p>	<p>Region: 07 - AUSTIN Fax: (979) 774-7118 Program Type: NURSING Service Type: SNF/NF License Exp. Date: 05/21/2017</p>
<p>County: BRAZOS Facility Information: ST JOSEPH MANOR 2333 MANOR DR</p> <p>BRYAN, TX 77802- Phone: (979) 821-7330</p> <p>Total Lic Capacity: 81 Cert Alzh Capacity: 0 Private Beds: 0</p>	<p>Reg Svcs: BRENHAM Facility ID: 005393</p> <p>Owner Information: BURLESON COUNTY HOSPITAL DISTRICT 1108 WOODSON DRIVE</p> <p>CALDWELL, TX 77836- Phone: (409) 567-3244</p> <p>Title XVIII: 55 Title XIX: 0 Title XVIII/XIX: 26 ICF/IID: 0</p>	<p>Region: 07 - AUSTIN Fax: (409) 567-3255 Program Type: NURSING Service Type: SNF/NF License Exp. Date: 04/15/2015</p>
<p>County: BRAZOS Facility Information: FORTRESS NURSING AND REHABILITATION LP 1105 ROCK PRAIRIE RD</p> <p>COLLEGE STATION, TX 77845- Phone: (979) 694-2200</p> <p>Total Lic Capacity: 120 Cert Alzh Capacity: 0 Private Beds: 0</p>	<p>Reg Svcs: BRENHAM Facility ID: 004952</p> <p>Owner Information: FORTRESS NURSING AND REHABILITATION LP 401 N ELM ST</p> <p>DENTON, TX 76201- Phone: (940) 387-4388</p> <p>Title XVIII: 0 Title XIX: 0 Title XVIII/XIX: 120 ICF/IID: 0</p>	<p>Region: 07 - AUSTIN Fax: (940) 380-2410 Program Type: NURSING Service Type: SNF/NF License Exp. Date: 10/01/2014</p>
<p>County: BRAZOS Facility Information: MAGNIFIED NURSING AND REHABILITATION LP 1115 ANDERSON</p> <p>COLLEGE STATION, TX 77840- Phone: (979) 693-1515</p> <p>Total Lic Capacity: 126 Cert Alzh Capacity: 0 Private Beds: 0</p>	<p>Reg Svcs: BRENHAM Facility ID: 005050</p> <p>Owner Information: MAGNIFIED NURSING AND REHABILITATION LP 401 N ELM ST</p> <p>DENTON, TX 76201- Phone: (940) 387-4388</p> <p>Title XVIII: 16 Title XIX: 0 Title XVIII/XIX: 110 ICF/IID: 0</p>	<p>Region: 07 - AUSTIN Fax: (940) 380-2410 Program Type: NURSING Service Type: SNF/NF License Exp. Date: 10/01/2014</p>

Bryan, Texas Nursing Home Locations



<http://www.skillednursingfacilities.org/directory/tx/bryan/>

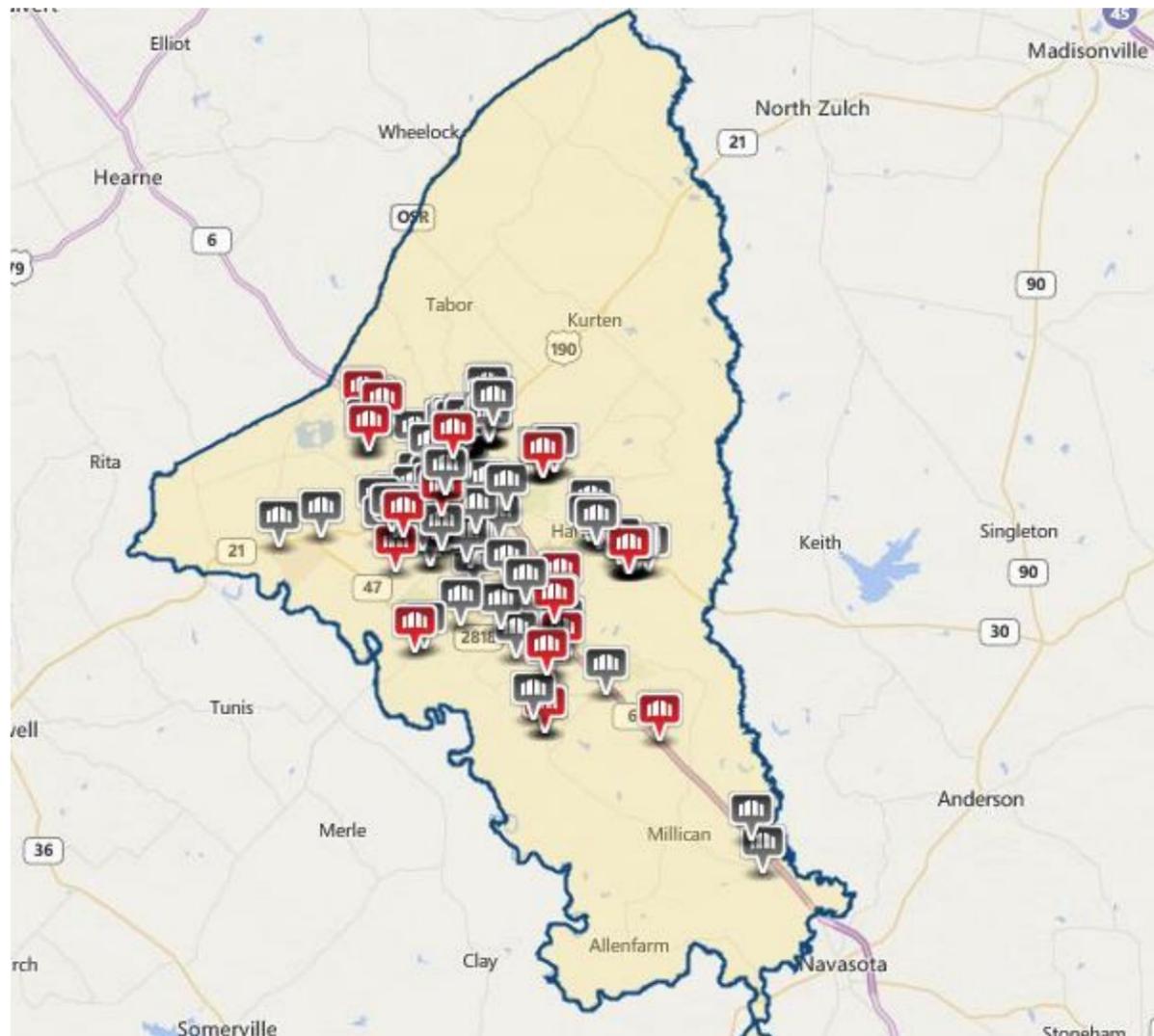
INDUSTRIAL

Industrial Real Estate Data & Mapping

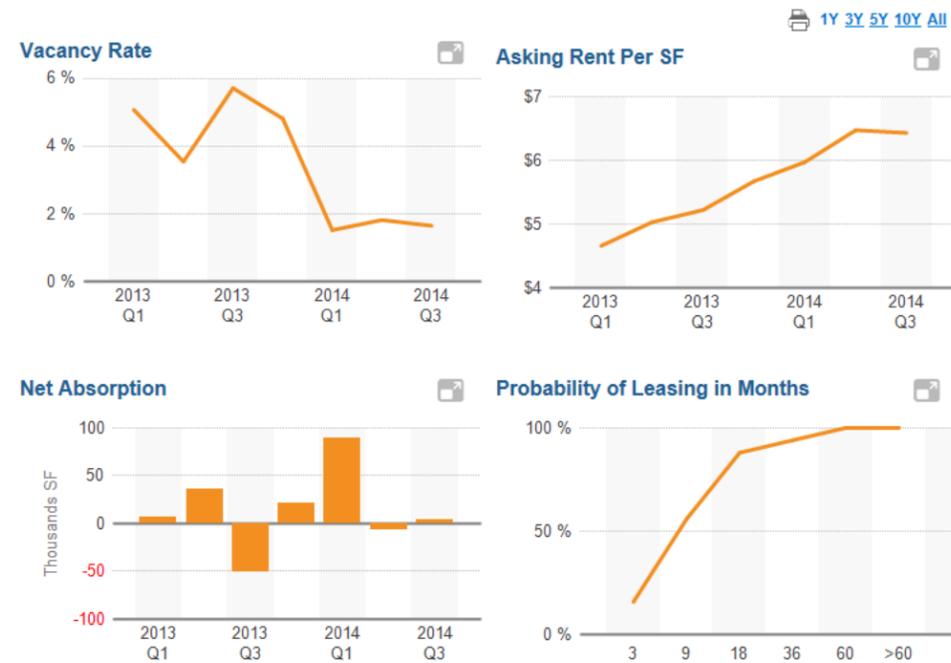
Bryan, Texas

Brazos County Industrial Market Data

Availability	Survey	5-Year Avg	Inventory	Survey	5-Year Avg
Rent Per SF	\$6.43	\$4.89	Existing Buildings	158	155
Vacancy Rate	1.6%	4.4%	Existing SF	2,354,433	2,315,982
Vacant SF	38,775	102,560	12 Mo. Const. Starts	12,500	14,239
Availability Rate	10.1%	13.9%	Under Construction	0	12,578
Available SF	237,124	323,249	12 Mo. Deliveries	12,500	26,340
Sublet SF	9,025	14,149			
Months on Market	15.6	10.1			
Demand	Survey	5-Year Avg	Sales	Past Year	5-Year Avg
12 Mo. Absorption SF	56,673	40,541	Sale Price Per SF	\$48	\$36
12 Mo. Leasing SF	122,800	95,102	Asking Price Per SF	\$88	\$78
			Sales Volume (Mil.)	\$0.3	\$0.5
			Cap Rate	7.0%	9.1%



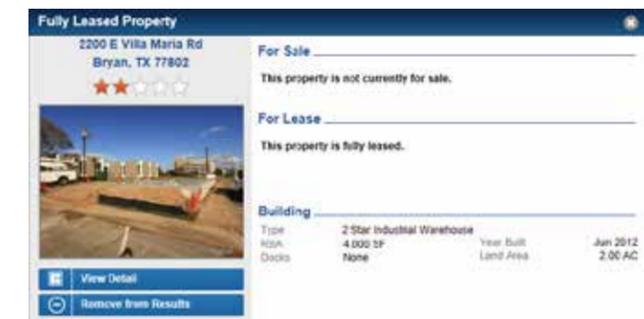
One Year Performance Metrics



Observations

1. The Industrial property market in Brazos County notes historically declining vacancy rates as well as growth in asking rents.
2. Positive net absorption is noted for 2014, with a current vacancy rate of only 1.6%.
3. The only industrial property noted by CoStar in the planning area is 100% occupied.
4. Given the nature of the study and planning areas, industrial land uses will not play a major role in arriving at future real estate solutions. There are at most several industrial properties in the planning area, and these are not in critical locations that pose a threat to planning around a new health & wellness branding for the area.

Ten Year Performance Metrics



Only 1 "industrial" property is located within the Planning Area. (per CoStar)

MULTIFAMILY

Multi-Family Real Estate Data & Mapping

Bryan, Texas

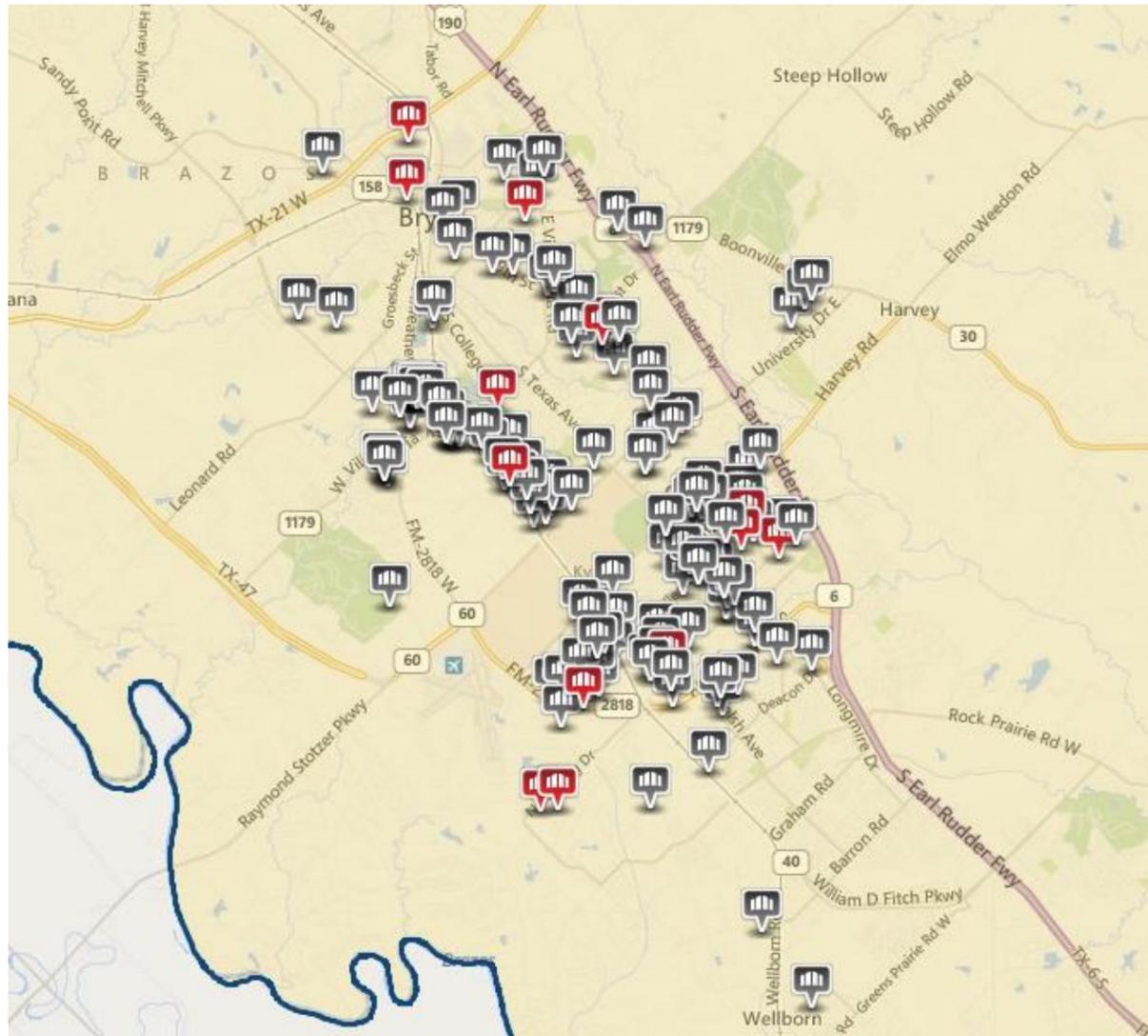
Brazos County Multi Family Market Data

Leasing Units	Survey	5-Year Avg
Vacant Units	1,066	1,443
Vacancy Rate	5.7%	7.8%
12 Mo. Absorption Units	684	242

Rents	Survey	5-Year Avg
Studio Asking Rent	\$591	\$554
1 Bed Asking Rent	\$726	\$682
2 Bed Asking Rent	\$913	\$831
3+ Bed Asking Rent	\$1,842	\$1,688
Concessions	1.7%	4.1%

Inventory in Units	Survey	5-Year Avg
Existing Units	20,237	18,592
12 Mo. Const. Starts	336	219
Under Construction	336	370
12 Mo. Deliveries	359	206

Sales	Past Year	5-Year Avg
Sale Price Per Unit	\$108,975	\$79,763
Asking Price Per Unit	\$52,788	\$91,292
Sales Volume (Mil.)	\$58	\$226
Cap Rate	7.2%	7.1%



One Year Performance Metrics



Observations

1. There are total of over 20,000 existing multi-family units in Brazos County.
2. The vacancy rate is a modest 5.7%, with a modest negative absorption for 2014.
3. Asking rents and effective rents have been steadily increasing in both the past year and the past 10 years.
4. Vacancy rates have declined significantly since a high in late 2011. Absorption graphics tie clearly to this improvement.
5. Rent for a two bedroom apartment averages \$913/MO.

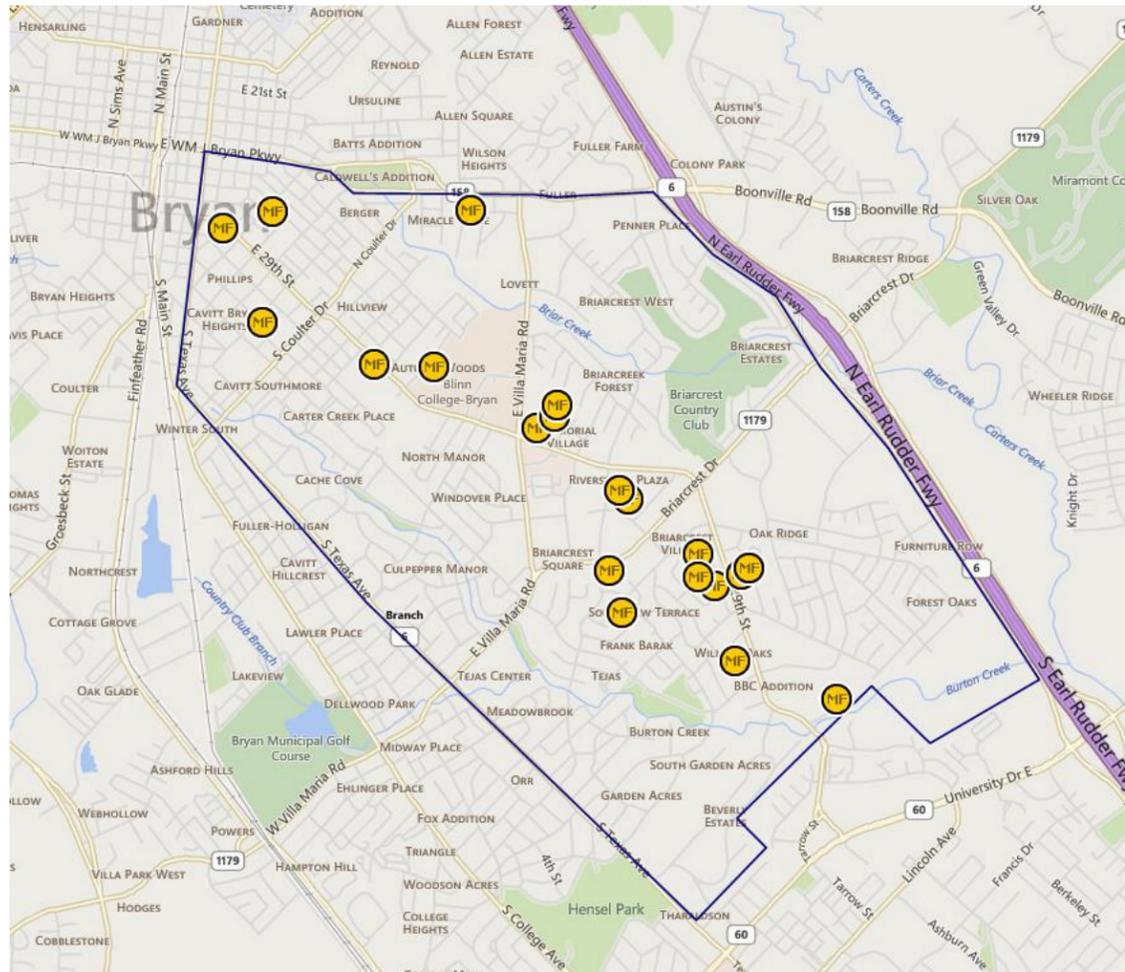
Ten Year Performance Metrics



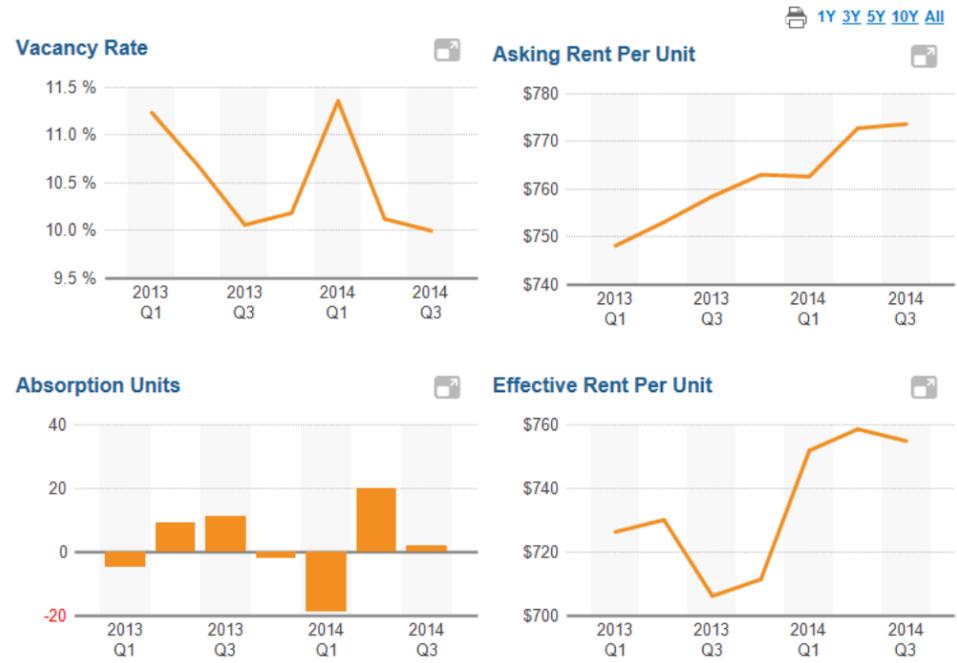
Study Area Multi Family Market Data

Leasing Units	Survey	5-Year Avg	Inventory in Units	Survey	5-Year Avg
Vacant Units	162	183	Existing Units	1,966	1,620
Vacancy Rate	10.0%	11.3%	12 Mo. Const. Starts	0	0
12 Mo. Absorption Units	12	10	Under Construction	0	0
			12 Mo. Deliveries	0	0

Rents	Survey	5-Year Avg	Sales	Past Year	5-Year Avg
Studio Asking Rent	\$510	\$507	Sale Price Per Unit	\$9,895	\$49,337
1 Bed Asking Rent	\$691	\$663	Asking Price Per Unit	\$45,378	\$38,394
2 Bed Asking Rent	\$766	\$732	Sales Volume (Mil.)	\$0.5	\$13
3+ Bed Asking Rent	\$1,188	\$1,038	Cap Rate	9.0%	8.1%
Concessions	2.4%	5.3%			



One Year Performance Metrics



Observations

1. The study area has nearly 2,000 multi-family units – about 10% of the total of over 20,000 existing multi-family units in Brazos County.
2. The vacancy rate is 10%, compared to the more modest 5.7% for the county.
3. Asking rents and effective rents have been steadily increasing in both the past year and the past 10 years – except for short term decline in 3Q/2014.
4. Vacancy rates have been generally improving since 2009, albeit somewhat erratically. 2014 notes YTD positive absorption.
5. Rent for a two bedroom apartment averages \$766/MO compared to an average of \$913/MO in the county.

Ten Year Performance Metrics



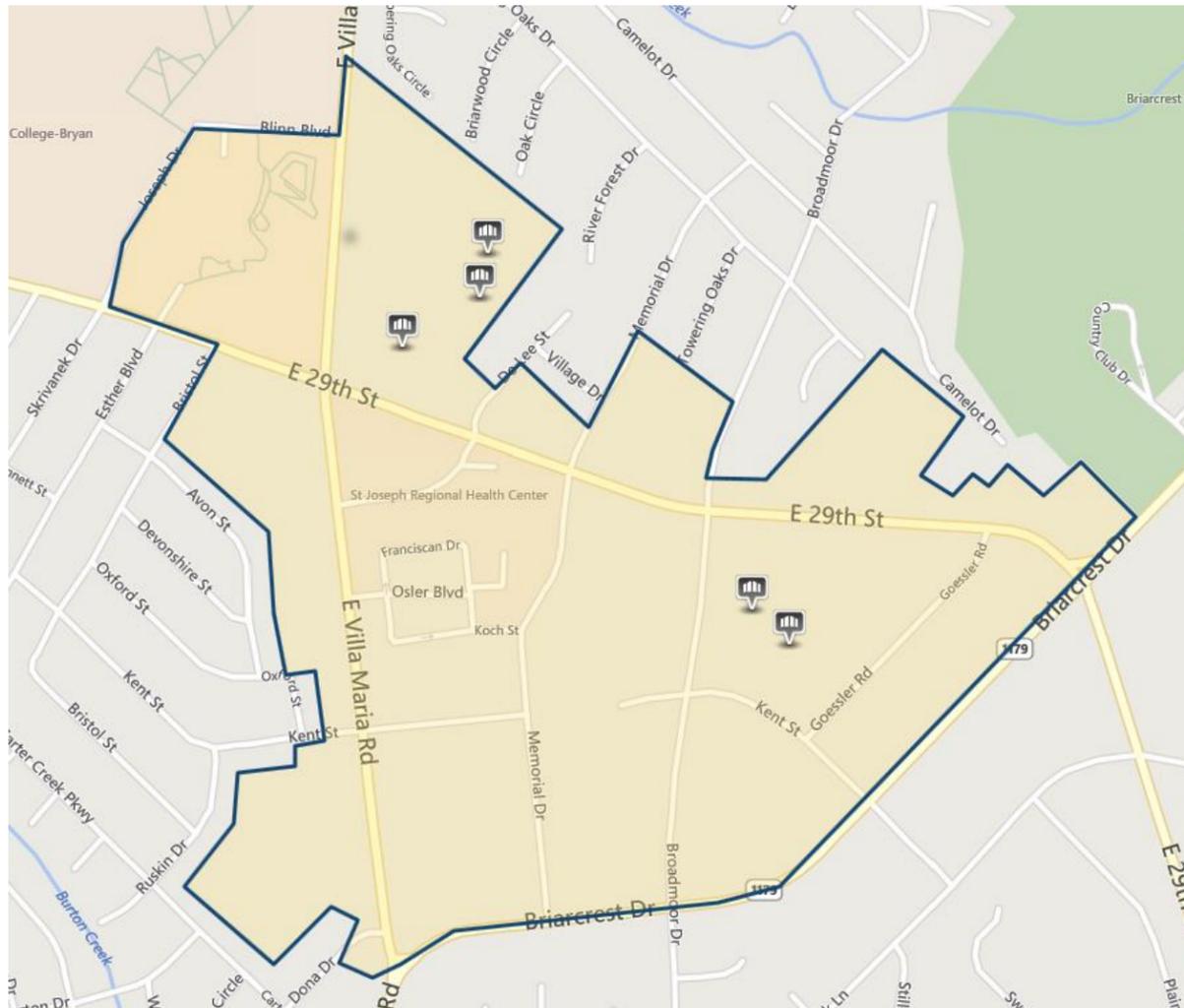
Planning Area Multi Family Market Data

Leasing Units	Survey	5-Year Avg
Vacant Units	59	72
Vacancy Rate	13.7%	16.7%
12 Mo. Absorption Units	14	6

Rents	Survey	5-Year Avg
Studio Asking Rent	-	-
1 Bed Asking Rent	\$654	\$667
2 Bed Asking Rent	\$696	\$736
3+ Bed Asking Rent	\$906	\$932
Concessions	4.0%	4.5%

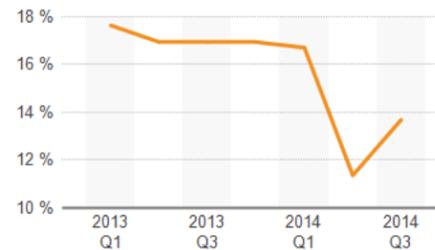
Inventory in Units	Survey	5-Year Avg
Existing Units	689	431
12 Mo. Const. Starts	0	0
Under Construction	0	0
12 Mo. Deliveries	0	0

Sales	Past Year	5-Year Avg
Sale Price Per Unit	-	-
Asking Price Per Unit	-	-
Sales Volume (Mil.)	-	-
Cap Rate	-	-



One Year Performance Metrics

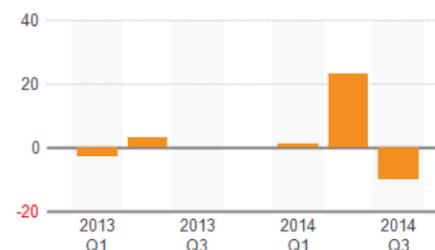
Vacancy Rate



Asking Rent Per Unit



Absorption Units



Effective Rent Per Unit

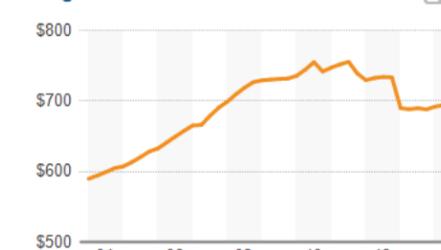


Ten Year Performance Metrics

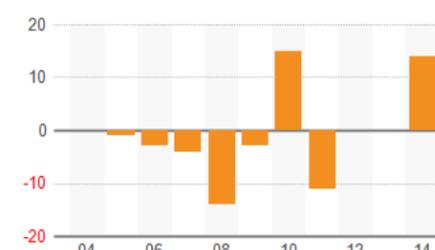
Vacancy Rate



Asking Rent Per Unit



Absorption Units



Effective Rent Per Unit



Observations

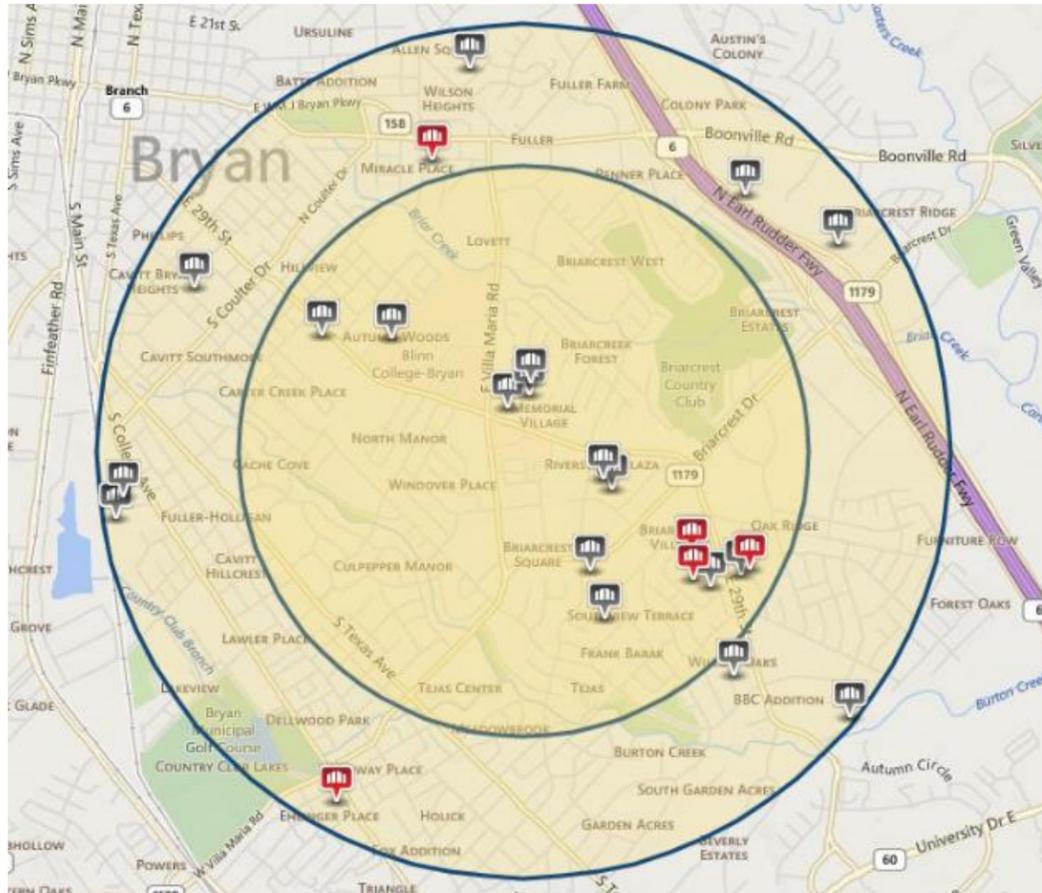
1. A look at the past 12 months notes a decline in the vacancy rate to its current 13.7% rate.
2. Rents appear to be somewhat erratic, but may be able to be attributed to timing of available stock.
3. Effective rent is only slightly less than asking rents indicating that there is not a pricing problem.
4. The 10 year metrics reveal a different story of a recent sharp decline in vacancy and a leveling off /or correction on rates.
5. The 10 year look also reveals an overall positive absorption since 2010.
6. Rental rates within the Planning area (small polygon) are in keeping with rates noted for the county in general.

Multi-Family Analytic Data: St. Joseph PSA

1-mile + 1.5 mile radii shown

St. Joseph's Hospital is the centroid

Data is for 1-mile ONLY

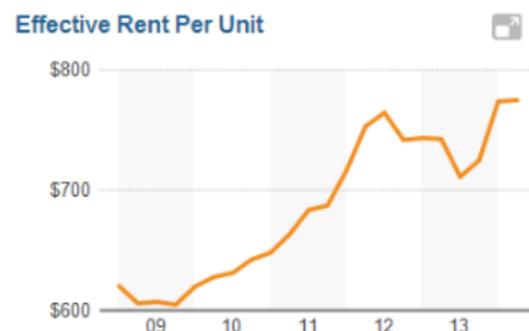
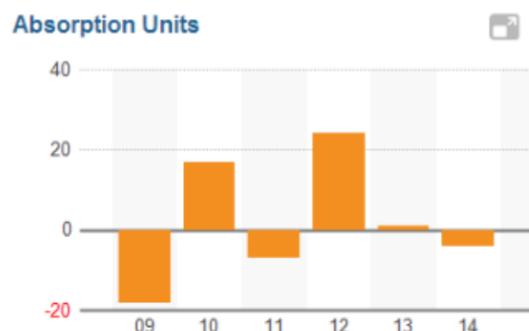
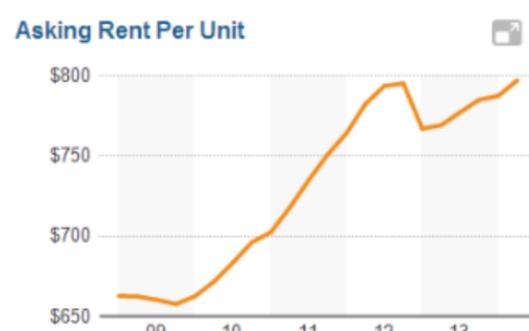


Leasing Units	Survey	5-Year Avg
Vacant Units	122	132
Vacancy Rate	11.0%	12.0%
12 Mo. Absorption Units	4	4

Rents	Survey	5-Year Avg
Studio Asking Rent	-	-
1 Bed Asking Rent	\$683	\$636
2 Bed Asking Rent	\$769	\$717
3+ Bed Asking Rent	\$1,315	\$1,077
Concessions	2.8%	6.3%

Inventory in Units	Survey	5-Year Avg
Existing Units	1,383	1,105
12 Mo. Const. Starts	0	0
Under Construction	0	0
12 Mo. Deliveries	0	0

Sales	Past Year	5-Year Avg
Sale Price Per Unit	-	\$58,101
Asking Price Per Unit	\$46,191	\$61,678
Sales Volume (Mil.)	\$0.0	\$13
Cap Rate	-	7.7%



Number Of Units	Building Address	Building Class	Building Name	Effective Rent/Unit	For Sale Price	For Sale Status	Land Area (AC)	Last Sale Date	Last Sale Price	Avg Unit Size	Rentable Building Area	Building Style	Vacancy %
150	1525 E 29th St	B	Brookside	732.80		N	7.28			898	134,532	Garden	1.33
183	3130 E 29th St	B	The Grove Apartments	642.17		N	8.67	1/15/2007	7,200,000.00	925	171,945	Garden	27.87
36	1308 Barak	C	Briar Grove Apartments			N	1.40	11/15/2010		909	32,724	Garden	
56	1502-1505 Broadmoor Dr	B	Broadmoor Apartments	562.00		N	1.22	11/7/2011	2,100,000.00	710	39,760	Garden	5.36
248	2301 Broadmoor Dr	B	Riverstone	714.89		N	3.49	6/1/2007	8,300,000.00	885	236,718	Garden	8.06
160	1512 Hollowhill Dr	B	College Edge	1,256.80		N	11.05	3/17/2014		957	214,018	Garden	
48	2000 Kazmeier Plz	C	Saddle Ridge Apartments		539,000	Y	1.92			828	39,752	Low-Rise	39.58
176	3535 Plainsman Ln	C	Quail Hollow Apartments	735.09	10,250,000	Y	8.42	5/1/2007	9,450,000.00	843	147,584	Garden	8.52
48	3700 Plainsman St	C	Creekside Apartments		1,775,000	Y	2.36			895	43,005	Garden	
16	3702-3708 Plainsman St	B				N	0.72			1,000	16,000		
36	2501 E Villa Maria Rd	C	Crestview Terrace			N				1,388	50,000	Low-Rise	
137	2503 E Villa Maria Rd	C	Crestview Place			N				802	110,000	Low-Rise	
85	2507 E Villa Maria Rd	C	Crestview Unity			N				1,117	95,000	Low-Rise	
4	1831-1833 Wilde Oak Cir	B	Wilde Oak Duplexes			N	0.14			694	2,778		

1,383 Total

AVAILABLE LAND

Land/ Real Estate Data & Mapping

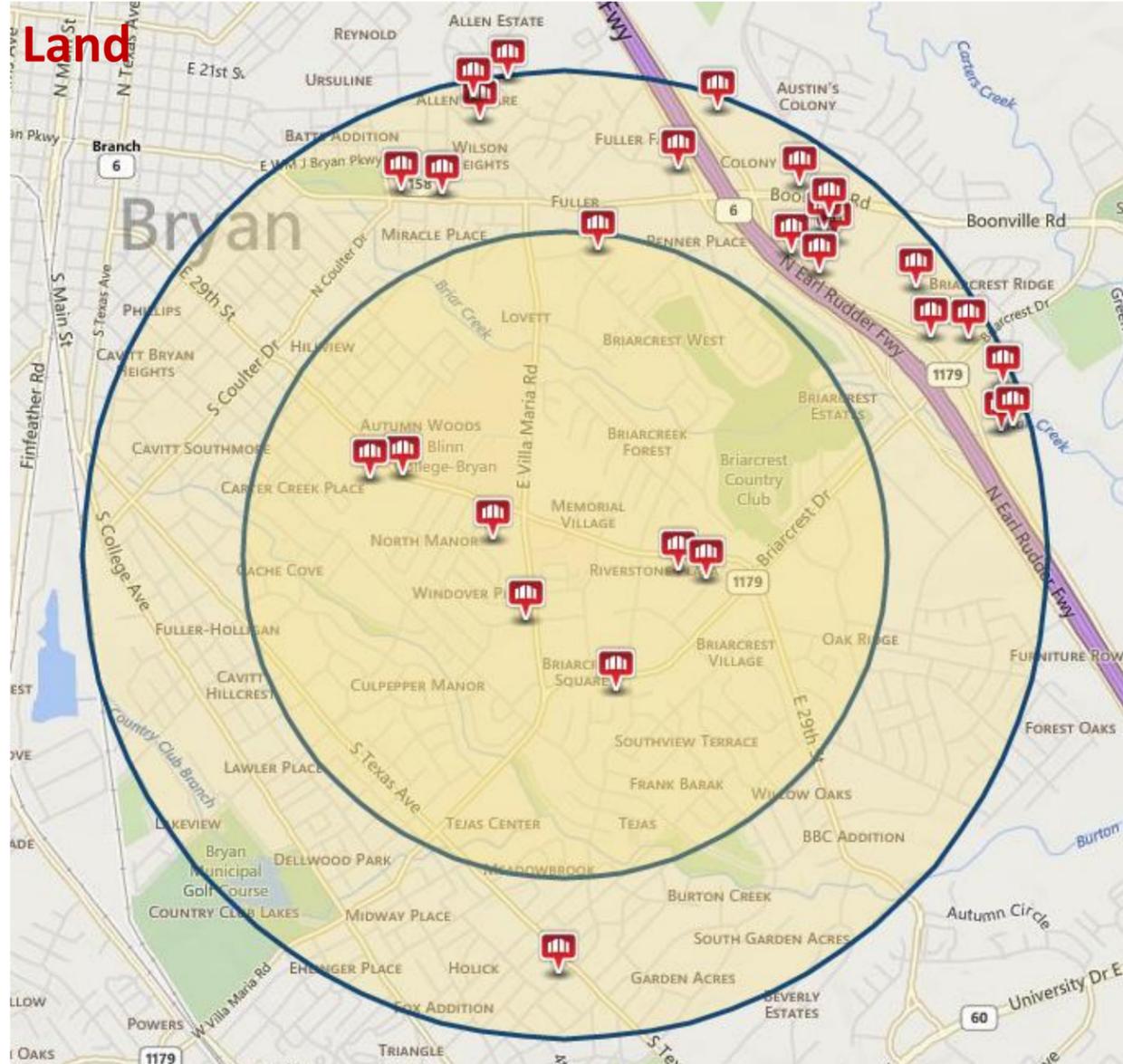
Bryan, Texas

Available Land Listings

1-mile + 1.5 mile radii shown

St. Joseph's Hospital is the centroid

8 properties with the 1-mile radius



Source: CoStar

Building Address	City	Days On Market	For Sale Price	For Sale Status	Land Area (AC)	Tax Year	Taxes Total	Zip	Zoning
1717 E 29th St	Bryan			N	2.82			77802	Commercial
1719 E 29th St	Bryan	149	615,000	Y	2.80	2012	5929.25	77802	C-3
1720 E 29th St	Bryan			N	1.00	2013	9304.95	77802	
1825 E 29th St	Bryan			N	3.12	2013	2700	77802	
1826 E 29th St	Bryan	485	396,000	Y	1.40	2013	5668.19	77802	
2920 E 29th St	Bryan			N	0.95	2013	3704.4	778022603	Commercial
3040 E 29th St	Bryan	146	225,000	Y	1.55	2013	1609.21	77802	
3100 E 29th St	Bryan	146	615,000	Y	2.97	2013	7742.49	77802	
3120 E 29th St	Bryan			N	2.97			77802	Commercial
1806 Barak Ln	Bryan			N	0.92	2013	1349.64	77802	
1318 Briarcrest	Bryan	2261	84,900	Y	0.39	2013	1778.89	778025231	commercial
Briarcrest Dr	Bryan			N	0.77	2008	5044	77801	Commercial
1551 Briarcrest Dr	Bryan			N	0.77	2008	5044.56	77802	Commercial
1401 Bristol St	Bryan	706		Y	2.98	2011	7210.92	77802	Commercial
E 29th St	Bryan			N	11.10	2013	22699.26	77802	
Nash Dr	Bryan			N	10.58	2013	28728.58	77802	
2751 Nash Dr	Bryan	364	521,000	Y	1.71	2013	31137.75	77802	
2029 S Texas Ave	Bryan			N	0.14	2012	74597.4	77802	
2901 Trophy Dr	Bryan			N	1.27	2008	3993.72	778022159	C-1
1122 E Villa Maria	Bryan			N	0.67	2013	10340.17	77802	None
2206 E Villa Maria	Bryan			N	2.98			77802	
E Villa Maria Rd @ Kent St	Bryan	686	215,000	Y	0.68	2013	3915.06	77802	
1127 E Villa Maria Rd	Bryan			N	1.00			77802	Commercial

Active Lising Total Acres

9.96

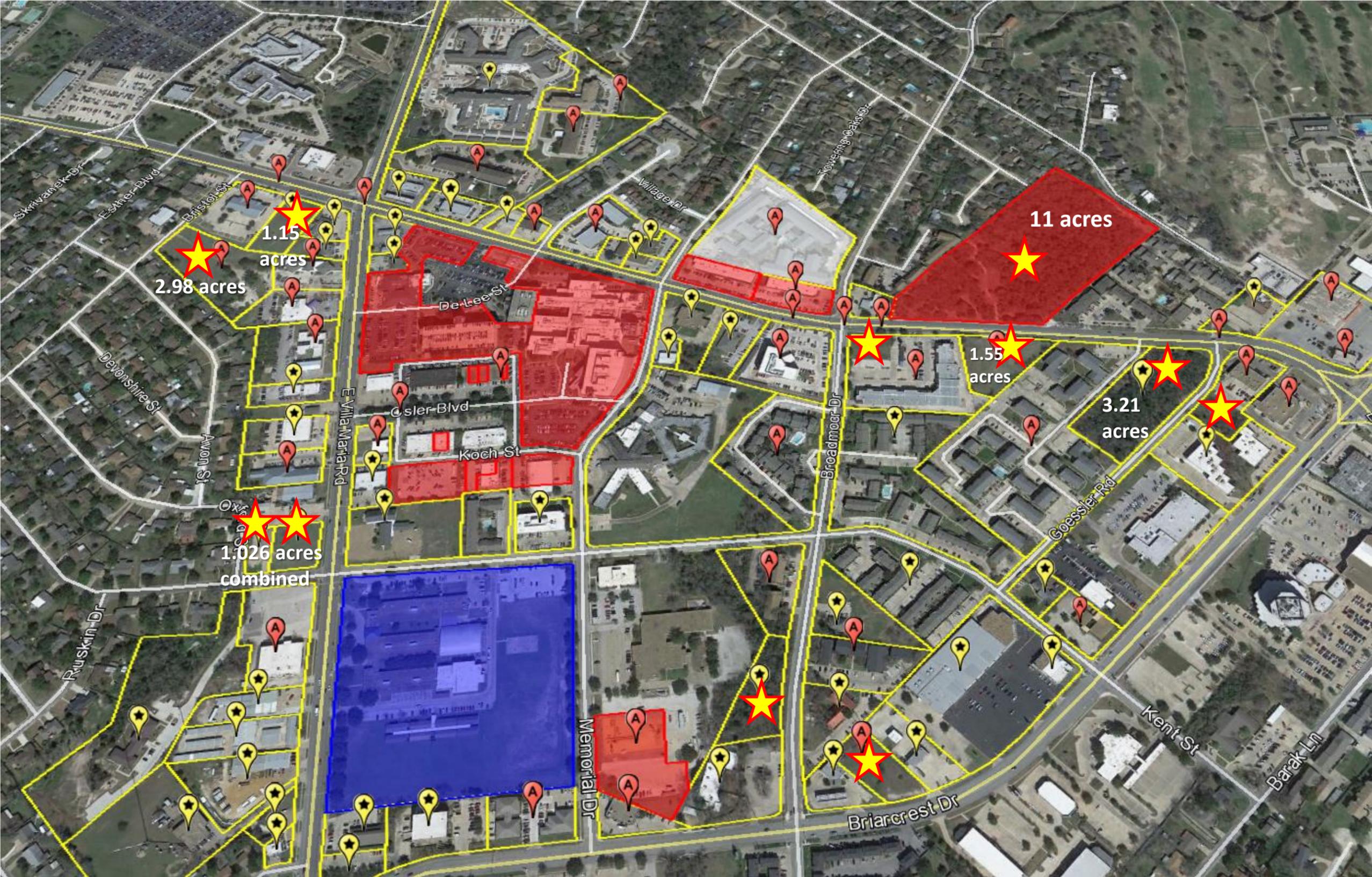
55,640

Total Land Available

55.54

232,498

Planning Area – Vacant Land



Planning Area – Vacant Land + Other Key Uses



OPPORTUNITY

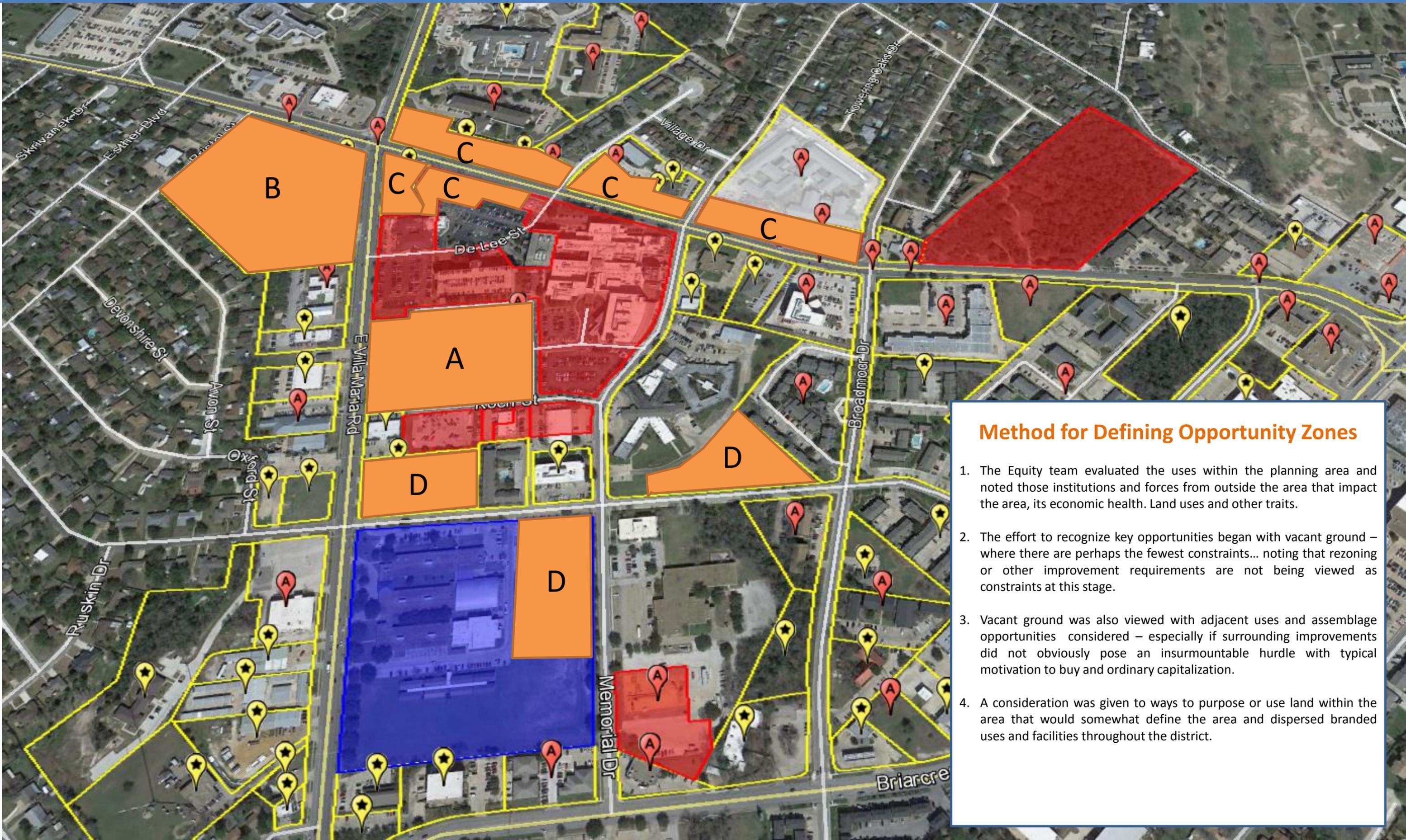
Identification of Opportunity Zones in the Planning Area

Bryan, Texas

Planning Area: Key Intersection



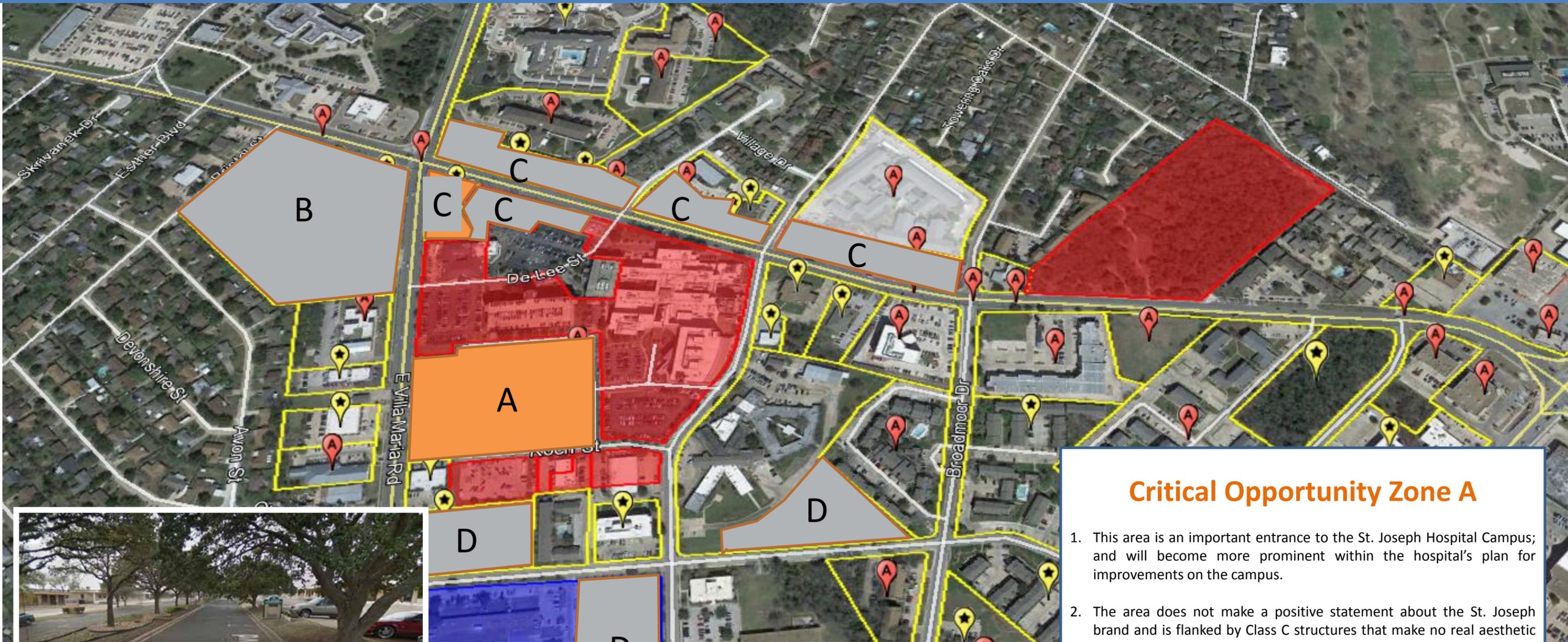
Critical Opportunity Zones



Method for Defining Opportunity Zones

1. The Equity team evaluated the uses within the planning area and noted those institutions and forces from outside the area that impact the area, its economic health. Land uses and other traits.
2. The effort to recognize key opportunities began with vacant ground – where there are perhaps the fewest constraints... noting that rezoning or other improvement requirements are not being viewed as constraints at this stage.
3. Vacant ground was also viewed with adjacent uses and assemblage opportunities considered – especially if surrounding improvements did not obviously pose an insurmountable hurdle with typical motivation to buy and ordinary capitalization.
4. A consideration was given to ways to purpose or use land within the area that would somewhat define the area and dispersed branded uses and facilities throughout the district.

Critical Opportunity Zone: A

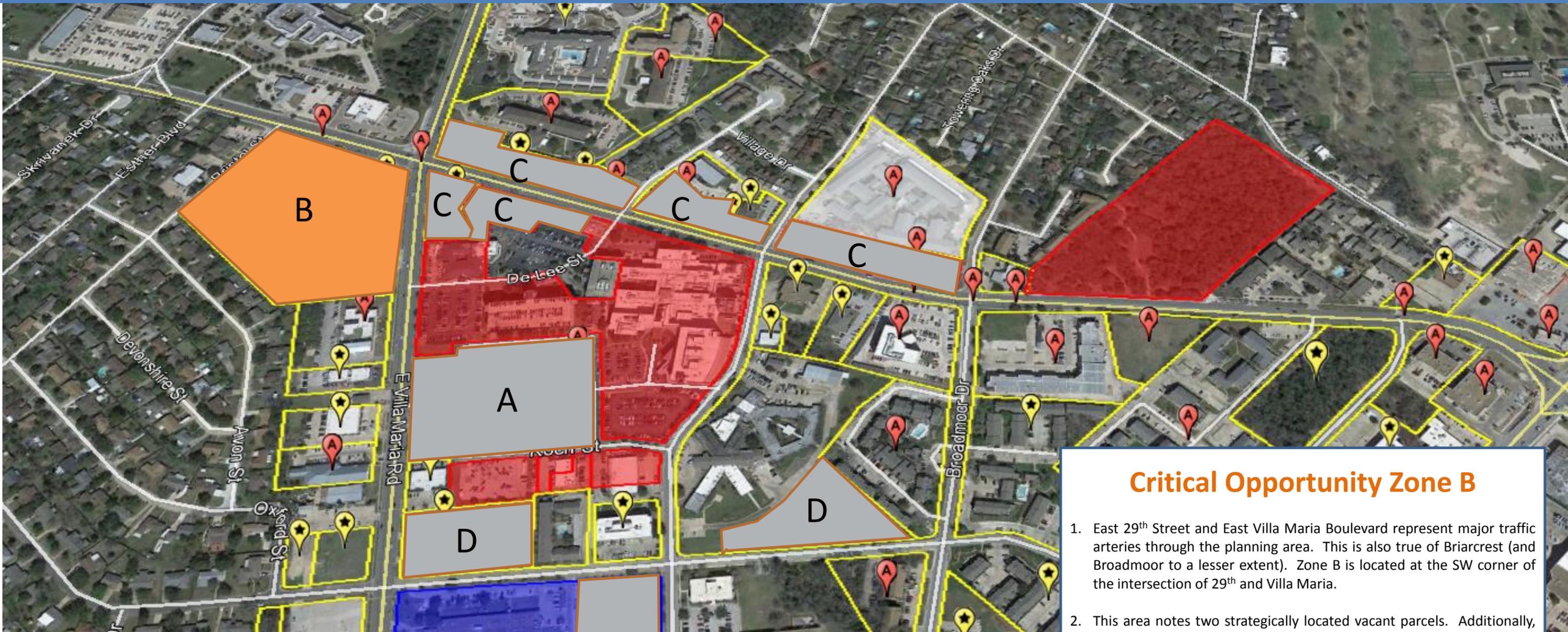


Critical Opportunity Zone A

1. This area is an important entrance to the St. Joseph Hospital Campus; and will become more prominent within the hospital's plan for improvements on the campus.
2. The area does not make a positive statement about the St. Joseph brand and is flanked by Class C structures that make no real aesthetic or brand contribution.
3. The streetscape features some positives with a treed center median and trees on each side of the street as one travels closer to the hospital. There are no sidewalks. Sidewalks exist only internal to the hospital site (also no sidewalks along Lee Street).
4. The Villa Maria corridor has sidewalks on both sides of the street. Overhead power lines adversely affect aesthetics of the area.
5. If Osler Street is to become the main entry to the hospital, there is a clear opportunity to work toward conforming features that enhance area standards and integrate into a more broad walkable neighborhood plan as well as compliment the St. Joseph brand.



Critical Opportunity Zone: B

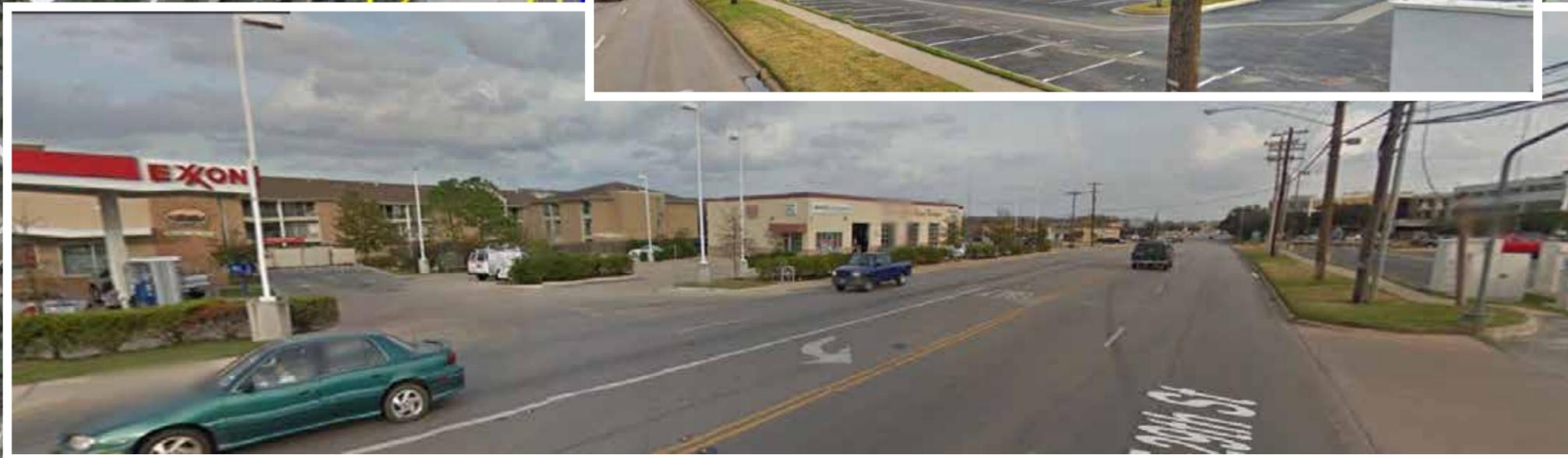


Critical Opportunity Zone B

1. East 29th Street and East Villa Maria Boulevard represent major traffic arteries through the planning area. This is also true of Briarcrest (and Broadmoor to a lesser extent). Zone B is located at the SW corner of the intersection of 29th and Villa Maria.
2. This area notes two strategically located vacant parcels. Additionally, there are existing medical uses along Villa Maria. Given existing constraints of other corners of this intersection, these parcels – including existing MOB's and a funeral home have aggregated development and planning potential.
3. Zone B's location and local interests in the sites would tend to unify stakeholder concerns - St. Joseph's, Blinn College, existing land owners, and the City all have potential and tangible benefits to be gained from a synergistic redevelopment plan for this area. The aggregated zone has strong development potential and could harness existing positives along with new standards to create a better and more synergistic outcome. The aggregated corner holds potential as a key feature of a new redeveloped district.



Critical Opportunity Zones



Critical Opportunity Zone C

1. The corner property (SE corner of Villa Maria & 29th) is an unoccupied gas station. Other automotive uses are also present along 29th Street.
2. The current east side of 29th Street is problematic from a district branding perspective. The quality of some of the assets is quite marginal and the visual quality of the street experience is highly impacted by utility poles and lines a very non-uniform, marginal quality commercial development.
3. A portion of the hospital side of the street is dominated by asphalt parking and little green space or street side landscaping. The area does not have street trees.
4. Given the critical nature of this key traffic corridor to any effort to brand the area and the significant portion of which is controlled by the hospital, the area already has significant stakeholder investment and holds promise to be able demonstrate rebranding benefits earlier in the redevelopment process driven by any new plan.

Critical Opportunity Zone: D & E



Critical Opportunity Zone D

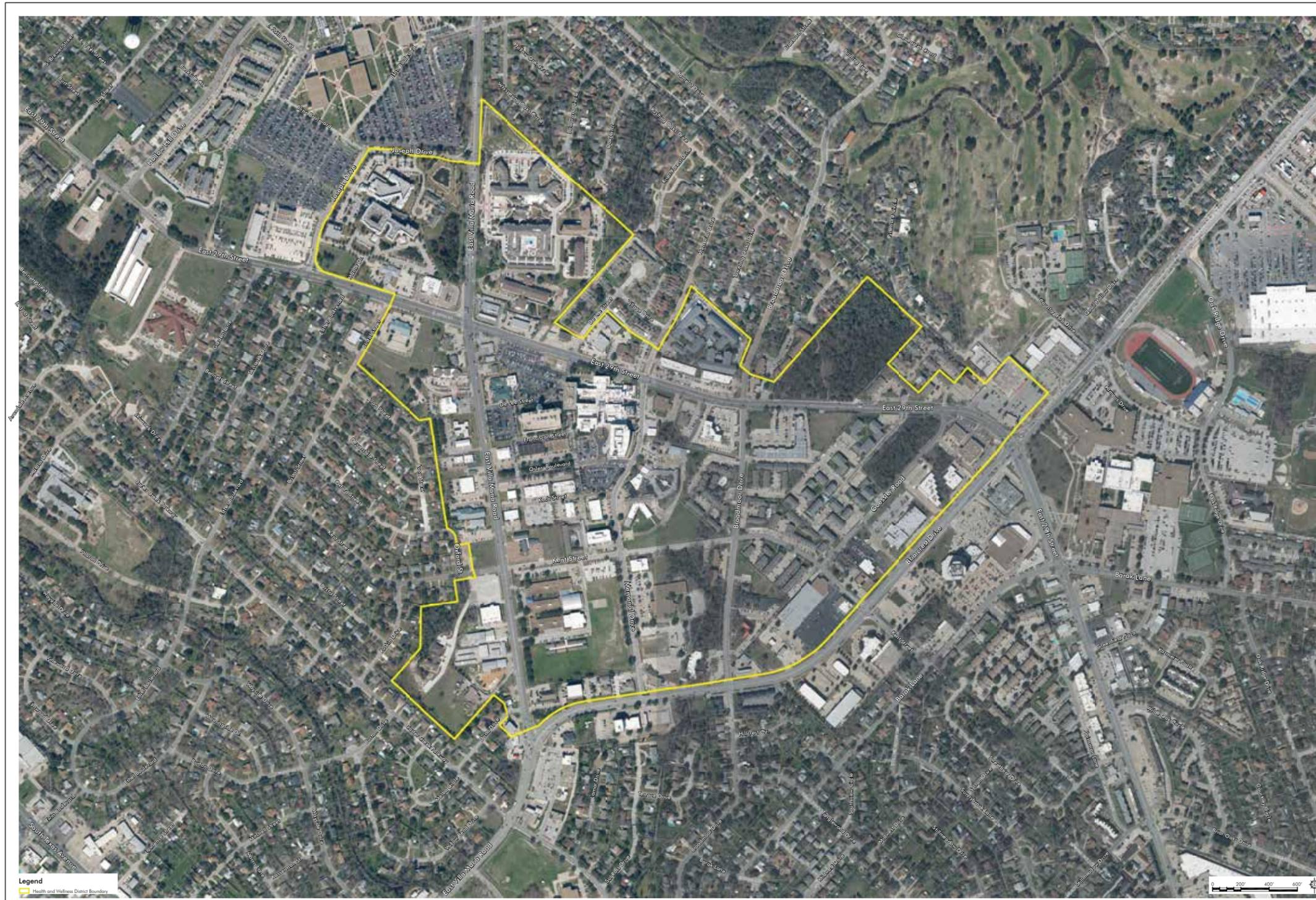
1. The sites defined as “D” represent parcels that are either under-developed or are excess ground of existing developments.
2. The “D” parcel to the bottom of the page is owned (per tax records) by the City of Bryan and holds potential for demonstrating the synergies of the overall health and wellness brand with the local school system.
3. As a group, the three parcels create a significant opportunity for further integration of the new brand into the neighborhood and thinking of the community.

Critical Opportunity Zone E

1. The areas labeled “E” create additional opportunities for branding to extend along the 29th Street corridor. There is an opportunity presented with these properties to carry brand elements and design criteria east toward the significant intersection with Briarcrest.
2. The two “E” parcels collectively represent over 14 acres, a significant contribution to the area and its land uses.

APPENDIX I

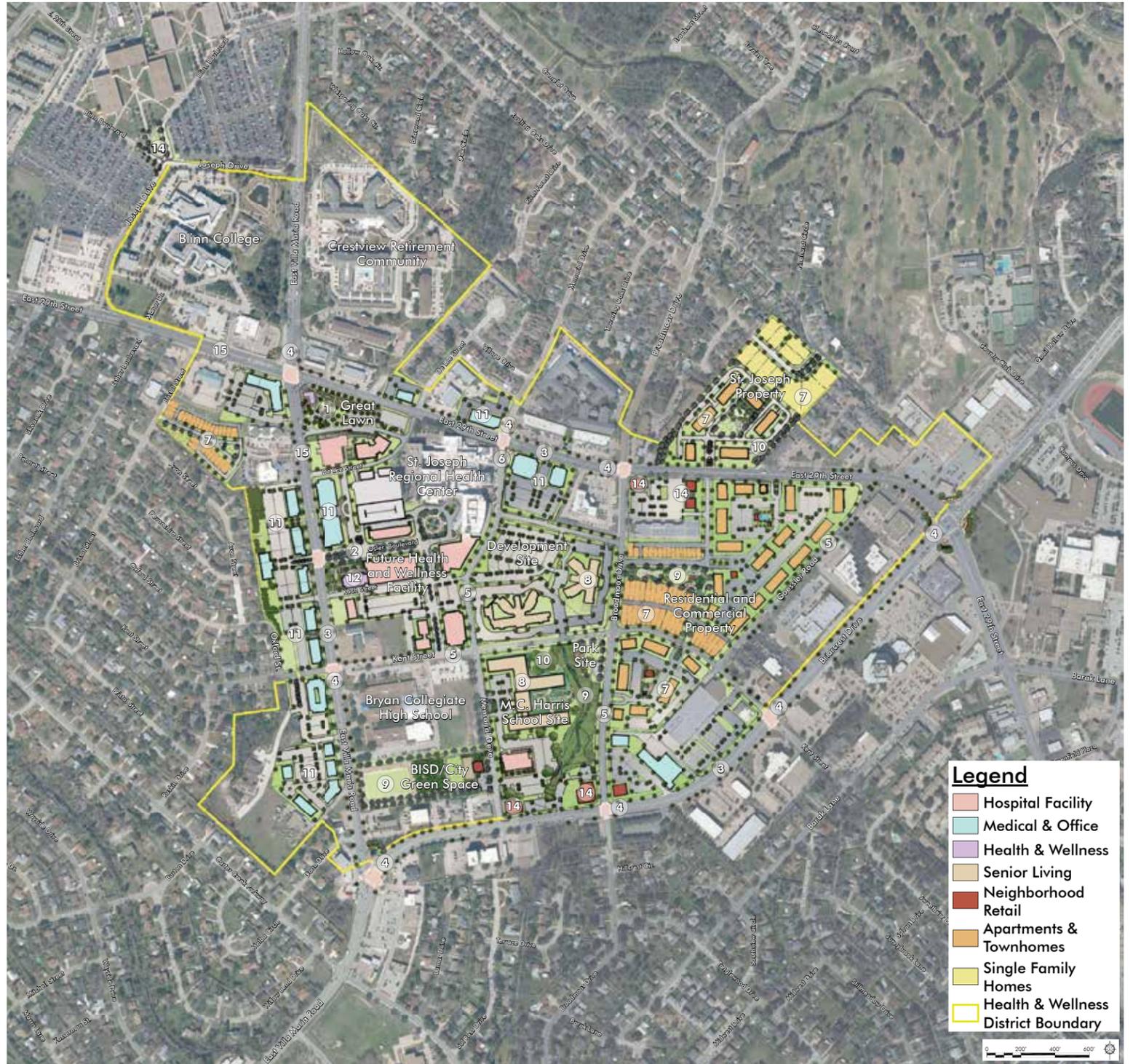
MASTER PLAN MAPS AND GRAPHICS



MASTER PLAN – STUDY AREA

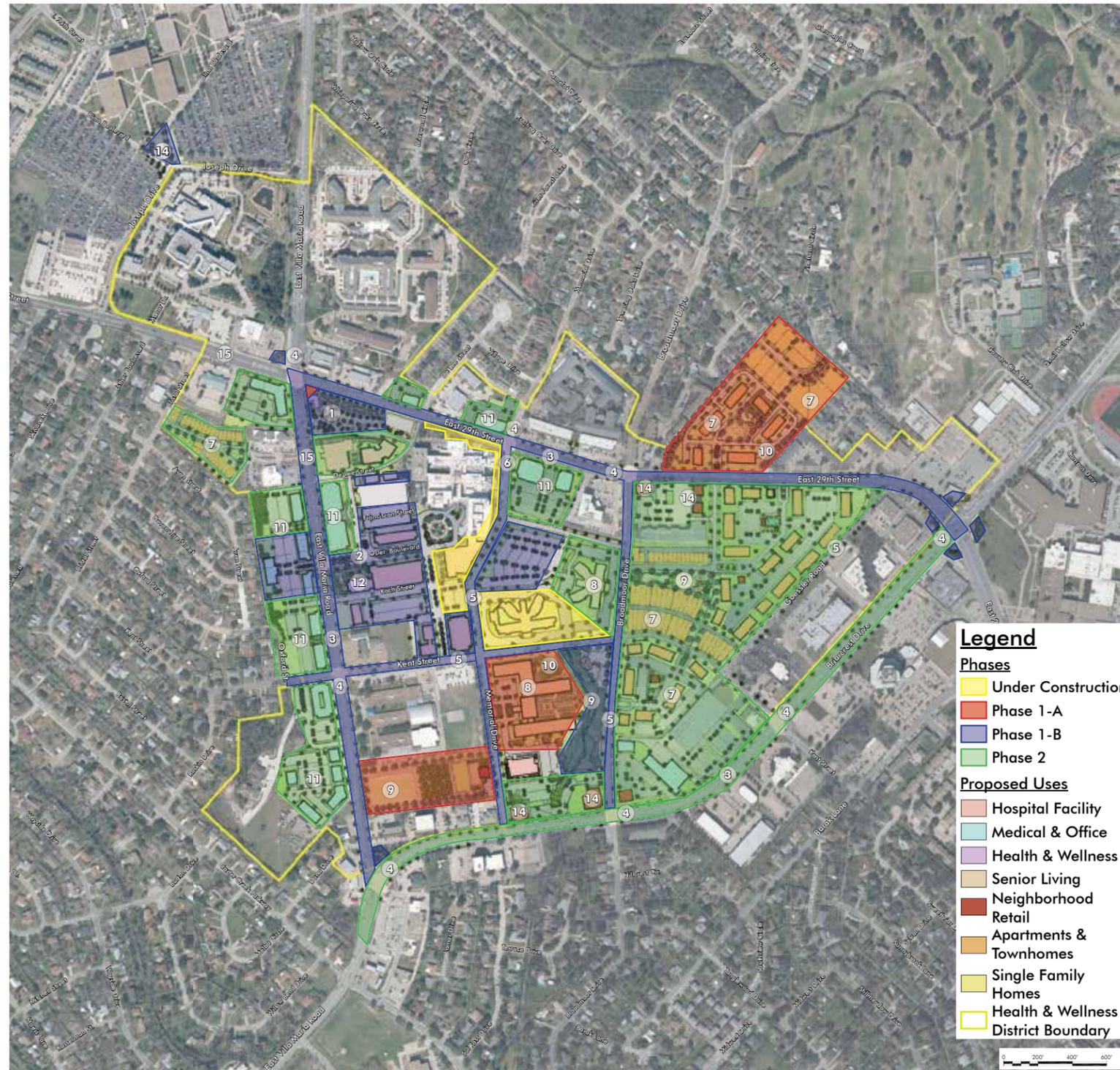
Key Concepts of the Vision Plan

1. **Create a Great Lawn** – create an attractive new public face for the hospital, activated with community-facing healthy activities and uses.
2. **Emphasize Osler Blvd.** – improve the hospital’s front door experience (Osler Boulevard) by lining it with friendly buildings and landscaping.
3. **Improve Major Streets** – improve East Villa Maria Road, East 29th Street, and Briarcrest Drive with medians, landscaping, wide setbacks, wide multi-use paths, lighting, signage and public art.
4. **Enhance Pedestrian Access** – provide enhanced pedestrian crosswalks at all signalized intersections (push-button activators, ADA-compliant ramps and “zebra” striping) and add crossings (HAWK signals) where pedestrians unsafely cross today.
5. **Improve Local Streets** – enhance local streets with landscaping, lighting and signage improvements, and create a consistent network of sidewalks and on-street bicycle lanes.
6. **Improve Emergency Access** – provide better turning movements and signage for emergency access to the hospital’s new Emergency Care Center.
7. **Provide More and Better Residential Options** – promote progressive redevelopment of multifamily property, allowing for greater varieties and types of market-rate residential options. Explore student housing scenarios as an appropriate partial solution to reducing automobile traffic and increasing district population density.
8. **Promote Senior Living** – incorporate additional senior-living facilities with easy access to area amenities and retail.
9. **Create Neighborhood Park Spaces and an Enhanced Creek** – expose and improve the Burton Creek Tributary, creating a neighborhood crossroads green space that is themed/designed for nearby residents (gatherings, dog park, exercise, etc.), and enter into a Joint-Use Agreement for recreation space next to Bryan Collegiate High School.
10. **Take Advantage of Underutilized Property** – develop infill residential on underutilized property along East 29th Street and utilize BISD’s out-moded M.C. Harris property.
11. **Improve Medical and Commercial Development** – encourage improvement of existing medical and commercial properties so that they are more attractive in the marketplace.
12. **Create a Community Health and Wellness Center** – create a public and welcoming community destination with a health and wellness focus in the form of a fitness/clinical care facility next to the hospital alongside retail and other uses with active outdoor space.
13. **Neighborhood-oriented Retail** – seek additional neighborhood-oriented retail including better dining options; encourage office/multi-family over retail in a walkable environment; and target some uses that are attractive to medical services employees, Blinn College students, and others such as dining/coffee, books, clothing, etc.
14. **Improve Connections to Blinn College** – provide a comfortable walkable connection between Blinn College campus and the rest of the district.
15. **Address Traffic Concerns** – institute “game day” protocols at problem intersections during the first two weeks of Fall semesters and the first week of the Spring semester when Blinn College students are learning how to navigate the area.

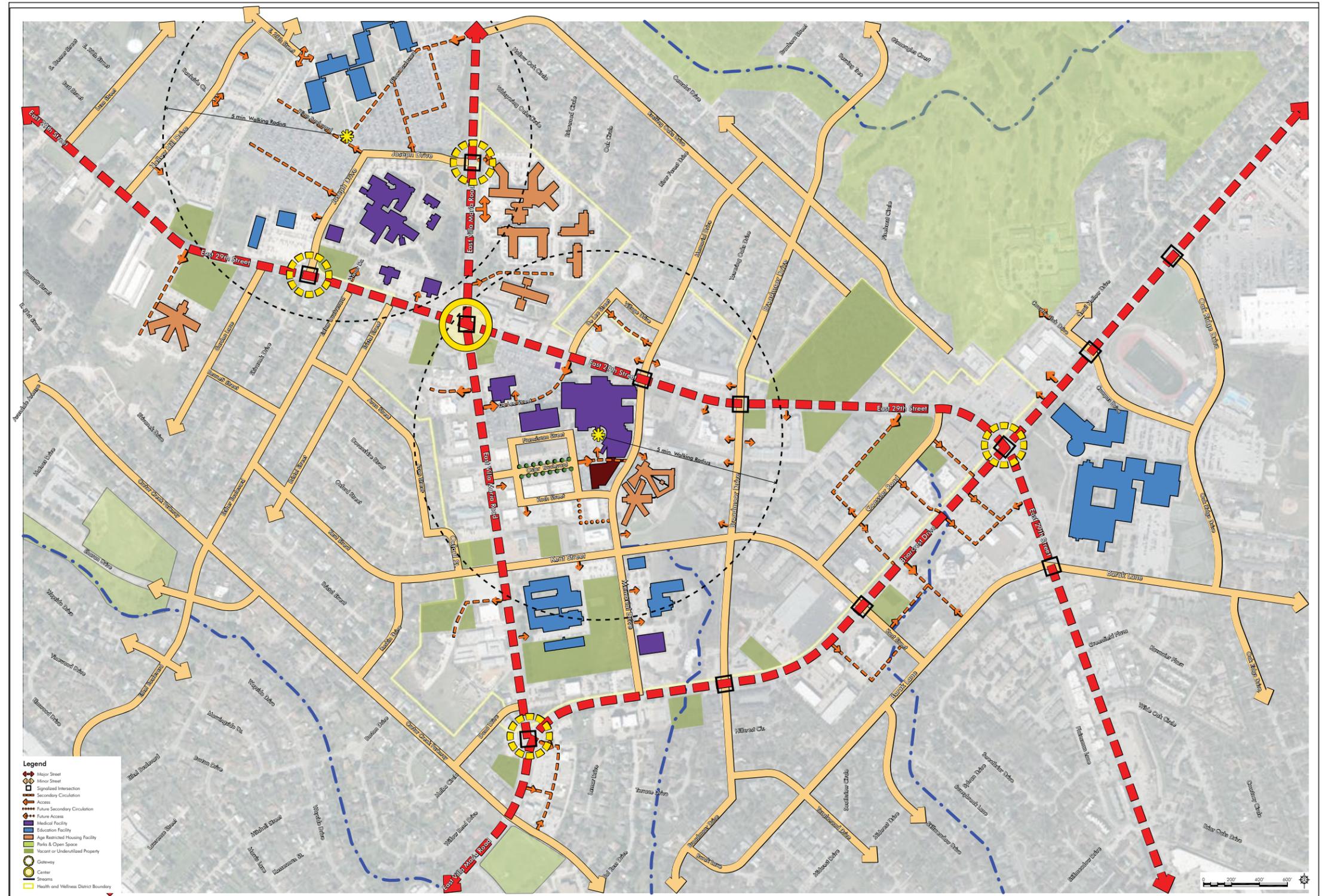


Key Concepts of the Vision Plan

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OPPORTUNITIES AND CONSTRAINTS – STUDY AREA



PERSPECTIVE –

"GREAT LAWN" AT SOUTHEAST CORNER OF EAST
VILLA MARIA ROAD AND EAST 29TH STREET





PERSPECTIVE –

*GATEWAY TREATMENT AT NORTHEAST CORNER OF
EAST VILLA MARIA ROAD AND BRIARCREST DRIVE*

PERSPECTIVE –

*COMMUNITY PARK SPACE AT SOUTHWEST CORNER OF
KENT STREET AND BROADMOOR DRIVE*



APPENDIX J

HEALTHY COMMUNITY CASE STUDIES

JACKSON WALK

LOCATION

Jackson, TN

USE

Fitness/Wellness/Primary Care Center
82,000 sq ft

OTHER USES

20,000 sq ft Retail
149 Multifamily Rental Units
32 Single-Family Homes at Build Out
402 Parking Spaces

YEAR OPENED

2013

SITE SIZE

17 AC

PROJECT COST

\$46 Million (\$42 Million, Private Funds; \$4 Million City and Public Support)

DEVELOPER/OWNER

Healthy Community LLC

ARCHITECT

Looney Ricks Kiss (LRK Inc.)



Site Plan – The LiFT Wellness Center, retail, multifamily, single family, farmers market and restored creek come together in to create a walkable and diverse urban environment.



A walking path with exercise stations alongside a restored stream



Health and Wellness is tied closely to residential options.

Jackson Walk – Jackson, TN

Jackson Walk is a 17-acre multi-use project located adjacent to downtown Jackson, TN. The prominent anchor use is the 82,000-square-foot LiFT (Living in a Fit Tennessee) fitness/wellness/health care clinic facility. Additional uses include multifamily and single family residences, retail space, greenspace with restored creek and walking trail, and a public green suitable for festivals. While Jackson Walk was developed next to an existing farmers market, since its opening the City has added a 1,500-person amphitheater and dog park in adjacent spaces. As an infill development, it was designed to be compatible with the historic character of the neighborhood. The area also promotes a pedestrian and bike-friendly environment with convenient linkage between midtown, downtown and surrounding neighborhoods.

Like many mid-size American cities, downtown Jackson, TN and surrounding older neighborhoods suffered from disinvestment during the 1990s and into the 2000s as community growth was drawn to the suburbs by interstate and bypass infrastructure development. In May 2003, an F4 tornado devastated portions of downtown Jackson, TN, including the future Jackson Walk site located immediately northwest of downtown. As Jackson leaders sought to address redevelopment and revitalization needs, they also realized that the city was suffering a significant health crisis. In 2010, Tennessee had the second highest obesity rates, and information about potentially high health care costs attributable to health disparities had dissuaded one manufacturing company from locating in Jackson. Jumpstart Jackson, a healthy communities initiative, was created to encourage healthier lifestyles and bolster economic development efforts. Jackson Walk was designed to establish a new healthcare model that could implement both community revitalization and healthy communities initiatives for the City by revitalizing the Center City core with new residential, commercial, retail and wellness services.

Context

CLIENT and PARTNERS/ORGANIZATIONAL APPROACH

Developer Healthy Community, LLC (a partnership between private sector developers Crocker Construction Company/HCB Development and Henry Turley Company) was selected by the Jackson Community Redevelopment Agency to develop the City Walk site. The City contributed some land, demolition funding, and infrastructure development support. Healthy Community, LLC partnered with West Tennessee Healthcare, a public, nonprofit healthcare services provider offering a full compendium of care, to design and subsequently operate the LiFT facility. West Tennessee Healthcare had previously been considering suburban locations to develop its desired integrated health and wellness facility. Of the \$44 million in development costs, \$17 million was spent on the LiFT facility. The LLC has subsequently partnered with organizations representing adjacent neighbor-

hoods and the downtown area, as well as cultural organizations to support development of additional amenities in close proximity to the project site.

MARKET DYNAMICS

The Jackson Walk site lacked any significant economic drivers; however, its location adjacent to Downtown, within walking distance of The University of Memphis – Lambuth Campus, and near to West Tennessee Healthcare's corporate offices and Jackson-Madison County General Hospital facility, insured that this redevelopment opportunity could leverage existing market activity and become an anchor location for healthy communities lifestyle options.

PLANNED APPROACH

Creating a walkable, multi-use community that is integral to fitness and activities, healthy food, entertainment and retail, employment, and Downtown living is central to the development concept. Positioning LiFT and Jackson Walk as a Healthy Community with a wide range of activities and amenities is attracting young professionals and empty-nesters alike who want to live, work and play in the Downtown and Jackson Walk neighborhood.

IMPLEMENTATION STRATEGY

The LiFT facility and adjoining greenspace were completed first and opened in January 2013. Some multifamily units and the retail space became available in June 2013, with the remainder of the multifamily units completed and made available in November 2013. Model single family homes, both new construction and renovated existing homes, became available in summer 2013 with construction/renovation of additional planned homes determined by market demand.

MAIN WELLNESS FEATURE(S)

To make healthy choices convenient and easy, the Jackson Walk site features pedestrian infrastructure and is completely walkable and bikeable. Easy pedestrian and bicycle access to the area from Downtown, the Farmers' Market, University campus, and West Tennessee's corporate offices and healthcare facility encourages healthy choices as transportation alternatives. The greenspace with walking trail reinforces the site's overall commitment to creating a healthy and wellness community. The developer's deliberate selection of retail space occupants, such as a runner supply store and natural grocer, reinforces the wellness component. The LiFT facility houses a fitness center that includes cardiovascular

and strength-training equipment, a gym with basketball court, an indoor walking track and indoor pools. It also contains a preventive care wellness center, primary care clinic, and health food café. Meeting spaces and a demonstration kitchen support wellness-related programming and are available for rent.

PERFORMANCE

LiFT has attracted more than 3,000 members since opening in January 2013 and in doing so far exceeded its first year membership goals. Multifamily units, which came available after June 2013, are 80% leased. Approximately 50% of the retail space is leased. Four single family homes have been built and purchased.

ANALYSIS and LESSONS LEARNED

Jackson Walk's success is the result of the highly effective partnership that was created between the city, private sector developers, and West Tennessee Healthcare, in order to develop a health and wellness project that addresses the need for community revitalization, encourage healthier lifestyles and bolster economic development efforts. Equally so, it is the result of a highly creative and effective planning and design process that adopted health and wellness as a fundamental criteria for success. Although a stand-alone health and wellness facility may have been successful in another location, it was by establishing an “arc of wellness” and creating an opportunity to more easily embrace healthy lifestyle options that Jackson Walk has been able to truly catalyze health and wellness in the community.

Jackson Walk's mix of uses has created some challenges with regard to parking that was designed and developed as smaller, dispersed parking areas to avoid surrounding the commercial areas with a sea of parking. Both Healthy Community, LLC and West Tennessee Healthcare agree that competing demands for optimal parking serving both LiFT and the retail area has increasingly created congestion in the area and limited parking for customers visiting retail establishments. Because LiFT is able to effectively communicate with members, its messaging encourages members to utilize parking adjacent to the facility. Healthy Community, LLC also indicated the demand for one-bedroom units has exceeded availability while two-bedroom units remain available. They attribute this to Jackson Walk's appeal to a younger, single crowd. And finally, leasing of retail space has been slower because of the developers' commitment to offering retail goods and services commensurate with a health and wellness area. Healthy Community, LLC reports that it has declined lease opportunities because they seek a more appropriate mix.

Saint Francis Health & Wellness Center– Fitness Plus



Site Plan – Stand-alone Health and Wellness Facility

LOCATION

Cape Girardeau, Missouri

USE

Hospital-based Fitness and Wellness Center
 72,594 sq ft

OTHER USES

Medical Office Building
 63,000 sq ft

YEAR OPENED

2004

SITE SIZE

~8 AC

PROJECT COST

\$16.1 Million

DEVELOPER/OWNER

Saint Francis Medical Center

ARCHITECT

Ohlson Lavoie Collaborative



A welcoming entrance greets visitors



Walking/running track and equipment

Saint Francis Health & Wellness Center – Fitness Plus – Cape Girardeau, MO

The new facility is on campus with the main Hospital conveniently linked to the main building, but with a separate retail frontage and club like atmosphere. The design provides a resort-like feel, even though the center is totally immersed in a hospital environment.

Context

CLIENT and PARTNERS/ORGANIZATIONAL APPROACH

The Hospital undertook the development and management of the facility using their own resources.

MARKET DYNAMICS

Located on the main hospital campus, the immediate area has the Westpark Mall, numerous mid-range hotels, and national chain restaurants nearby. The site is very close to an exit off of Interstate 55.

PLANNED APPROACH

The Fitness Center represents a national model designed to positively impact the health of the Cape Girardeau community, including the hospital's staff and employees. Medical services such as cardiac rehabilitation, physical therapy, sports medicine, occupational therapy, speech therapy, weight management, a diabetes center and physicians' offices.

IMPLEMENTATION STRATEGY

The facility was planned with community input and accurate demographic research. Careful coordination of clinical service offerings with fitness programs was essential in creating an integrated center with very little duplication of services or equipment.

MAIN WELLNESS FEATURES

Cardio and strength training equipment, 4-lane lap pool, recreational pool, warm water therapy pool, exercise studios, run/jog track, youth fitness wing (Kids Plus), locker rooms with sauna and steam rooms, family changing rooms, massage therapy, childcare, Deli Plus, meeting and conference rooms.

PERFORMANCE

Completed in 2004, the facility has reached and maintained their membership goal with current membership of 2356. Annual revenue is \$2,200,000 and Expenses are \$1,700,000, not including rent, utilities, taxes and depreciation. The

operational and financial success of Fitness Plus is the result of thorough and accurate demographic research, membership/clinical service planning, innovative architectural design and a highly trained professional staff. Under the direction of a medical advisory group, Fitness Plus is a facility rivaled by no other in the region and a model that serves as a national standard for design, programming and integration. Saint Francis has even set up an impact tour and workshop for healthcare groups across the country who are interested in the success of its IFMC.

PRO/CON ANALYSIS/LESSONS LEARNED

The Saint Francis Health and Wellness Center is an excellent example of an integrated medical fitness center that is adjacent to a main hospital facility. The architect and hospital leadership worked collaboratively to create a center that addressed the needs of Saint Francis patients to have access to a Phase II/III center that also produced enough revenue to be sustainable as a membership-based facility.

Fitness Plus' creative and unique building design serves as a catalyst for program and service integration. The design created an environment that allows for sharing of staff, space and equipment between various clinical services at the Health and Wellness Center. This sharing reduces duplication, improves member/patient satisfaction and enhances efficiency – reducing operating costs. Additionally, Fitness Plus' design creates a physical and visual flow that blends areas and programs to create a seamless, community-oriented environment.

The site was ideal, with adequate acreage for the building footprint and parking/entry etc. However, there were a few lessons that have impacted designs for subsequent wellness facilities. One is ensure enough gymnasium space - Fitness Plus' gym space is too small for their needs. The second lesson is the impact of active spaces that are above or below passive spaces. There is some floor vibration in tenant space from basketball goal supports that have since been corrected in future designs. Additionally, free weight flooring was re-installed with thicker product to mitigate vibration in the clinical space, and the architectural team now specifies different flooring to ensure little to no acoustical disruption.

Cadence Fitness and Health – Geneva, IL

Delnor Hospital and Central DuPage Health joined forces in 2011 to create Cadence Health. The new system serves over 1 million people in Chicago's western suburbs. The Cadence Fitness and Health Facility is owned by the Delnor Health Care Foundation, a non-profit entity. The fitness center is managed by Power Wellness under a management contract.

Context

CLIENT and PARTNERS/ORGANIZATIONAL APPROACH

The hospital provides: Cardiac Rehab, outpatient rehab, diabetes education, community exercise, community health and outreach, oversight of hospital based departments, buildings and grounds oversight, approval of capital and operating budget.

The management company provides: Best practices for communication and training, human resources, environmental services, sales and customer service, equipment procurement and maintenance, information systems, daily programming, daily operational oversight.

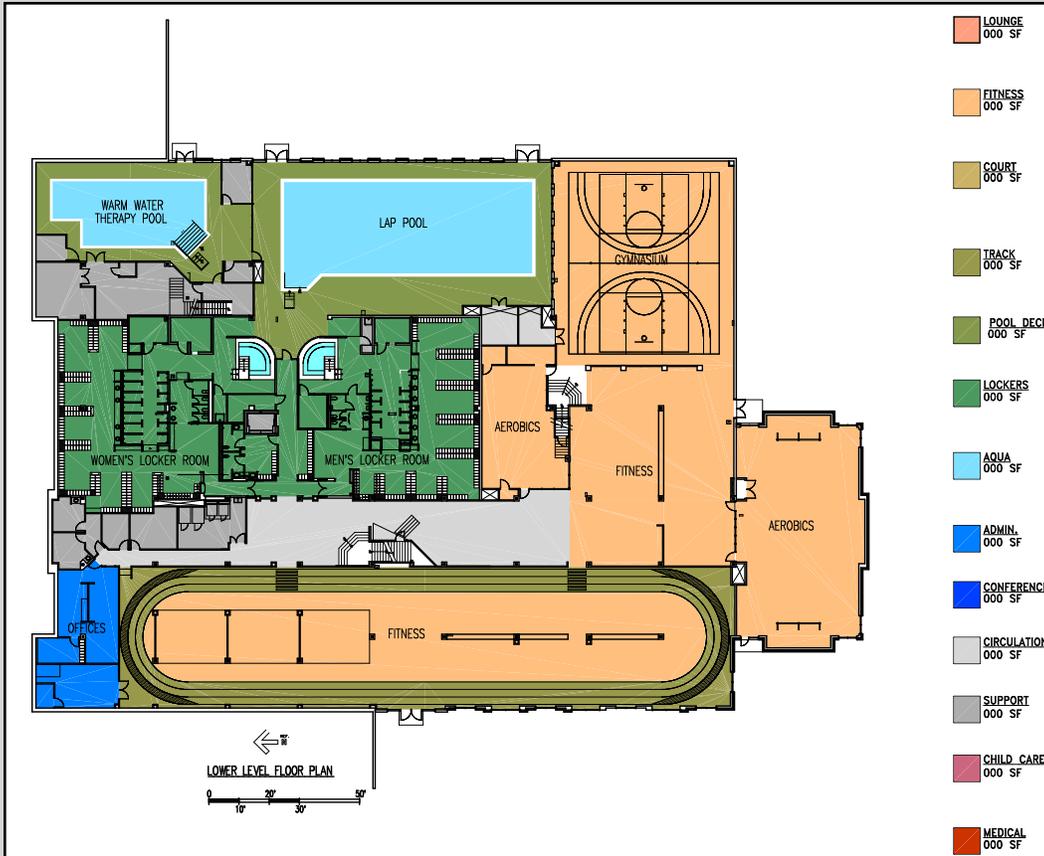
MARKET DYNAMICS

The facility serves the western suburbs of Chicago. The facility was originally developed by Delnor Community Hospital as part of an image revitalization and enhancement initiative.

PLANNED APPROACH

The inclusion of a Fitness and Health Facility was carefully crafted to promote the “Brand” of the Hospital within the community. The Wellness Center was envisioned to be;

- Tangible evidence of a new image
- Tangible evidence of a new organization
- Tangible evidence of a new progressive policy
- Tangible evidence of an increase in community involvement



Cadence Fitness and Health

LOCATION

Geneva, IL

USE

Medically integrated health and fitness center

OTHER USES

Community Health Education, Physical Therapy, Time Share Physician's Suites, Diabetes Education, Cardiac Rehabilitation

YEAR OPENED

1997

SITE SIZE

67,000 SQ FT

PROJECT COST

\$7.6 Million

DEVELOPER/OWNER

Delnor Health Care Foundation

ARCHITECT

Ohlson Lavoie Collaborative

Building Floor Plan



Equipment stations



Natatorium

IMPLEMENTATION STRATEGY

The Hospital identified three primary areas of benefits that would be the basis for communication and strategy development.

1. Physician Alliances – Form a medical advisory board
2. Employee recruitment and retention
3. Image in the community:
 - » Front door health system
 - » An adult based facility
 - » Destination and social connection to the community

MAIN WELLNESS FEATURES

Programming Continuum of Care: Post physical therapy, cancer fitness, survivor care, weight management, cardiac fitness, diabetes fitness, senior fitness, post natal fitness, fibromyalgia, multiple sclerosis management, arthritis management

Ancillary Programming: Outreach and Community Health; Babysitting skills, Fit-4-U (preschool), meet the doctor program, know your heart program, Healthy family–healthy kids program.

PERFORMANCE

- 25% of Wellness Center members have used the Hospital for the first time since joining the center.
- AFTERCARE = 38% CONVERSION RATE TO MEMBERSHIP.
- Survivor care = 35% conversion rate to membership.
- Cardiac Phase II experienced a 35% increase when located in Wellness Center.

PRO/CON ANALYSIS

Careful upfront planning regarding strategy and Brand resulted in a nearly instant success story.

LESSONS LEARNED

- Live your mission – This is a medical fitness model not a market rate fitness model
- It's a retail business – Cross sell between Fitness and clinical
- Know your customer – Constantly ask and listen to what they want

Innovation Park

LOCATION

Charlotte, NC

USE

Office/Suburban call centers

OTHER USES

Conference Center and Business Suites

YEAR OPENED

2012

SITE SIZE

200 AC

PROJECT COST

\$1 Million

DEVELOPER/OWNER

BECO South

ARCHITECT

Reddline Design Group



The facility is integrated into an office environment, entered from the lobby



Employees utilize the whole building for fitness



A bike sharing program was provided

Innovation Park – Charlotte NC

This was a redevelopment of a former IBM corporate complex where the building and grounds had been vacant for a number of years. BECO Management purchased the 200 acres and 2 million square feet for \$42 million in cash. The repositioning focused on attracting call centers and “back room” office users to a Google-type campus where fitness and healthy living programs were actively managed by the property owner.

Context

CLIENT and PARTNER / ORGANIZATIONAL APPROACH

BECO Management undertook the redevelopment of the entire project.

MARKET DYNAMICS

The large campus and its buildings were located in a passed over part of Charlotte, which was seen to be lacking any amenities.

PLANNED APPROACH

BECO created an on-site fitness facility, added an indoor walking circuit, bike share programs, farmers markets, and daily health programming to create a strong image of caring for the on-site workers. Shifting the expense of facilities and management to the landlord was a strong sales point to tenants.

IMPLEMENTATION STRATEGY

The primary focus of the redevelopment was led by building an on-site fitness facility, and creating outdoor park spaces. The local YMCA was brought in to partner on facility programming.

MAIN WELLNESS FEATURES

On-site Fitness Center: \$1 million for the 7,000 fitness center offers cardio equipment, individualized strength building stations, group fitness classes such as Zumba, Pilates, yoga and strength training. Members are charged \$99 per year. BECO partners with local YMCA which teaches two fitness classes per day at lunch and in the evening. Members can participate in YMCA STAY healthy fitness challenge, an eight week program promoting health and wellness in which participants are evaluated at the start and the end of the program. The center stays open until 10 PM and is at capacity. BECO wants to build a second facility soon.

- Bike sharing with 25 free bikes on campus
- Employs a full time director of tenant services to market amenities
- Promotes the half mile of interconnected corridors as an indoor track and contracted with the Y to organize walking groups.

- The developer also partners with a tenant (a chiropractor/massage practice) to organize monthly wellness seminars. The first seminar was “Get fit while you sit” targeted to call center workers who rarely leave their desks during the day.
- Annual health fairs with local providers and vendors (some who are tenants) are held on site

PERFORMANCE

As of June 2013 the property was 93% leased. Over 5,000 employees work on campus. An additional 1,500 starting in April 2014. Major tenants (call centers) include Wells Fargo, AXA Equitable and Siemens. In 2013 Areva moved its North American headquarters there. The fitness center grosses about \$80,000 per year but breaks even after paying a fee to the Y to manage classes.

PRO/CON ANALYSIS

Fees for fitness are low to encourage participation, but may need to be raised to improve the types of facilities being offered in future phases.

LESSONS LEARNED

Fitness played a central role in making an office complex marketable.

Florida Hospitals Health Village – Orlando, FL

Florida Hospital Health Village is a multi-use project located on the northern downtown core of Orlando. Florida Hospital Orlando is part of a 172 acre campus that is home to their 1217 bed flagship hospital as well as 332 bed, \$210 million women's hospital under construction. Master planning for the Health Village began in 2010 as part of a larger strategy to position Florida Hospital as a leader in medical innovation. Components of the master plan include 7,000 employees on campus.

GENERAL DESCRIPTION

Florida Hospital sees innovation as the heart of it's Health Village. According to Rick Wassel, executive director and general manager of Florida Hospitals Health Village:

"We're bringing together industry and business people, the scientists, the early and mid-stage companies—and you've got innovation lab activity going on next to co-working spaces. That's a winning model. It's our version of what Google does."

According to Orlando Biz journal:

"Health Village could be a massive boon to the region, creating thousands of jobs in the urban core that would ostensibly broaden downtown Orlando northward. And it could attract smart innovative, well-educated young adults, which would position Orlando in the coming decades."

David Wendroff, founder of Care Spotter located his company in the Health Village to be near other like-minded businesses.

"I can see startups not only putting down roots, but also being formed here. This could be the epicenter for getting healthcare startups."

There will be 15,000–30,000 square feet for co-working space in the Health Village. This is intended to support early or mid-stage health care startups that need low cost space, near other like-minded people

Context

CLIENT and PARTNER/ORGANIZATIONAL APPROACH

Florida Hospital formed an in house development group, "Florida's Health Village and International Development" (FHVID). Overall development is being managed by FHVID, but outside developers are being brought into the project to develop specific components. For example, Community Partners developed a 250 unit apartment community using a ground lease. An outside developer is bringing a grocery store, and another is working on a hotel with conference space.

MARKET DYNAMICS

The Health Village Site has visibility and access to Interstate 4, the main artery through Orlando. The site is located equidistant from three existing communities—Winter Park, College Park and North Downtown Orlando. The area has been a passed over site for any development other than medical.



Site Plan – Integrating residential, retail, bio-technology research space, medical office and a 800-bed hospital in a walkable environment

Florida Hospitals Health Village

LOCATION

Orlando, FL

USE

Traditional Research Institute
156,000 sq ft
Bio-research Institute
150,000 sq ft
New Hospital Beds
800
New Medical Office Space
600,000 sq ft

OTHER USES

New General office Space
100,000 sq ft
New Retail Space
+100,000 sq ft
Residential Units
550
Pocket Parks
20

YEAR OPENED

2012

SITE SIZE

172 AC

PROJECT COST

Varied

DEVELOPER/OWNER

Florida's Health Village and International Development

MASTER PLANNING

Davis & Associates



A full range of services are provided



Healthy food options are provided

PLANNED APPROACH

Creating a walkable, multi-use community that is closely tied to medical services and employment is central to the development concept. Positioning the Health Village as a medical business incubator will hopefully attract young professionals who want to live, work and play in the neighborhood.

IMPLEMENTATION STRATEGY

Florida Hospital is leading the development with construction of the new 332 bed women's hospital. The Ivy at Health Village is a 250 unit market rate apartment community that will be ready for occupancy in the fall of 2014. Office development will be led by the development of a 30,000 sf incubator office space. The hospital is looking for a development partner to undertake the community fitness/wellness facility to serve both the existing hospital employees, but the new residents and office workers as well.

MAIN WELLNESS FEATURES

Walkability and connectivity are fundamental features of the master plan. Connection to the three adjacent residential neighborhoods by improved streetscape/sidewalks, as well as added and improved bike lanes will enable exercise. There are 20 pocket parks in the master plan as well, to entice people outside for exercise and recreation. A future fitness/wellness facility will be a community gathering spot.

PERFORMANCE

The Health Village has begun with a strong start by constructing a women's hospital and market rate apartments. The process of identifying project specific developers is underway.

PRO/COM ANALYSIS

While the concept of a master planned community, based around a major health care provider seems to be a natural development concept, the primary emphasis seems to be on the business of medicine rather than the establishment of healthy working and living environments. Critical mass derived from the on-site employees will present many opportunities for wide ranging healthy living and working facilities.

LESSONS LEARNED

A retail strategy is unfolding that it is important to employees of the innovative incubator office tenants to have the right kind of retail services nearby. Also, being equidistant from three bedroom communities, Winter Park, College Park, and Downtown Orlando the immediate community is hoping for the Health village to bring certain kinds of services to the area. A grocery, a pharmacy, coffee shops, clothing retail, a fitness center, Spa services, fitness gear, a bicycle retailer, and restaurants for both lunch and dinner are services being requested.

