



MIDTOWN
COLLEGE STATION

Formerly The Medical District

The City's Plan for a Special District

Excerpts from a letter I sent to the city in September 2011, shortly after I found out about the City's Medical District plan...

PDD. I can see the benefit of the higher valuation of the land created by the Medical District, but I and my partners believe it will be years before any of our land will be ready for development and potentially 20 years before we can complete 222 acres of medical district development. The extended timeline for development makes private development impossible when dealing with financing structures required for acquisition and development. We believe there is a good chance

In Conclusion

I would like to begin a discussion for the exchange/sale, continue my subdivision plans, or gain complete confidence in their resolve to establish the Medical District by discussing actions the city will take to establish the District. I need this direction from the City because I will have additional losses if I proceed and my plan is rejected once submitted to the city.



College Station Medical Corridor Master Plan

July 12, 2011

Schrickel, Rollins and Associates, Inc.
Townscape, Inc.
Leland Consulting Group

Work Plan

- February 17 – MCAC Kickoff Meeting
- March 29 – Stakeholder Interviews
- May 10 – MCAC Analysis Meeting
- **July 12 – MCAC Concepts and Strategies Meeting**
- September 13 – MCAC Master Plan Meeting
- October/November – City Council Approval



1. Create a distinctive Medical District identity that builds on a *Healthy Community* theme



- Create a distinctive “sense of place”
- Unify the area, attracting a super-regional market and professionals
- Allow for identity elements to be utilized in satellite locations



2. Integrate parks, open space and trails into development to support the *Healthy* theme



3. Create pedestrian-oriented centers on both sides of Hwy 6



- Ensure generous connections for pedestrians, cyclists, cars and transit
- Encourage density



4. Provide a mix of land uses



- Expansion of medically oriented services
- A range of housing and lifestyle opportunities
- Retail and service support
- Recreation and fitness

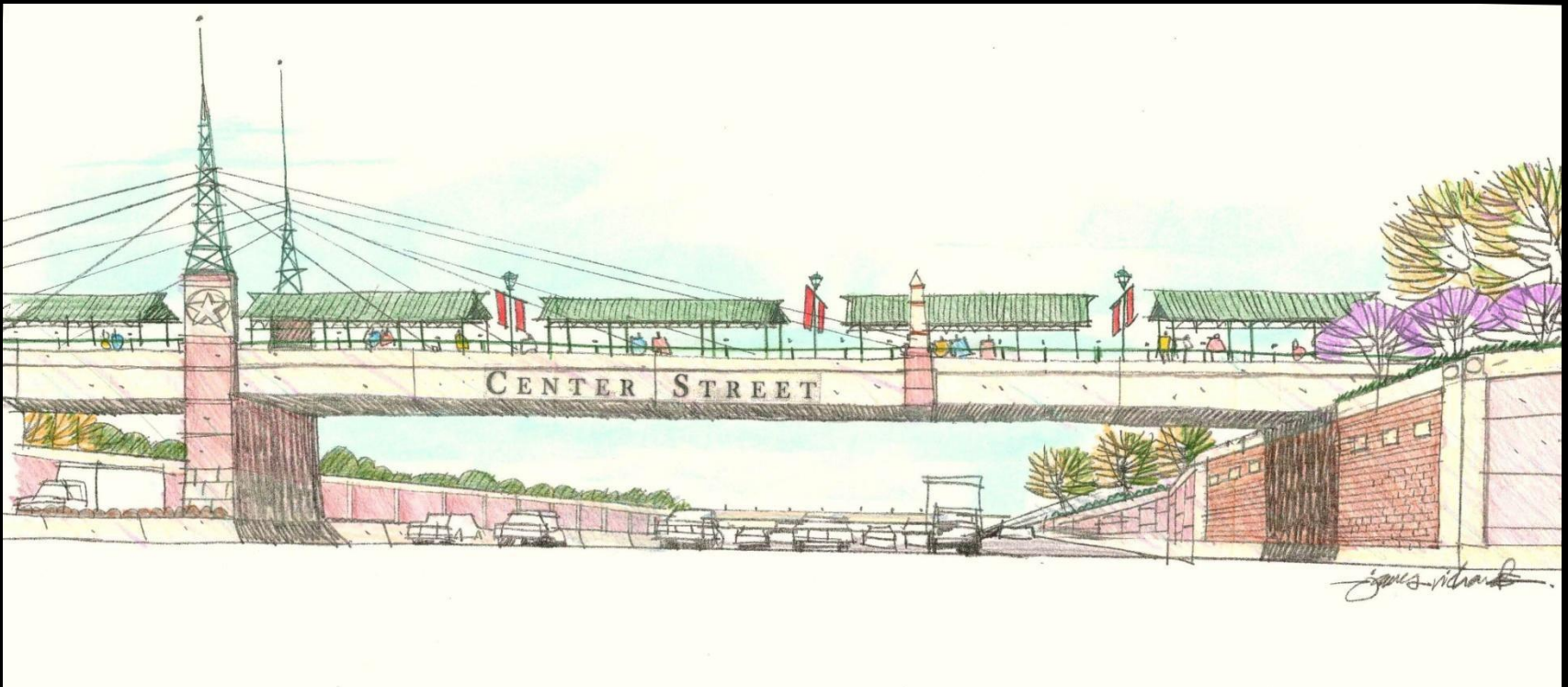


5. Design for visual richness and sustainability in terms of street, parcel and building design

- Manage parking so that it supports and doesn't dominate the environment
- Make streets interconnected and desirable for pedestrians, bicyclists and drivers
- Encourage public art and civic design



Bridge Connection

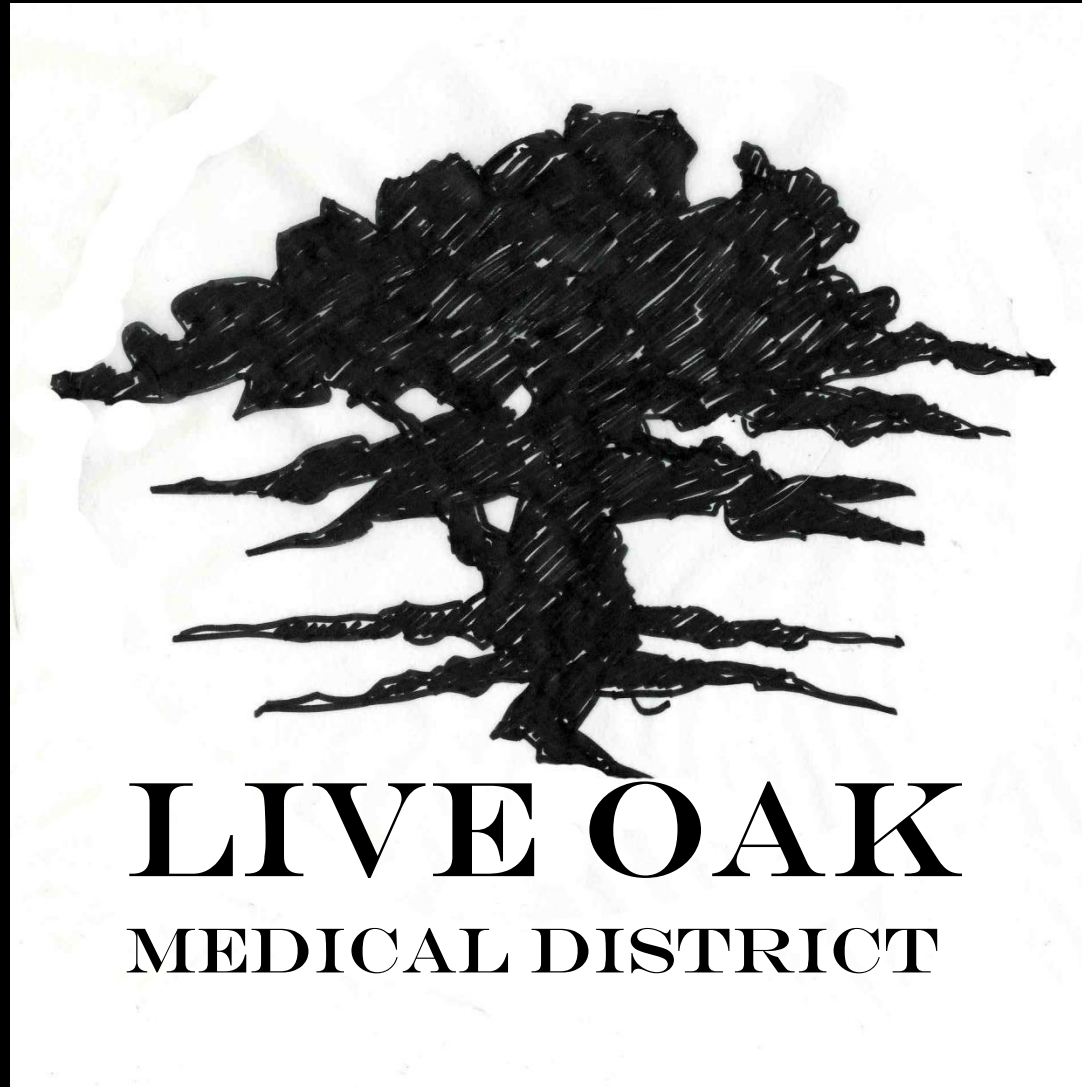


Identity Concepts

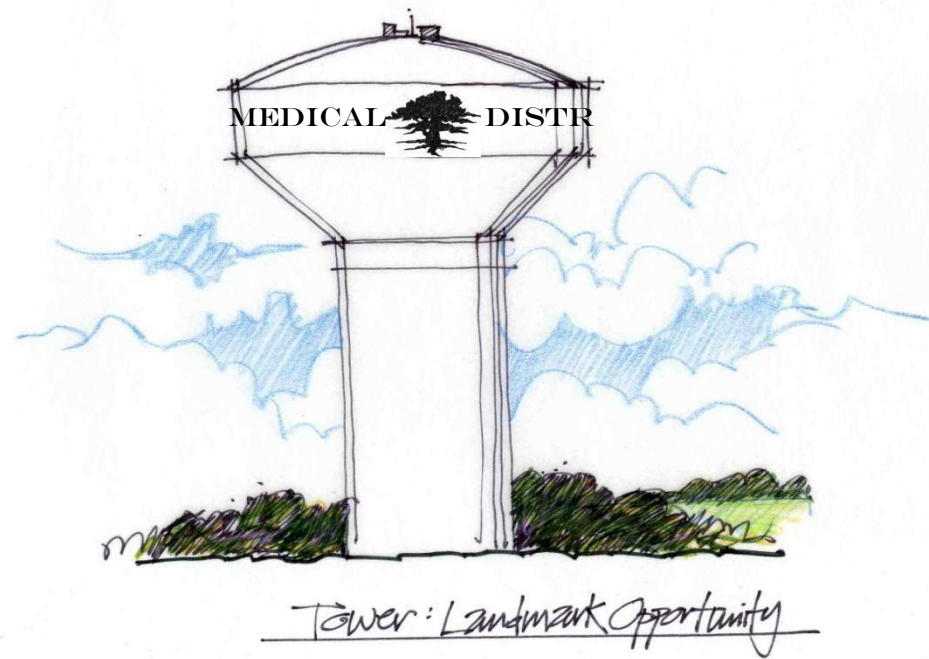
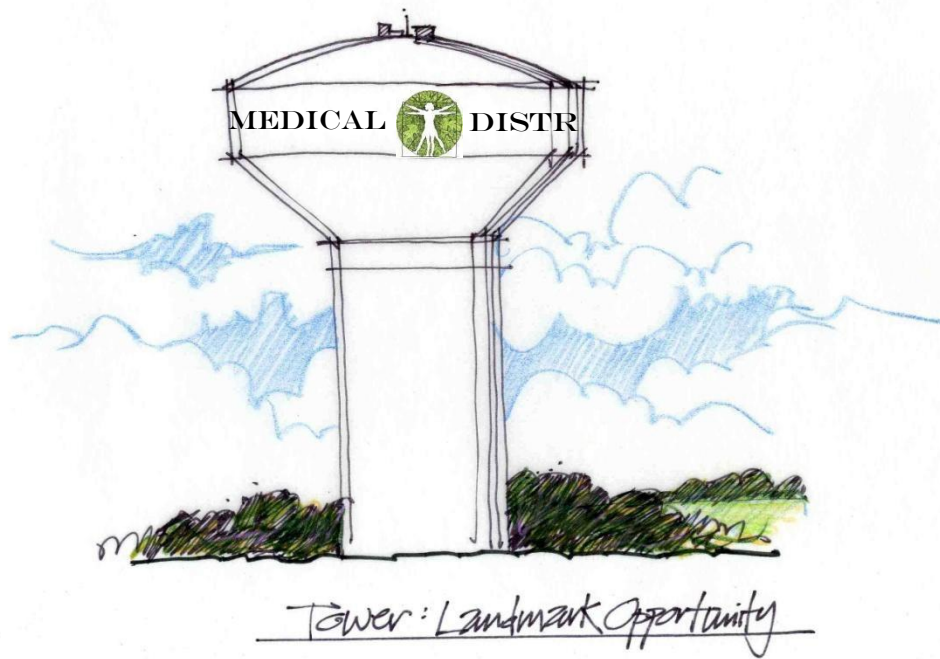
Examples of Branding Names/Themes

- College Station Medical District
- Live Oak Medical District
- Greenway Medical District
- Others?

Identity Concepts



Identity Concepts



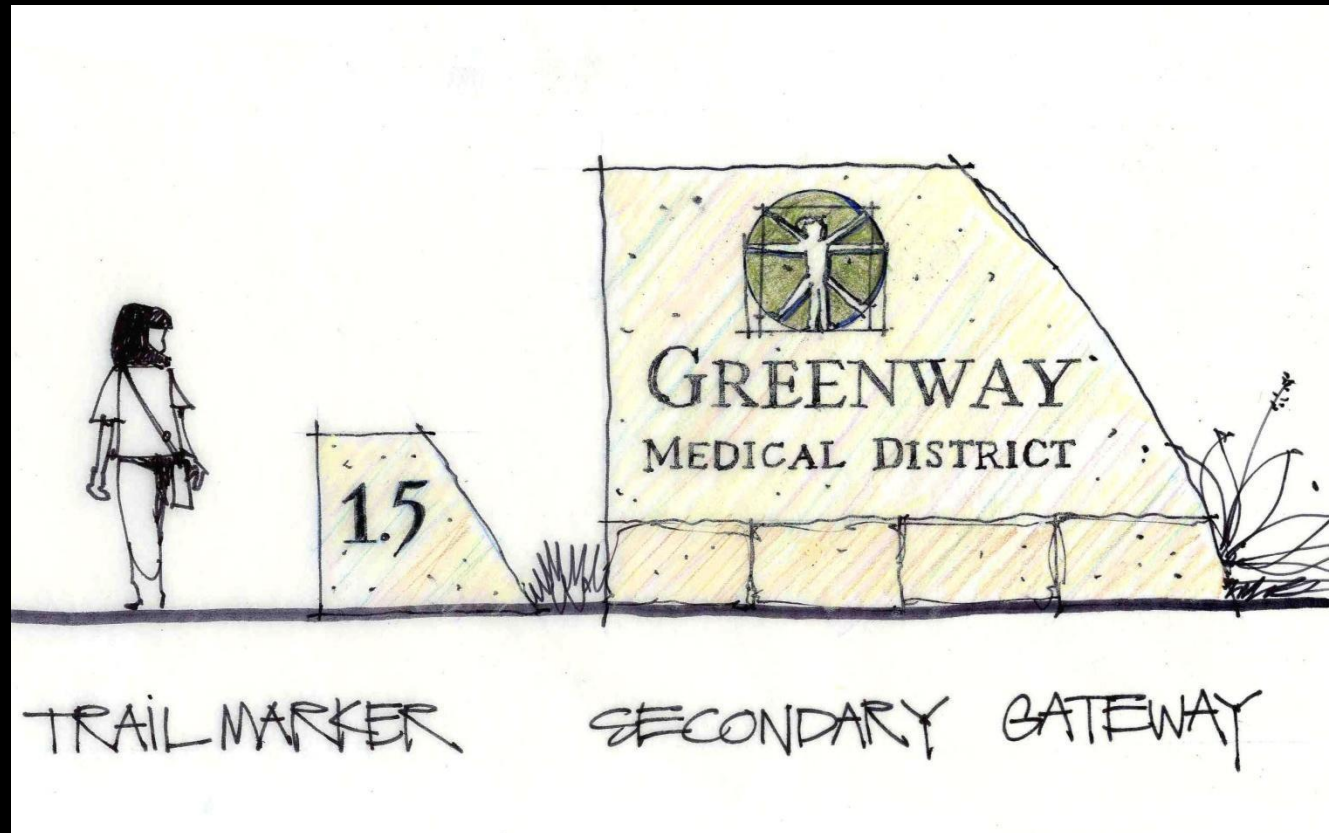
Identity Concepts



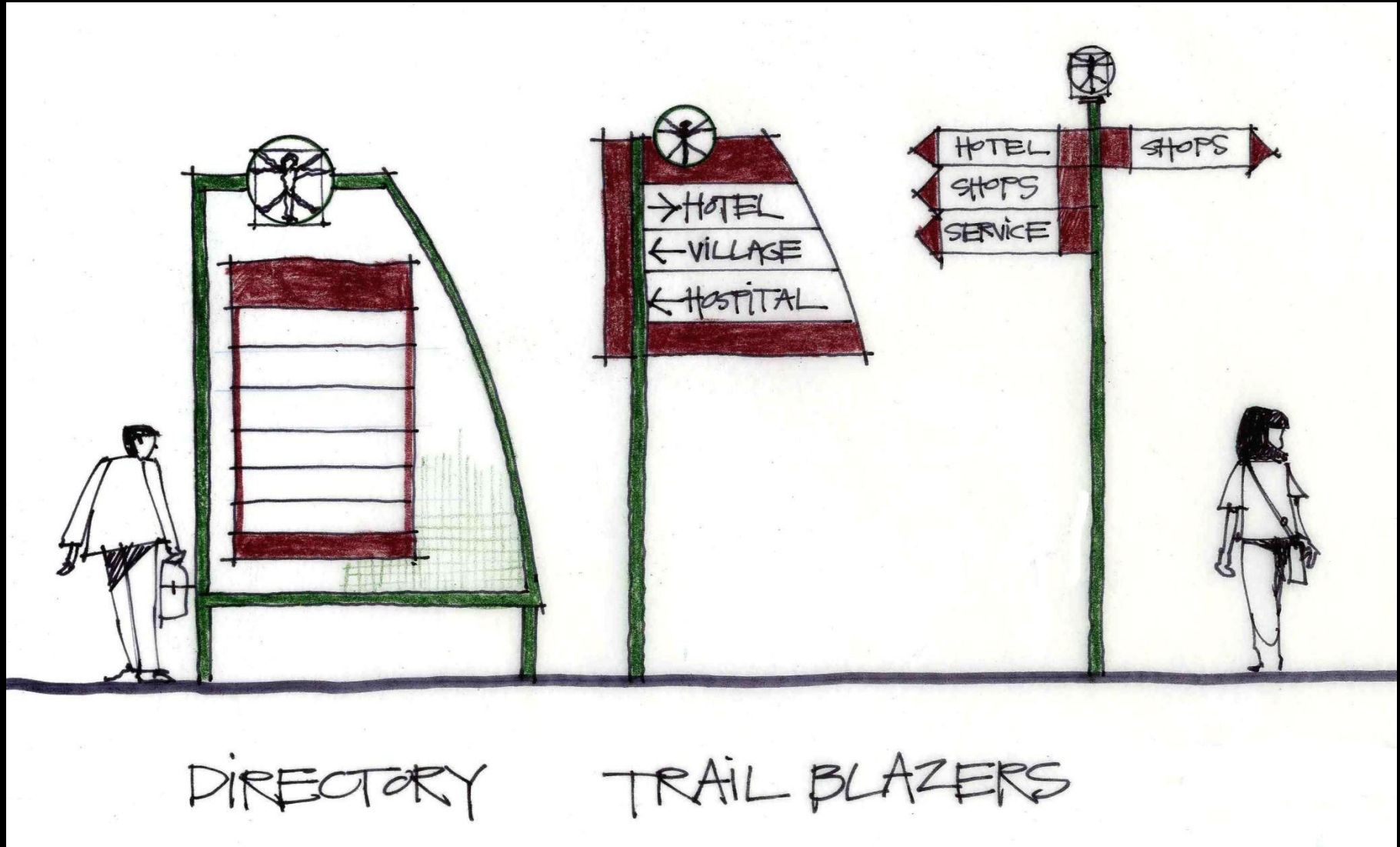
Identity Concepts



Identity Concepts



Identity Concepts



Implementation Case Studies

Capital Structure

- \$1 public investment leverages \$4 to \$5 private investment



Implementation Tools and Policies

Real Estate Development Incentives

- Land Acquisition, Assembly, Write Down
- Public Infrastructure Improvements/ Place Making
- Expedited Entitlement/Permitting
- Tax Abatement
- SDC Waivers or Deferrals
- Soft Costs/ Professional Fee Assumption





College Station Medical District Master Plan

October 25, 2011

Schricket, Rollins and Associates, Inc.

Townscape, Inc.

Leland Consulting Group

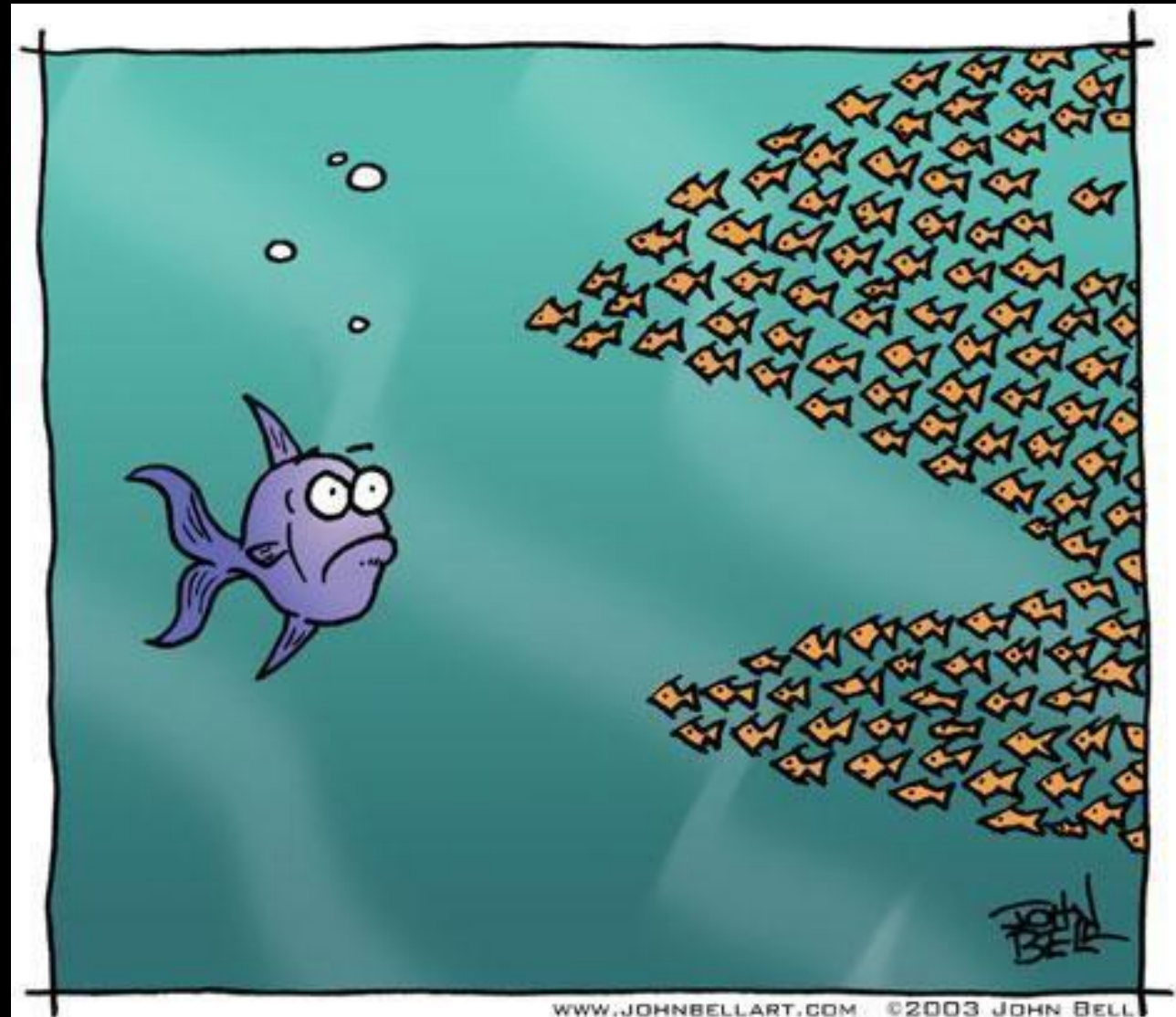
Implementation Strategies



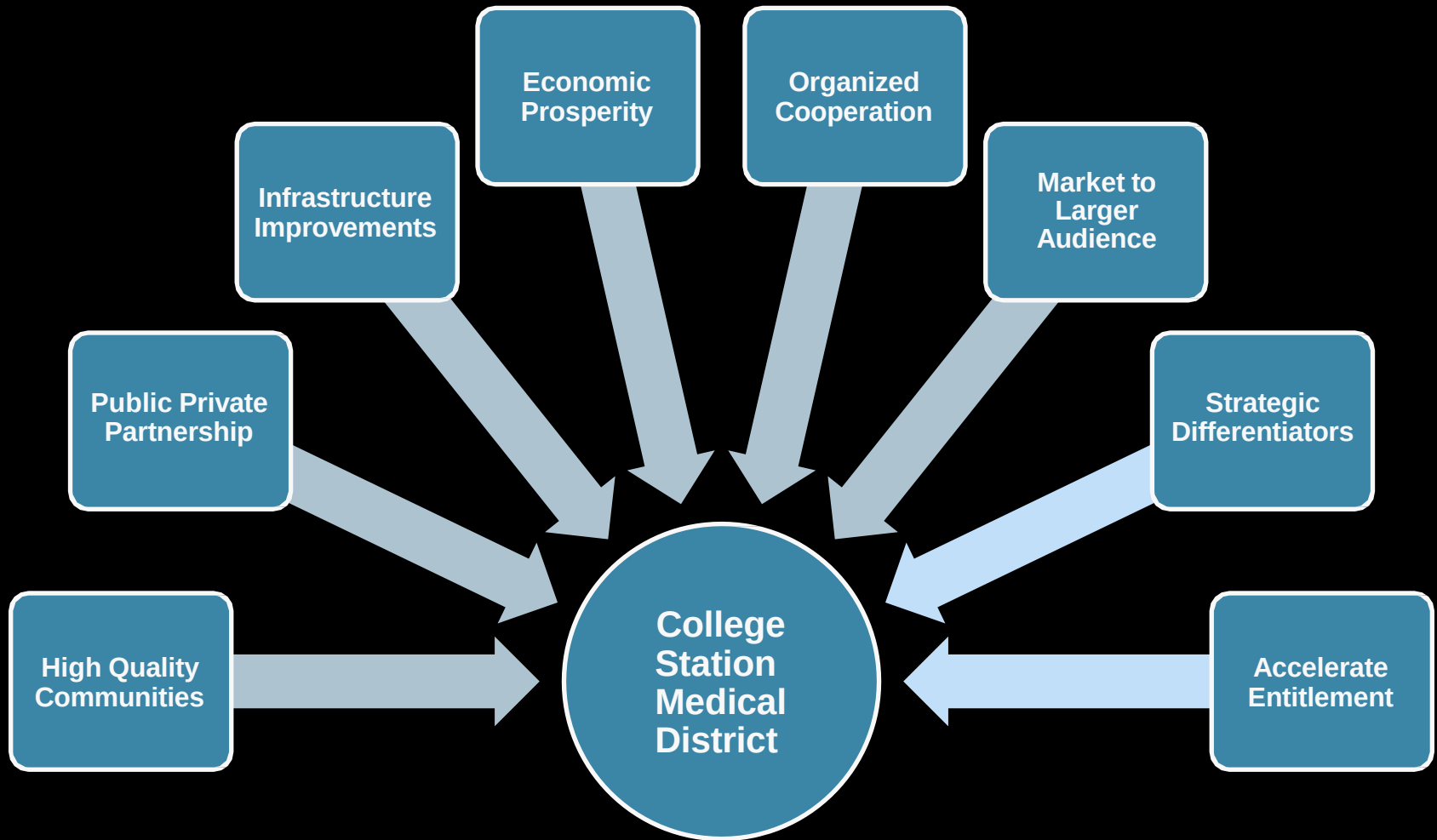
TOWNSCAPE, Inc.



Strength in Collaboration



Obtain Positive Objectives through Cooperation



What is Implementation?

- *Physical:*
Roads, sidewalks,
gateways, landscaping
- *Organizational/Political:*
Operational structure,
management, marketing
- *Real estate:*
Public private partnerships
- *Financial: Funding*
Sources and strategies
- *Regulatory/Policy:*
Zoning and Comp Plan



Implementation Principles

1. Make a Great Plan
2. Many, Many Projects
3. Many, Many Stakeholders
4. Committed, Ongoing Leadership
5. A Good Organization
6. Development Standards
7. Communications and Marketing
8. Supportive Government
9. Ongoing Review

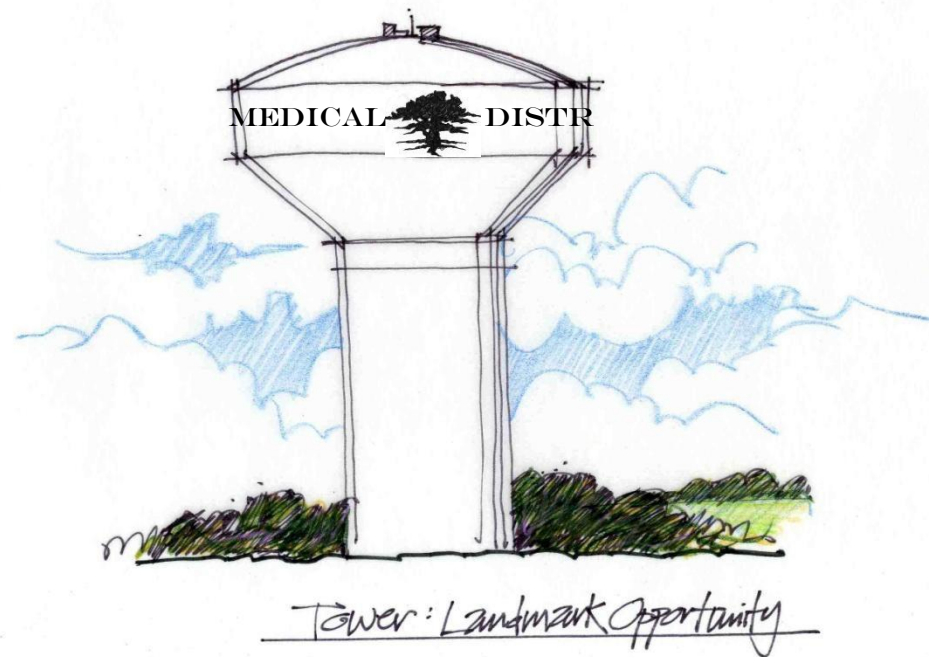
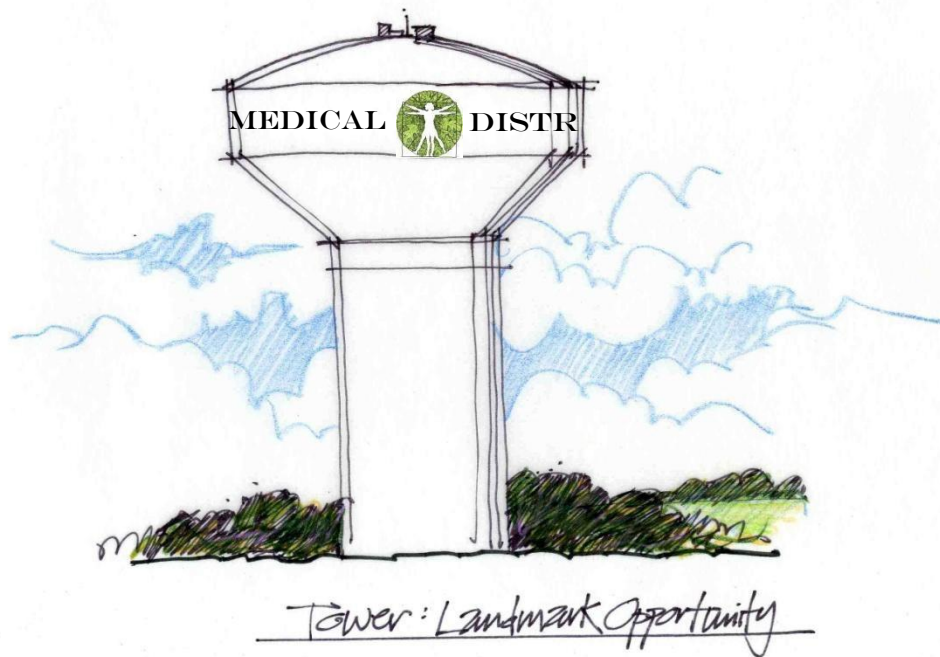


Healthcare Means Jobs

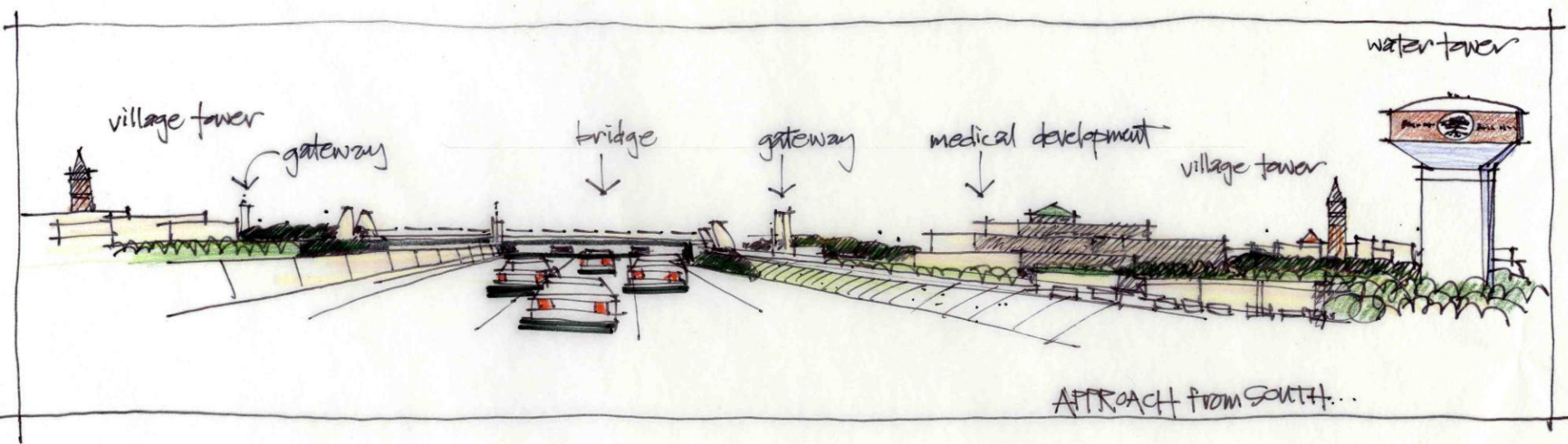
- Medical District Goals
 - \$1 Billion+ in development value
 - 4.6 million+ net new square feet



Identity Concepts



Identity Concepts



Identity Concepts



Identity Concepts

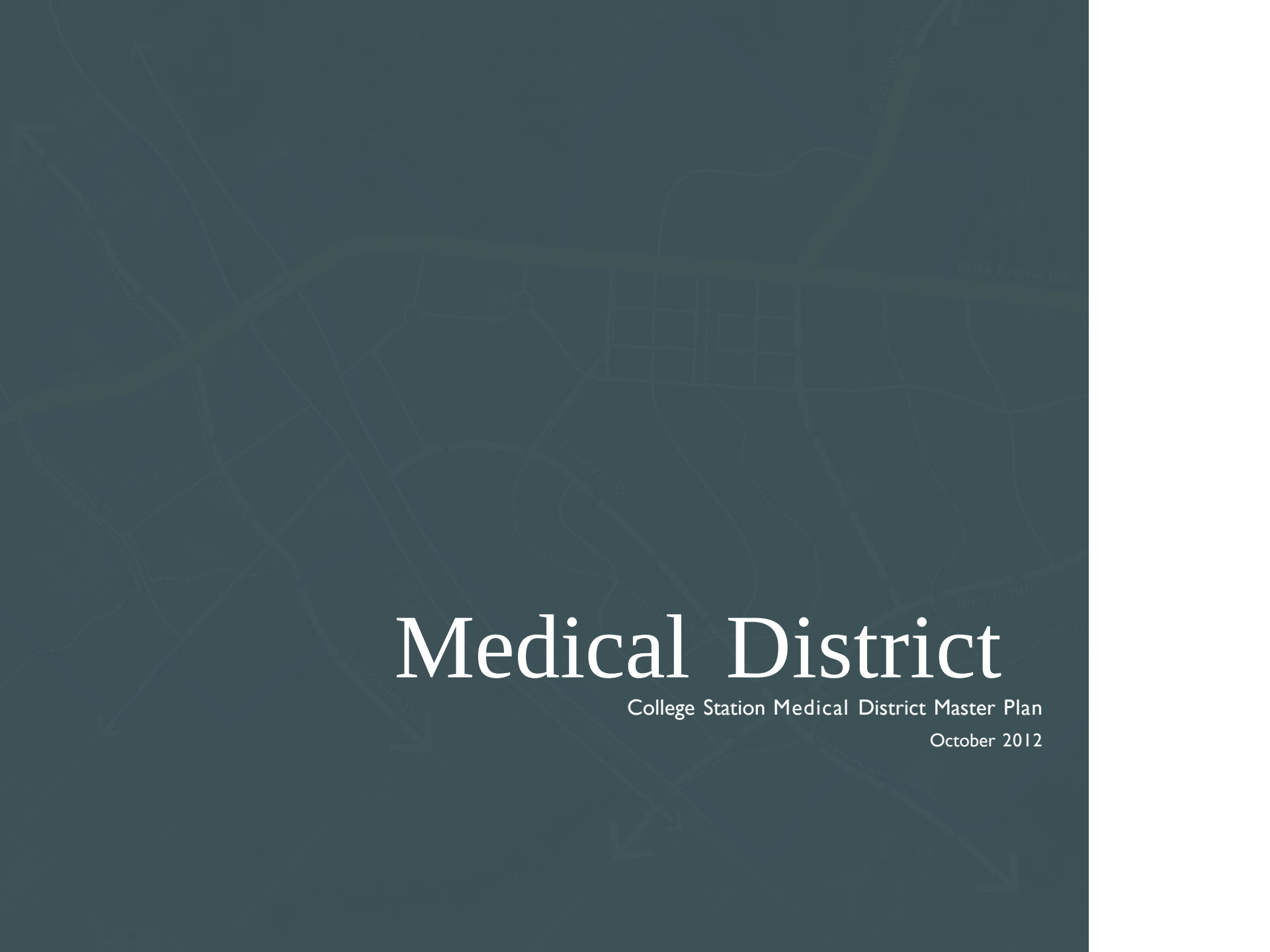


Defining Success

- Success will produce:
 - Viable medical district
 - More profitable, & faster land sales
 - Profitable private sector development
 - Increased employment
 - Increased sales
 - Increased tax base
 - Happy participants*

* Investors, developers, medical community, residents, visitors, patients, business owners, citizens of College Station





Medical District

College Station Medical District Master Plan

October 2012

Acknowledgements

Mayor and City Council Members

Nancy Berry, Mayor
Blanche Brick, PhD, Place 1
Jess Fields, Place 2
Karl Mooney, Place 3
Katy-Marie Lyles, Place 4
Julie Schultz, Place 5
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Rodney Bailey	James Mason
Bobby Bains	R. N. "Nick" McGuire, Jr.
Denise Barnett	Jan McMurray
James Batenhorst	Jim Morgan
Carol Bode	Timothy Ottinger
Sharon Bond	Doug Phillips
Joe Brown	Bill Rayburn
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Special Recognition

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As amended by the City of College Station, October 2012.
Additional maps and text were prepared and provided in this document.

7 - Identity Concepts



The medical district envisioned and planned in the previous pages has the potential to occupy a unique position among similar districts in the region and state. Identity design should underscore the unique qualities of the medical district that will differentiate it from other medical developments—most notably its community-wide focus on health and wellness—and how that focus is expressed in the range of services offered, the convenient and complementary mix of medical, commercial and residential uses, the emphasis on walkability, the extensive greenway and trail system, the high quality of site development, and the uplifting experience envisioned for employees, patrons, visitors and residents. College Station, which has a world-class research university and related employment base, loyal alumni, excellent school system, and proud citizens, makes this location for a medical district unique in the competitive marketplace for medical services, talent and residents.

This study is not charged with designing a comprehensive identity program for the new medical district. Rather, it offers examples and recommendations of how to differentiate the medical district and to enhance its visibility through strong identity design for key site elements, such as gateways, roadways and signage.

District name: Impressions and Applications

A district name should evoke a mental picture or idea that recalls positive impressions or crystallizes key desirable attributes envisioned for the medical district. These might include ideas like:

Health	Natural
Wellness	Greenways
Fitness	Trails
Active	Village
Youthful	College Station
Vibrant	Traditions
Green	Live Oaks

These attributes and impressions can generate many ideas for district names that build on positive associations of the district concept, site and city. A short list for the sake of example might include:

- College Station Medical District.
- Live Oak Medical District.
- Greenway Medical District.
- Rock Prairie Medical District.

A versatile concept such as the alternatives above could be used in multiple ways to suggest the wide range of services, opportunities and experiences available in the district. Examples of ideas that could be tied to Rock Prairie Medical District, for example, would include:

- The Village at Rock Prairie.
- The Spa at Rock Prairie.
- The Shops at Rock Prairie.
- The Trails at Rock Prairie.
- The Rock Prairie Hilton.
- The Rock Prairie Trolley.

Design Vocabulary

These ideas and attributes also begin to suggest a “design vocabulary,” a term used to describe a palette of shapes or forms, textures, colors, materials and details that work together to create a cohesive image or theme for the medical district. This design vocabulary for the medical district should include simple pure geometries, native stone and metal, water, native plants, earth tones, dark greens, tans and “Aggie” maroon. The following design vocabulary features are important to creating a cohesive and distinct identity for the medical district:

- The rhythmic repetition of site elements such as light poles, street trees, enhanced paving, etc. is used to instill a sense of order and unity throughout the medical district.
- Simple geometric forms with high contrast should be used in the intersection design. Overly ornate or complex patterns distract the pedestrian and vehicular traffic.
- Construction materials and street furnishings should be proven materials and elements that are timeless in their urban setting. These materials should be durable to withstand heavy traffic and use, such as brick, steel and enhanced concrete.
- Other key features to the identity of the medical district include:
 - Lighting – streetlights with a pedestrian scale.
 - Site Furnishings – benches, trash receptacles, bollards, tree grates, bike racks, traffic signals and signs.
 - Architectural elements – gateway monuments, landmarks and bridge enhancements.
 - Paving – enhanced intersections, crosswalks and curb extensions.
 - Landscaping – street trees, median trees, green spaces and ornamental plantings such as shrubs and ground covers.

This “toolbox” of design elements will help with branding and identification of the district, and could help to link other medical-related stakeholders and assets together. Used in whole or in part, this toolbox could help to create an overall identity framework that other medical facilities across the community can plug into if they choose, including Texas A&M Health Science Center, the Physician’s Center, St. Josephs, satellite clinics such as the two Scott & White clinics in College Station and others.

Design Elements

Lighting

The quality of light can greatly affect the character of the streetscape within the medical district and the perceived sense of whether the area is safe or unsafe. Lighting for pedestrians should be designed to avoid glare and give the pedestrians the ability to see their immediate area as well as their surroundings outside the lighted area. A well-lighted medical district with pedestrian lighting, attention to human scale and appropriate light levels will invite more pedestrian traffic, and help avoid potential nighttime conflicts. Pedestrian lights and streetlights should complement each other and the other site furnishings.



Site Furnishings

Site furnishings are a major contributor to a pedestrian-friendly environment within the medical district and include items such as benches, shade structures, trash receptacles, bike racks, signs, traffic signals, tree grates and bollards. A pedestrian-friendly environment is greatly influenced by one's perceived level of comfort. A comfortable place to sit and relax enhances the level of comfort for the pedestrian. Street furnishings can also provide a strong unifying element within the medical district, setting it apart with a distinct identity. The color of the site furnishings should match or compliment the other elements in the design vocabulary.



Monuments

It is critical for the success of the medical district to have a strong entry statement as it sets the standard and identity for the district as a visual icon. Gateways and landmarks properly located will serve as a visual announcement to let people know they are entering a special district.

Paving

Enhanced paving treatments are one of the key features in a design vocabulary to introduce color and texture into the streetscape environment. It is also an important component in traffic calming that leads to a safer pedestrian realm. Paving materials should be durable due to the volume of traffic anticipated with the build out of the medical district, especially along Rock Prairie Road. Specialty pavement materials can be used to establish a pedestrian priority. A change in pavement texture or color signals drivers that the crosswalks are a pedestrian priority area. The use of curb extensions, or "bulb-outs," at intersections and crosswalks will function as traffic calming devices, as well. Bulb-outs give the illusion of narrowing the lane of travel, alerting the driver to slow down. The rough texture of enhanced paving and contrasting color will be a second indicator for drivers to reduce their speed.



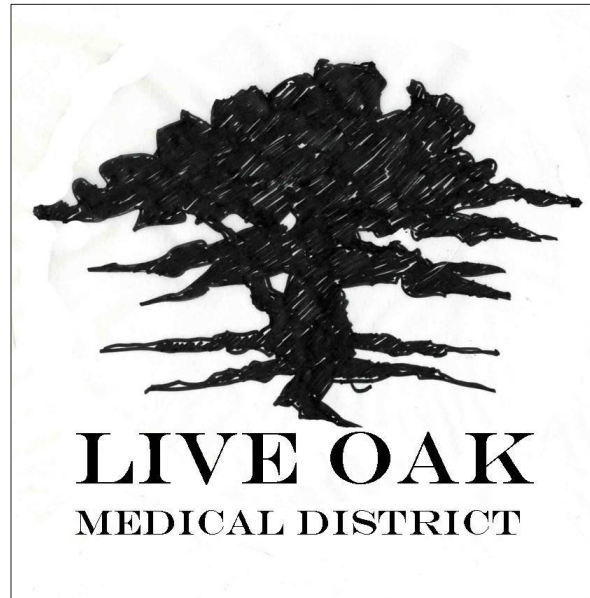
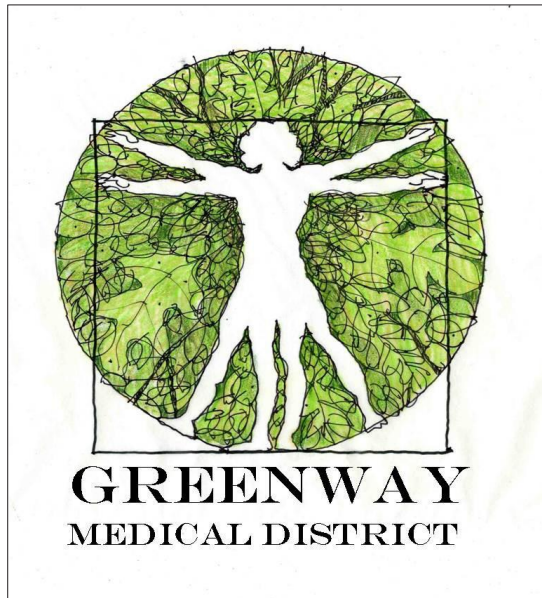
Landscaping

Street trees are key components to creating a successful streetscape and traffic calming. A tree-lined street not only helps define the vehicular corridor, it also defines the pedestrian spaces while introducing rhythmic groupings of color and texture. Street trees are also one of the vertical elements in a streetscape that provide comfort and shade for pedestrians in the heat of the summer and can also produce "visual friction." Visual friction uses vertical and/or horizontal elements within the streetscape, such as street trees, enhanced pavement or bulb-outs, to make drivers more aware of their surroundings. Drivers perceive they are driving within a pedestrian zone, contributing to a greater awareness and slower speeds.



Logo Concepts

Logo concepts that evoke the impressions mentioned above have been developed for two of the names above in order to demonstrate potential applications of a name and logo to a range of elements and site design opportunities. The logo concepts are followed by examples of a unified family of site elements that demonstrate how a design vocabulary can reinforce a brand for the medical district.



Logo prototypes for two district name concepts have been developed to demonstrate the potential use of a versatile image in a range of environmental design applications.

A Family of Site Design Elements

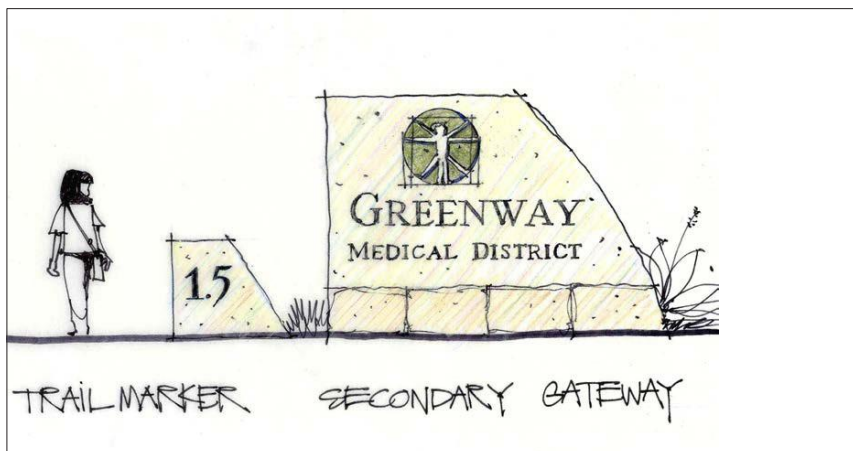
A number of applications of the name and logo concepts, along with the suggested vocabulary of forms, materials and colors, are illustrated here. Although the master plan cannot anticipate or detail every feature that will ultimately make up the visual environment of the medical district, it illustrates sufficient examples of a unified design vocabulary to facilitate translation into other components.



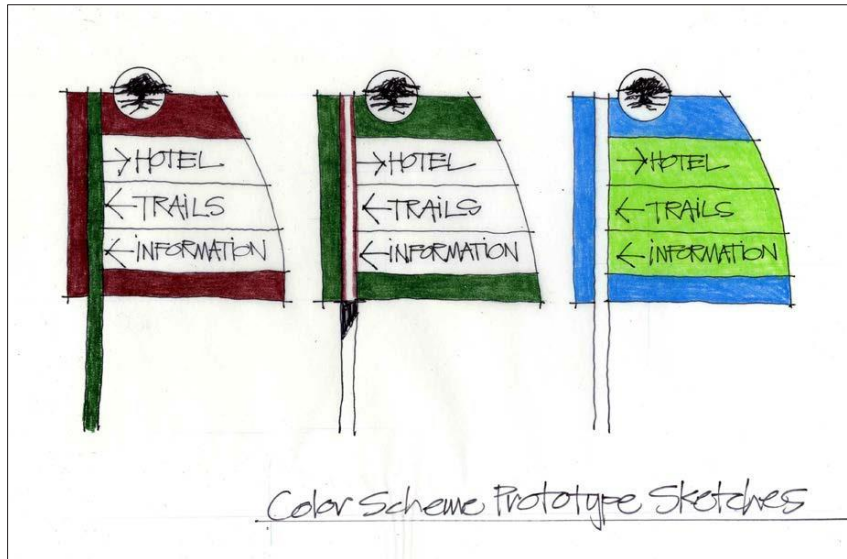
Water Tower as Visual Landmark. A water tower proposed by the City near the Scott & White Hospital could incorporate a name and logo, creating a landmark for the medical district visible for miles.



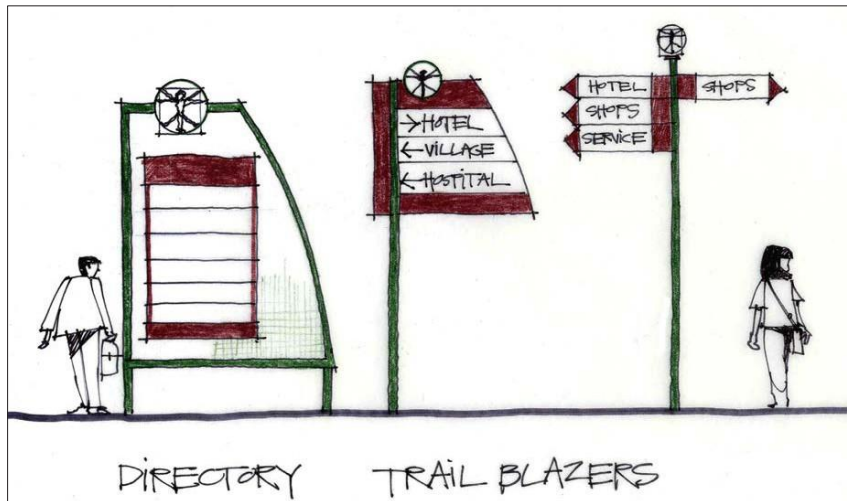
Gateway Pylon Concept. This vertical pylon design incorporates a sweeping arc, recalling the circle logo motif, and utilizes a variety of native stone materials and earth tone colors. It could be sited at primary roadway entrances to the medical district.



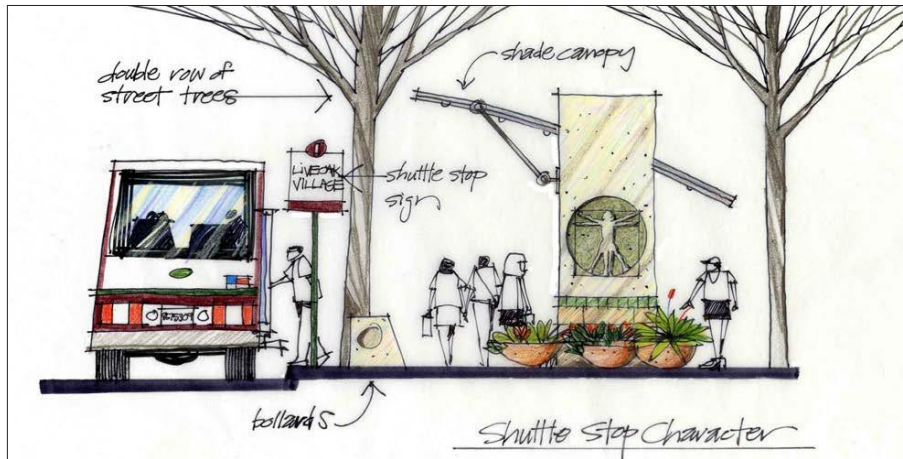
Secondary Monuments. A family of smaller gateway monuments, trail markers and bollards could enhance secondary entrances, drives, parks and greenway trails. These designs mimic the forms and materials of the large gateway pylons.



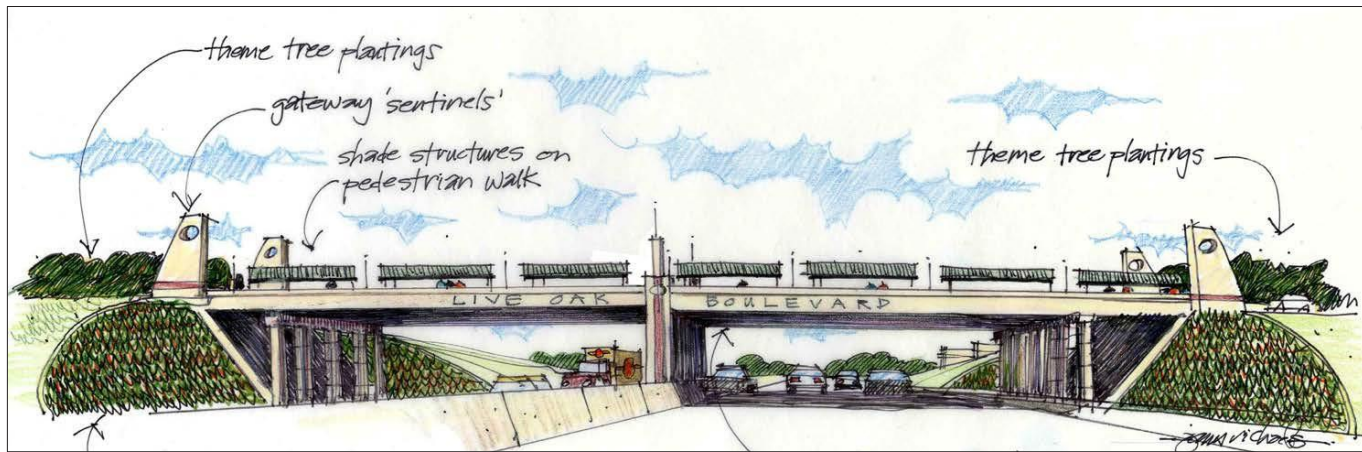
Wayfinding and Color schemes. A number of color schemes inspired by natural materials and the "healthy community concept" would be appropriate in the medical district; the scheme chosen should be fresh, uplifting and visible at a distance. In this example, the metal wayfinding signs utilize the arc motif and logo.



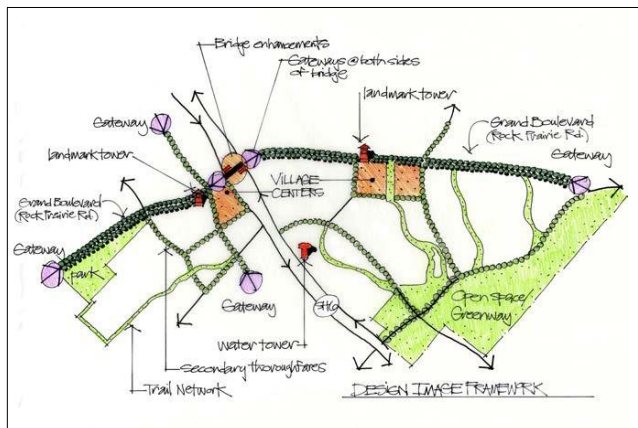
Wayfinding Motif Applications. A strong design motif can produce a family of wayfinding signage to serve a variety of needs throughout the district. Their repeated use works in tandem with the streetscape design to visually unify disparate parts of the district.



A Sense of Place. In this concept sketch, a logo and use of a unified design vocabulary is utilized to create a transit stop area with a character that is unique to this district.



Bridge as District Landmark. The redesign of Rock Prairie Bridge has great opportunities to incorporate design forms and colors that visually tie it to the district's design vocabulary. There is also an opportunity for the street name to echo the district name. With these design strategies the bridge becomes a highly visible and memorable landmark feature for the medical district.



Key Design Elements. This diagram illustrates a concept for a framework of key design elements that will heighten the visibility of the medical district and create a distinctive development character that will knit the various aspects of the district together into a unified whole.



Landmark Tower. This concept sketch illustrates the "grand boulevard" character of thoroughfares the Village Centers. The landmark tower contributes to a strong sense of place, and helps heighten the visibility of the district from SH 6.

Development Guidelines

In order to ensure the best outcome for creating a district with a strong identity, sustainability and livability, as well as a district that people will want to return to, it is important to establish basic development standards. These standards should create street corridors and developments that are comfortable and attractive to pedestrians, bicycles and automobiles. This means that the public realm (streets, medians, sidewalks and adjacent building fronts) must be inviting as a place to be.

Form-Based Code. Form-based codes are a method of zoning special multi-use districts, such as the medical district, to achieve a more positive outcome of development and to enhance quality-of-life, which is ultimately reflected in enhanced property value. Instead of establishing minimum standards to be met and the separation and buffering of land uses, it establishes desired standards for such things as site layout, basic building form and streetscaping. It also provides for flexibility in compatible uses to respond to changing market demands, and the provision of parking in ways that increase its efficient use and minimize disruption of the public realm.

These standards reflect the timeless principles upon which great districts have been based—making them a comfortable and attractive place for people to meet, socialize, live, conduct business and find entertainment.

Another important element of a form-based code is the procedure for approval of development. It should provide for administrative approvals and waivers of certain standards in order to expedite development and achieve a better development than would be the case without such flexibility.

- **Development and Redevelopment:** The master plan calls for the development and redevelopment of key opportunity sites that are owned by private institutions and landowners. Examples include the village centers to be located on both sides of SH 6. The City does not have control over these properties, however, it can influence and encourage certain types of uses and design treatments on these properties through a range of incentives and approaches covered later in this chapter. These include changes to land use codes and entitlement, land acquisition and write downs, and tax deferral and abatement, among others. The most successful medical districts and other types of urban redevelopment result from robust public-private partnerships, in which the public sector offers effective incentives and rewards to private parties for implementing desired development types.
- **Ongoing management and staffing:** The medical district will require ongoing marketing, planning, management and other types of oversight that requires dedicated staffing.

Principles of Implementation

In addition to specific implementation tools, there are fundamental approaches or principles that are consistently found in the most successful urban districts. The principles summarized below separate the plans that get implemented from those that flounder.

Committed, Ongoing Leadership

- Leadership that desires success for the entire community.
- Leadership that is respected by the community; has strong leadership skills.
- Leadership that is able to motivate and organize

How Things Get Done

- Cities cannot do it alone.
- Public-Private Partnerships build great places.
- Private investment follows public commitment.
- Cities grow incrementally through a series of projects that are modest on their own but meaningful as a whole.
- The public realm establishes the opportunity for development excellence.

stakeholders.

- Leadership that moves forward and communicates the vision of the plan.

A Good Organization

- Provides ongoing support for the implementation through communication and coordination.
- Provides long-term continuity and unifies divergent interests.
- Provides support for local government, and support to project development.
- Communicates success and opportunities.

Many Projects

- The implementation of the plan moves many projects forward at once.
- The term “projects” should be defined broadly and include streetscape and façade improvements, programs, events, marketing, signage and design improvements and real estate development projects.
- A medical district organization catalogs and communicates all public and private projects through a web site and printed materials. The City and its partners should celebrate successes, small and large.

Many Stakeholders

Many projects bring many stakeholders; people who are invested in one or more projects must pull together to make and implement the plan.

- Broad base of involvement and promotes project implementation.
- Stakeholders – representative cross-section government, non-profits, businesses, and individuals.
- Stakeholders form the basis of political support for implementation of the plan.

The key to successful implementation of the plan is mechanisms for marrying the identified stakeholders, current and potential with projects, existing and proposed. Implementation requires collaboration with stakeholders for positive results.

Development Standards

- Clear and consistent guidelines that communicate the vision of the plan.
- Encourage that which is desired and strongly prohibit that which is not wanted.
- Tools should be dynamic and flexible – pragmatic standards for change.

Communications and Marketing

- Both the organization and the leadership must communicate successful implementation.
- Marketing the plan means making news out of the continual projects.
- Communication means acting as a liaison between stakeholders, projects, and the wider community.



MIDTOWN
COLLEGE STATION

Formerly The Medical District

The City's Plan for a Special District

Where do we go from here?

Delivering finance, development, design, build, and operations

Public – Private Partnership



Leverage Private Capital

Utilize private investments to generate revenue for the municipality with no new taxation to the residents.



Develop

Deliver investment quicker and with less restrictions than through traditional municipal procurement.



Design

Create the revenue generating assets that meets the financial needs of the project



Build

Drive value through integrated collaboration with leaders in the construction industry



Operate

Deliver a premium experience to drive revenue and performance using professional management

Efficient and Effective

Finance Mechanism Comparison

Tenant Credit Finance Lease

- Does not Constitute Debt to the Taxing Authority
- Residual Value Optionality
- Captures accretive value of the Asset
- Multiple renewal with flexible options
- Revenue coverage potential
- Exit strategies that best suit the Taxing Authority

Traditional Bond Finance

- Secured by ad-valorem debt of future revenues
- Fixed terms with limited or no flexibility
- Does not consider any accretive value or appreciation of the asset
- Almost never allows for revenue coverage of the total debt
- Limited by total debt service outstanding of the Taxing Authority

A vibrant outdoor social gathering, possibly a festival or party, with people smiling and socializing. In the foreground, there are several glasses of colorful drinks, some with fruit garnishes. The background is filled with people, some wearing sunglasses, and hanging lanterns, creating a festive atmosphere. The word 'pro-pos-al' is overlaid on the image in a large, bold, white font.

pro·pos·al

/prəˈpōz(ə)l/

pro·pos·al

What are We Building?

Entertainment Destination



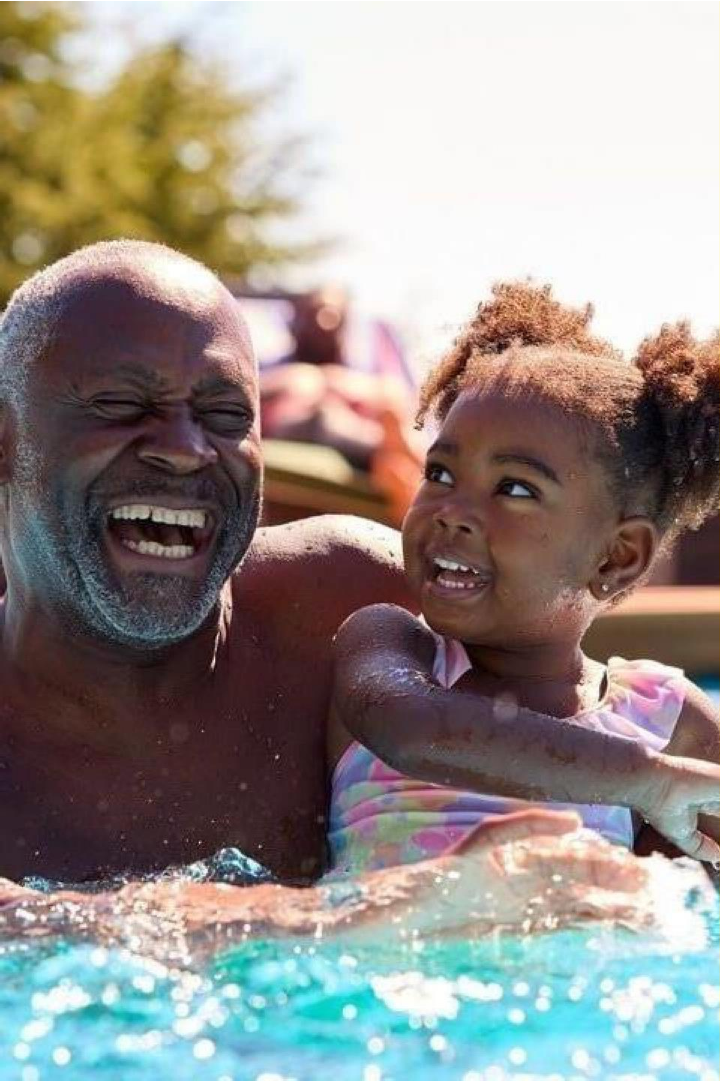
Hotel Rooms

250 Room full-service hotel (Westin, Marriott, Hyatt) with a feature restaurant with views of the Texas Caribbean Watering Hole.



Waterpark & Beachfront

35,000 square feet of indoor wet area accompanied by 3 acres of outdoor wet area. Additional food and beverage, retail, party rooms, lockers, rental cabanas, and seating areas.





What are We Building?

A.M.D.G.

Sports Destination & Convention Center



Family Entertainment Center & Rec

60,000 square feet of family games, food, entertainments, rope courses, rock climbing, gym, etc. Centered around family activities for both hotel guests, city residents, and the general public.



Convention and Indoor Sports

90,000 square foot convertible to convention space, or indoor volleyball, pickleball, basketball, and floor court space.

What are We Building?

Economic Destination



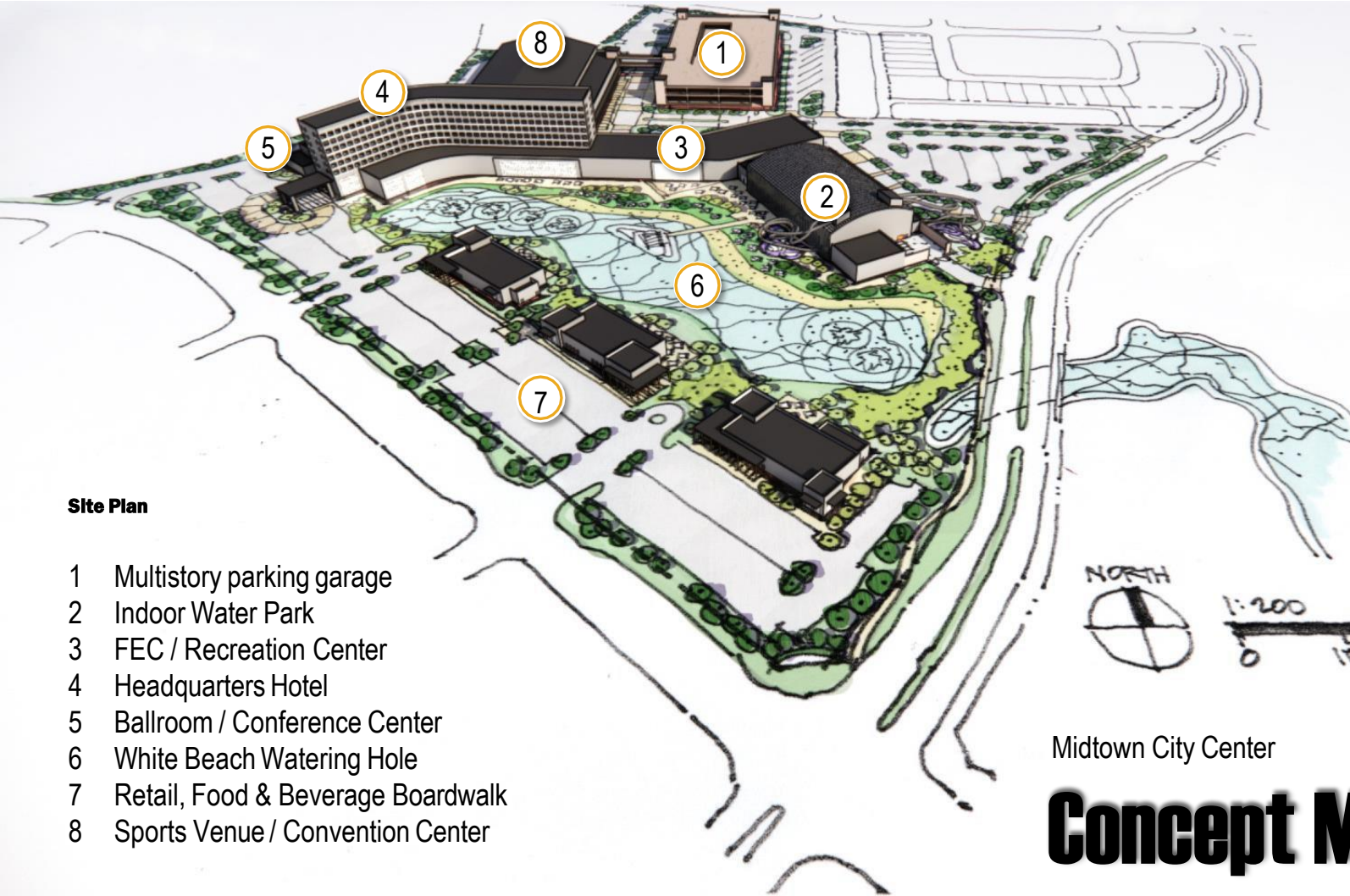
Hotel Ballrooms and Meeting Space

30,000 square feet of gathering space and ballrooms.



Amenity Rich Food & Beverage

22,000 square feet of retail, food, and beverage facing a one-of-a-kind water show.



Site Plan

- 1 Multistory parking garage
- 2 Indoor Water Park
- 3 FEC / Recreation Center
- 4 Headquarters Hotel
- 5 Ballroom / Conference Center
- 6 White Beach Watering Hole
- 7 Retail, Food & Beverage Boardwalk
- 8 Sports Venue / Convention Center

Midtown City Center

Concept Massing

epic

/ˈepɪk/





Destination Experience



Quick Facts

- Grand Prairie, Texas
- 80,000 SF Indoor Waterpark
- Opened 2018
- \$5.5M Annual Net Revenue to City
- 500,000 annual visitors

Quick Facts

- Bellevue, Nebraska
- 80,000 SF Indoor Waterpark
- Groundbreaking 2025
- \$4.5M Annual Net Revenue to City
- 310,000 annual visitors

Destination Experience



Destination Experience

Bradley Waterpark

Quick Facts

- Bradley, Illinois
- 80,000 SF Indoor Waterpark
- Groundbreaking 2026
- \$4.5M Annual Net Revenue to City
- 470,000 annual visitors



Bringing the Caribbean to Texas

White Beach Watering Hole

Bringing the Caribbean to Texas

White Beach Watering Hole



Three action steps Council can take tonight...

1. Instruct the staff to create a plan for the Identity Concepts, to include several large monument signs at the very least, and execute on it.
2. Grandfather Midtown's fees, all fees, to the time of the Infrastructure and Economic Development Agreement.
3. Request for staff to work closely with us on our plan for a public-private partnership investment to include a rec center, convention center, Texas Caribbean Watering Hole, and indoor water park, and let us bring it before council at a future meeting.