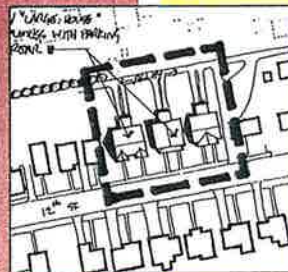
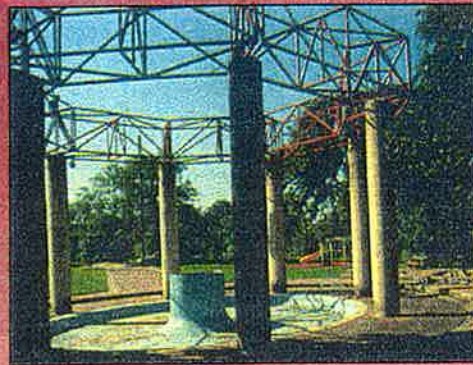
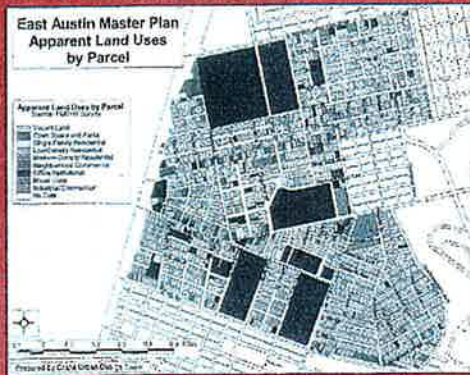


## NEW VISIONS OF EAST AUSTIN:



**submitted to:**

**Austin  
Revitalization Authority**



January 14, 1999

**submitted by:**

## Crane Urban Design Team

## Central East Austin Master Plan

## East 11th & 12th Streets Community Redevelopment Plan



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## **ACKNOWLEDGEMENTS**

The *New Visions of East Austin: Central East Austin Master Plan and East 11<sup>th</sup> and 12<sup>th</sup> Streets Community Redevelopment Plan (CRP)* was prepared on behalf of the Board of Directors of the Austin Revitalization Authority (ARA) by the Crane Urban Design Team.

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  - Capitol Market Research (Market Research Consultant)

Survey data for this report was derived from the *East 11<sup>th</sup> and 12<sup>th</sup> Street Project Area Survey* (October and November 1997 editions) which was prepared by: Local Community Management, Inc. with the assistance of University of South Florida Urban Design Team and the City of Austin Neighborhood Housing and Community Development Office.

The Crane Urban Design Team would like to acknowledge the dedicated efforts of the community residents, property owners, and neighborhood groups in the Central East Austin Neighborhood whose vision, wisdom, and guidance so significantly contributed to the plan. Lists of Community Planning Council members, neighborhood organizations and meeting attendees are provided in the Appendices of this report.

## EXECUTIVE SUMMARY

*New Visions for East Austin: Central East Austin Master Plan/East 11<sup>th</sup> & 12<sup>th</sup> Streets Community Redevelopment Plan* represents the culmination of a three-year process of community organization, physical surveys, vision setting and detailed planning analysis carried out under the auspices of the Austin Revitalization Authority (ARA). This plan specifically represents the fruits of numerous community-based work sessions held in the Fall of 1997 and the Spring and Summer of 1998 with local residents, business owners, property owners, governmental representatives, faith-based institutions and other community interests. It is intended as the blueprint to guide future policy-making and decision-making as the Central East Austin community continues its economic, social and cultural rebirth. The plan is indebted to the hard work and participation of community interests, particularly the members of the Central East Austin Community Planning Council (CPC).

For planning purposes, a broad area bounded by Martin Luther King on the north, Singleton and Northwestern on the east, E. 7<sup>th</sup> on the south and IH-35 on the west was defined for study and analysis. The study area has been divided into eleven Subareas roughly delineated by existing neighborhood boundaries and institutional land uses. The majority of these Subareas are residential in character with the exception of the East 11<sup>th</sup> and 12<sup>th</sup> Street Corridors, which have been designated by the City of Austin as formal Urban Redevelopment Areas. Although the Redevelopment Areas represent the focus of revitalization in the Central East Austin community, the broader planning context was established and studied based on the notion that truly successful redevelopment is dependent on holistic strategies for addressing all components of sustainable development, including housing, open space and community facilities. As a result, this report addresses planning programs for both the study area in its entirety (the Central East Austin Master Plan, or CEAMP) as well as the officially designated redevelopment areas along East 11<sup>th</sup> and 12<sup>th</sup> Street Corridors (the Community Redevelopment Plan, or CRP).

The Central East Austin Master Plan/ East 11<sup>th</sup> & 12<sup>th</sup> Streets CRP is predicated on the following redevelopment principles:

- Ensuring quality development that is compatible with the traditional character of the community through design guidelines and project controls.
- Reinforcing the link between Central East Austin and Downtown/State Capitol. The future of Downtown is tied to the future of Central East Austin.
- Expansion of redevelopment efforts into the surrounding neighborhoods in order to cultivate a residential population sufficient to develop, support, and sustain healthy redevelopment along the East 11<sup>th</sup> and 12<sup>th</sup> Street corridors.
- Sensitivity to the important historical nature of the community as the home of a diverse and multicultural community.
- Preservation and conservation of existing residential areas.
- Providing a mix of housing opportunities for all income groups through market-rate housing opportunities, housing assistance programs for rehabilitation, and new construction of affordable housing and infill construction.
- Protecting the existing homeowners through tax abatement programs, housing rehabilitation programs, code enforcement, and "clean and green" programs.
- Utilizing public investment in strategic areas to leverage and encourage private investment throughout the area.

- Developing a mix of uses including retail, office, and housing that is concentrated in nodes that reinforce like-uses.
- Continued community participation throughout the redevelopment process.
- Recognizing the importance of IH-35 properties as major redevelopment sites
- Aligning planned projects and concepts with current markets within central Austin.

The **Master Plan**, or CEAMP, is based on the principle of eliminating blight (e.g., vacant land, deterioration, tax delinquency) while maximizing the preservation and conservation of existing historic residential neighborhoods. A variety of programs and incentives have been designed to reestablish a thriving, walkable community in which to live work and play. Implementation activities include housing rehabilitation, new construction of single family homes on vacant lots, code enforcement, commercial development in select nodes, street and sidewalk repairs, and the creation of several small pocket parks. Some of the most significant opportunities for new development in the CEAMP are the properties located along the IH-35 Frontage Road (between 7<sup>th</sup> and 12<sup>th</sup> Streets). These sites provide the best opportunities for the type of higher density mixed use, needed to increase residential populations and economic activity in the area and ultimately achieve the revitalization goals as expressed by the community. Recommended uses for these properties include an urban grocery store, retail, low-mid rise office, and medium density and mixed use housing. Collectively, these projects will serve to reconnect the Central East Austin Community to the economic and cultural life of Downtown Austin. The overall success of revitalization in the Central East Austin Community relies on a coordinated and concentrated approach to implementation for the entire Master Plan area. Implementation efforts in the CEAMP outside of the East 11<sup>th</sup> and 12<sup>th</sup> Street Corridors will be programmatic in nature and will seek to provide complementary resources for housing rehabilitation, commercial revitalization, and public improvements in tandem with regulatory controls and incentives (e.g., code enforcement, zoning). In this regard, the CEAMP is geared towards maximizing private investment

While the Master Plan defines initiatives for the broad context, the **East 11<sup>th</sup> and 12<sup>th</sup> Streets Community Redevelopment Plan**, or CRP, provides a specific implementation mechanism for realizing concentrated redevelopment in the heart of Central East Austin. The CRP contains projects and programs that seek to restore a thriving mix of uses and activities along the East 11<sup>th</sup> and 12<sup>th</sup> Street corridors. East 11<sup>th</sup> Street is envisioned as a visitor-oriented destination consisting of 3-5 story buildings that provide entertainment, music, and office uses that will attract users from the Austin metropolitan area as well as local residents. In contrast, the East 12<sup>th</sup> Street mixed-use corridor presents the opportunity for a variety of small-scale, live-work environments with combined office, retail, and residential uses which, for the most part, serve the immediate community. Implementation of the CRP utilizes formal urban renewal powers enabled by State of Texas legislation (Chapter 374) to provide a powerful framework for redevelopment in which the public sector will take a more proactive role in encouraging private development. Official CRP mechanisms offer a variety of regulations and tools including: a proposed land use plan, a conceptual overview of recommended zoning changes, affordable housing assistance, economic development assistance, a property acquisition/disposition plan and relocation assistance, where needed. Specific measures to encourage quality and beneficial development include design review principles and proposed "project controls." All of these powerful CRP tools will be enabled by formal enactment of the Austin City Council. Implementation will be coordinated by the Austin Revitalization Authority but will be overseen by the City Council and its community-based board of directors. At all times, publicly assisted redevelopment will follow community-based priorities and will seek to maximize financial participation of existing property owners, residents and tenants.



Ultimately, the most critical factor in the success of this plan will be the Central East Austin community itself. Central East Austin will be empowered as strong and equal partners in the public process of redevelopment through a Community Redevelopment Council (CRC). Most importantly, the Central East Austin community will provide the ongoing spirit, the determined will and the dedicated hard work that is necessary to carry out its own vision.

The organization of the plan is as follows:

**Part 1.0** of the plan defines study area boundaries, outlines the existing history and physical conditions of the study area, and attempts to summarize the planning process and planning principles developed over the course of study. It builds on previous physical and demographic survey work completed as part of the Project Area Survey commissioned by the City of Austin. In summary, blighting factors exist throughout the Master Plan area, with "slum and blight" conditions within the East 11<sup>th</sup> and 12<sup>th</sup> Street Corridors. Fifty-seven percent of the parcels within the entire Master Plan area include some level of blight, including vacant land, deteriorated buildings, unoccupied structures, and tax delinquent parcels. The percentage of blighted parcels within the East 11<sup>th</sup> & 12<sup>th</sup> Street corridors is even higher at 71%.

**Part 2.0** details the articulated vision, goals, and objectives of the CPC, a planning committee representing a broad range of community interests. Goals and objectives are grouped in general categories dealing with housing, land use and development, economic development, public improvements, and historic preservation and implementation mechanisms. This section builds on previous community visioning workshops and surveys on desired redevelopment.

**In Part 3.0**, the overall vision of the entire Central East Austin area is detailed. The Master Plan area is subdivided into eleven (11) Subareas for description, including both the East 11<sup>th</sup> and 12<sup>th</sup> Street redevelopment corridors. Conceptual desired land use, needed public improvements, open space improvements, and preservation policies are described. Appropriate redevelopment tools and incentives are defined and then applied to specific Subareas. Modifications to existing zoning, including base zoning, the Central Urban Redevelopment Combining District (CURE), and the Neighborhood Conservation Combining District (NCCD) are recommended. Finally, general standards of good urban design applicable to the area are also described and illustrated.

Major policy and program recommendations are broken out into housing development assistance, economic development assistance, historic resources conservation and re-use, urban blight remediation, and capital improvement program budgeting. Suggested housing programs include tax-free mortgage revenue bond financing for mixed-income housing and other national and regional sources for financing affordable housing. Economic development assistance includes project-specific revenue allocation bond financing, private sector small business programs and programs for skills training and job opportunities. Historic resources conservation and re-use programs include creating an Austin Heritage Preservation Challenge Fund and local tax and development permitting incentives for reuse and conservation of historic properties. Recommendations also include identifying project specific funding for the French Legation and a major heritage center.

Recommended Blight Remediation Programs include a systematic and concentrated code enforcement program, rehabilitation and demolition program as well as a proactive approach toward eliminating tax

delinquent properties. Other Blight Remediation Programs include community-based "Clean-and-Green" and "Paint-up/Fix-up" programs. Land use and zoning policy recommendations include encouraging conformance with the Land Use Master Plan policies and enacting base zoning district modifications. Capital Improvements Program (CIP) budgeting recommendations include establishing a formal administrative process for identifying and coordinating CIP and City Budget requests for the Master Plan/CRP area.

The land use plan attempts to preserve the majority of the Master Plan area as single-family residential, with the east-west arteries providing opportunities for mixed use development, primarily retail services in conjunction with office and/or housing in limited places. Streetscape and sidewalk improvements are needed to help create a pedestrian environment, particularly across IH-35 to link the Central East Austin area to Downtown Austin.

In total, the Central East Austin Master Plan/CRP represents an estimated \$147.8 million in public and private funds for implementation phased over a 15-year period. If fully implemented, these plans will yield preservation of 1,166 housing units, construction of 676 new housing units, rehabilitation of 885 existing single and multi-family units and demolition or attrition of 81 existing units. Nonresidential uses such as commercial and office space would include preservation of 839,411 square feet, rehabilitation of 159,000 square feet, new construction of 468,500 square feet, and demolition of 82,550 existing square feet. The combined plans also include \$1.2 million in proposed transportation improvements, \$19.5 million in open space and community facility improvements, \$1.9 million in infrastructure improvements, and \$4.9 million in public enhancements.

These planned developments have been validated as feasible by a detailed market study conducted by Capitol Market Research during the preparation of the Central East Austin Master Plan/11<sup>th</sup> & 12<sup>th</sup> Streets CRP. Results of this study indicate an increase of \$90 million in taxable improvements over the next 15 years and an associated construction related job impact of 993 "direct" and 2,707 "indirect" new jobs. Permanent job increases associated with the improvements proposed for the area total 1,457. However, these figures do not include the impacts of renovation and other neighborhood activities that will result in an additional increase in the tax base and other overall economic benefits to the community.

**Part 4.0** defines specific regulatory actions and controls associated with the Community Redevelopment Plan (CRP) for East 11<sup>th</sup> and 12<sup>th</sup> Streets. East 11<sup>th</sup> Street is envisioned as the location of more destination-oriented retail, entertainment, and cultural facilities. It is designed to be a true "urban village." In comparison, East 12<sup>th</sup> Street is planned to maintain much of its existing character as a place of neighborhood-oriented retail, office and housing. Twenty-two specific projects, with associated project descriptions and controls, are detailed within Part 4.0.

Program totals for East 11<sup>th</sup> Street include 28 new/rehabilitated housing units, 23,800 sqft. of rehabilitated commercial and office space, and construction of approximately 147,000 sqft. of commercial, office and mixed-use development. The East 12<sup>th</sup> Street program includes 96 new/rehabilitated housing units, 41,000 sqft. of rehabilitated commercial and office space, and 46,750 sqft. of new commercial and office development. Conceptual plans call for demolishing approximately 20,000 sqft. of commercial space to eliminate blight and/or accommodate planned development opportunities. Approximately \$5.1 million in property is likely to be acquired to effectuate the described projects. However, the public sector share of this acquisition is planned to only total \$3.6 million with the expectation that most of all the expended

public funds can be recovered from proceeds from the sale of existing publicly-owned property and future assembled properties.

Finally, **Part 5.0** defines the total implementation program associated with both the Master Plan and CRP and attempts to layout needed partnerships and administrative structures that will become increasingly important as the process of the Central East Austin's community revitalization continues to move forward.

## **PART 1.0 OVERVIEW, PLANNING PROCESS**

### **1.1 Introduction/Scope of Report**

The pages that follow represent the fruits of intensive work to breath new life into the 11<sup>th</sup> and 12<sup>th</sup> street corridors and the neighborhoods that surround them. Historically, the Central East Austin community has played a pivotal role in defining the character of the City of Austin. From its beginning, the area has been an economically and racially mixed area of diverse uses, including major institutions, housing and commercial services. The Central East Austin Master Plan/ East 11<sup>th</sup> and 12<sup>th</sup> Street Community Redevelopment Plan represents an attempt to reinvigorate this long-depressed area through aggressive redevelopment measures. It attempts to build upon the recent successes of community-based organizations and private developments, while offering a wide range of powerful redevelopment incentives and controls to guide and stimulate future development.

Some public funds have already been invested in the Central East Austin area, such as the City of Austin's \$1.2 million grant for the housing development in the area through the SCIP-II Program. The SCIP II Program, located between East 11<sup>th</sup> and 12<sup>th</sup> Streets, includes plans for the construction of approximately 100 single-family homes for low and moderate-income households. In addition, approximately \$9 million in Section 108 Loan Guarantee Assistance Program Funding has been secured by the City of Austin to redevelop the East 11<sup>th</sup> and 12<sup>th</sup> Street Corridors. Capital Metro plans more than one million dollars worth of streetscape improvements on East 11<sup>th</sup> Street and the State of Texas has also contributed approximately \$4.5 million for improvements to the Texas State Cemetery. These monies represent a critical step forward in catalyzing private investment in this economically depressed area.

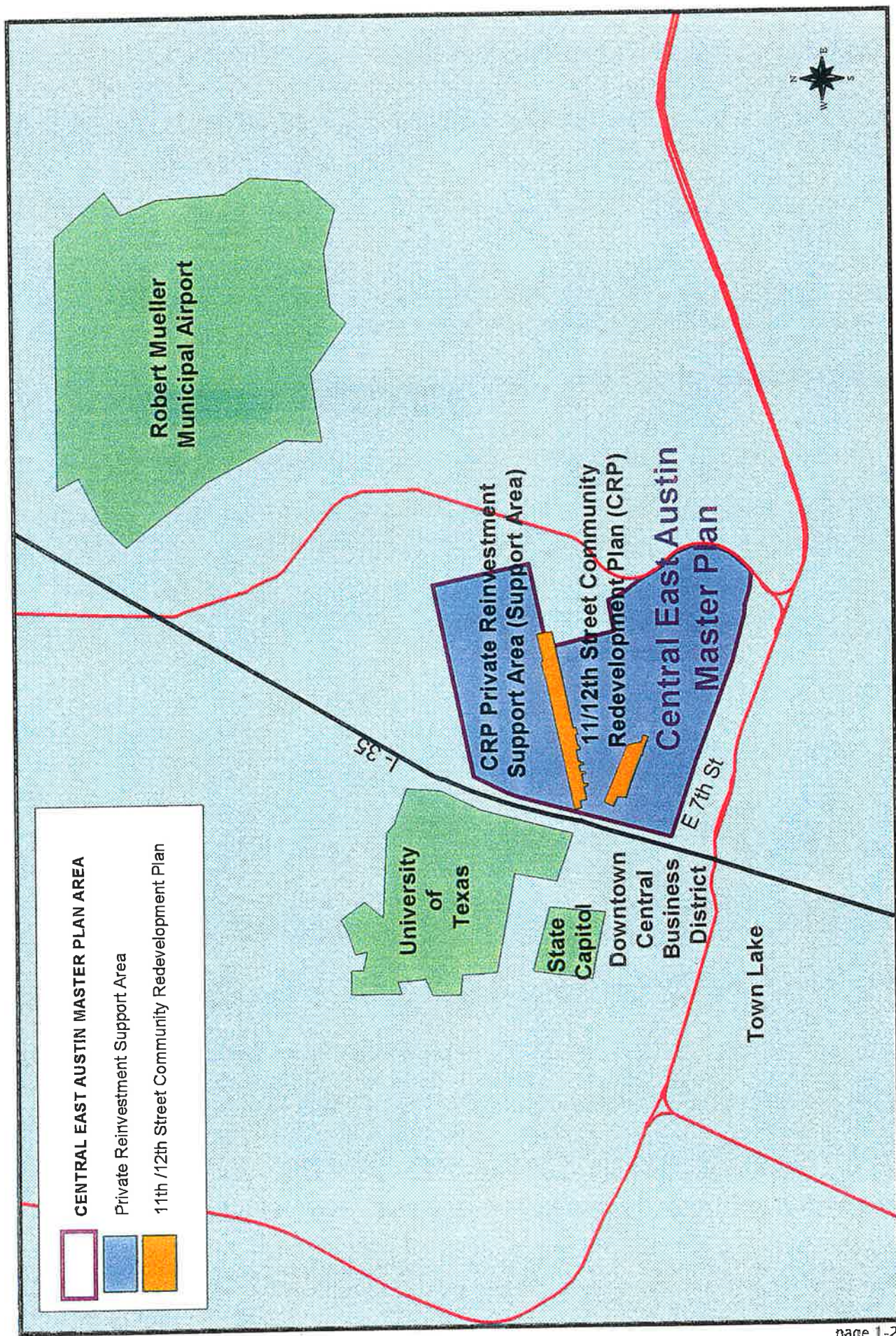
*New Visions of East Austin: Central East Austin Master Plan and East 11<sup>th</sup> & 12<sup>th</sup> Streets Community Redevelopment Plan* addresses the planning processes for East 11<sup>th</sup> and 12<sup>th</sup> Streets, as well as the surrounding neighborhoods. While the focus of initial redevelopment discussions was East 11<sup>th</sup> and 12<sup>th</sup> Streets, the successful redevelopment of these corridors is largely contingent on a holistic approach that includes improving the condition of the surrounding communities as well as the two commercial corridors. Therefore, this report outlines specific legally enforced redevelopment tools for the East 11<sup>th</sup> and 12<sup>th</sup> Street corridors and redevelopment policies, programs, and incentives aimed at preserving and enhancing the surrounding neighborhoods while promoting new private investment.

For the purposes of this report, the East 11<sup>th</sup> and 12<sup>th</sup> Street corridors and surrounding neighborhoods are referred to collectively as the Central East Austin Master Plan (CEAMP), and the legally designated redevelopment areas are referred to as the East 11<sup>th</sup> and 12<sup>th</sup> Street Community Redevelopment Plan (CRP). The neighborhoods immediately adjacent to the redevelopment corridors will be referred to as the CRP Private Reinvestment Support Area ("Support Area"). In accordance with Texas redevelopment law (Texas Local Government Code, Chapter 374), the East 11<sup>th</sup> and 12<sup>th</sup> Street Community Redevelopment Plan outlines specific urban renewal powers and tools used to address the legally defined "slum" and/or "blight" conditions found along the East 11<sup>th</sup> and 12<sup>th</sup> Street corridors.

### **1.2 Study Area Location and Boundaries**

The Central East Austin area is located immediately east of downtown Austin. (Figure 1-1) The area is roughly bounded by IH-35 to the west, E. Martin Luther King Blvd to the north, the railroad tracks to the east and 7<sup>th</sup> Street to the south. The study area is located directly east of the Downtown Central Business





**Figure 1-1: Central East Austin Study Area and Its Context**



District, the University of Texas, and the State Capitol. The Robert Mueller Municipal Airport is located to the northeast of the study area. The official boundary for the Central East Austin Master Plan study area is described as:

Commencing at the south right-of-way (R.O.W.) line of East 7<sup>th</sup> Street where it intersects with the east right-of-way (R.O.W.) of IH-35 (Interstate Highway); thence following the same R.O.W. IH-35 line in a northeasterly direction to East 12<sup>th</sup> Street; thence following the same East 12<sup>th</sup> Street in an east then northeasterly direction to Singleton Avenue, thence following Singleton Avenue southwesterly to East 12<sup>th</sup> Street; thence following same East 12<sup>th</sup> Street in a westerly direction to Poquito Street, thence following Poquito Street south to the midblock alley between East 12<sup>th</sup> Street and New York, thence following the same alley in a westerly direction to the intersection of the alley with Chicon Street, thence from same Chicon Street south to Rosewood Avenue, thence following the same Rosewood Avenue in an northeasterly direction to Northwestern Avenue, thence following Northwestern Avenue in a southeasterly then southwesterly direction to East 7<sup>th</sup> street, thence following East 7<sup>th</sup> Street to the eastern right-of-way (ROW) line of IH-35.

The boundaries for the CRP are one parcel north and south of both East 12<sup>th</sup> Street and East 11<sup>th</sup> Street. On East 12<sup>th</sup> Street the redevelopment area is one parcel north and south of East 12<sup>th</sup> Street extending from the eastern IH-35 R.O.W. to Poquito Street on the north and from Olive Street to Poquito Street on the South. The East 11<sup>th</sup> Street CRP boundary is one parcel north and south of East 11<sup>th</sup> Street extending from Olive Street to Navasota on the north and San Bernard and Navasota on the south.

For planning purposes the CEAMP has been divided into eleven Subareas as shown in Figure 1-2. The Subareas for the Community Redevelopment Plan include the East 11<sup>th</sup> Street Corridor (Subarea 4) and East 12<sup>th</sup> Street Corridor (Subarea 5). The Subareas for the Support Area are: Swede-Hill/Davis-Thompson (1), Oakwood Cemetery (2), Chestnut Addition (3), Robertson Hill (5), Kealing (6), IH-35 Frontage Road (8), Guadalupe (9), Huston-Tillotson College (10) and Blackshear/Prospect Hill (11).

Boundaries for the Subareas generally follow existing neighborhood lines. Formal boundaries for the East 11<sup>th</sup> and 12<sup>th</sup> Street CRP span one parcel north and south of East 12<sup>th</sup> Street from IH-35 to Poquito Street and one block north and south of East 11<sup>th</sup> Street from IH-35 to Rosewood/Navasota.

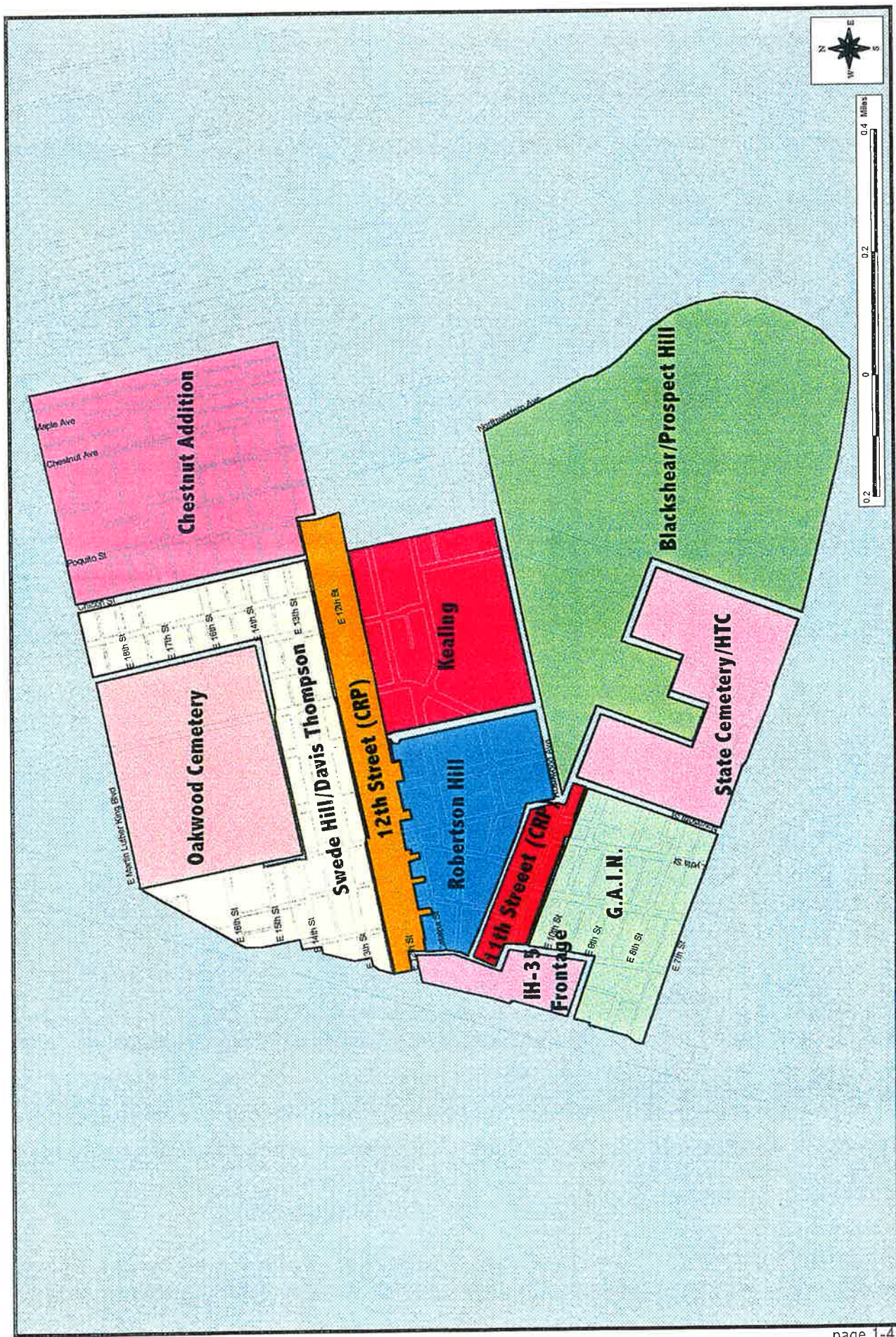
### **1.3 Historical Overview.<sup>1</sup>**

The Central East Austin community has been a multi-cultural and multi-racial settlement for more than 150 years. Historically, this community has been home to a diversity of groups including African American, Swedish, Italian, German, Lebanese, Hispanic and English settlers as evidenced by the Davis Thompson, Guadalupe, and the Swede Hill neighborhoods. The area also has a variety of historical landmarks depicting the history and development of the area over time. These remnants include Native American archaeology, the French Legation, the Texas State Cemetery, and Oakwood Cemetery, the original city of Austin cemetery.

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<sup>1</sup> Historic overview excerpted from *The East Austin 11<sup>th</sup> and 12<sup>th</sup> Street Project Area Survey*, Nov. 1997. Additional information can be found in the East Austin Multiple Resource Nomination, "Historic Resources of East Austin."





**Figure 1-2: Planning Reference Map**



### **Community Beginnings and Early Development**

The Central East Austin area was settled primarily by blue-collar workers and families. Over time, these ethnic groups expanded into diverse mixed-income populations with strong church congregations, commercial and business activities, and their own community services. Public policies established in the 1910-20's re-enforced these internally focused economic systems by locating municipal services for minorities in the East Austin area. These services included schools, hospitals, parks, and housing to serve minority population groups.

Until the Civil Rights legislation in the 1960's allowed for desegregation of housing, schools, and employment, East Austin offered a vital mix of residents, commerce, and social/cultural institutions. The subsequent relocation of education, middle-income individuals, and families seriously impacted the proportional representation of affluent whites and blacks in the East Austin population.

Currently, the resident population in the Central East Austin is a distinctive multi-cultural community comprised primarily of African American, Hispanic, and European American citizens as well as immigrants of diverse nationalities. In the future, the key to building a distinctive multi-cultural community is to play off these existing strengths and also appeal to the nearby populations associated with Downtown Austin, the Capitol, and educational institutions.

J. Mason Brewer's book, "A Pictorial and Historical Souvenir of Negro Life, Austin, Texas 1950-51," identified more than 50 businesses along East 11<sup>th</sup> and 12<sup>th</sup> Streets in the early 1950's. These buildings included:

- Talley's & Lee's News Nook and Shoe Repair located at 1087 East 12<sup>th</sup> St.
- Franklin's Barber Shop located at 1010 East 11<sup>th</sup> St.
- Southern Dinette located a 1010 East 11<sup>th</sup> St.
- Caldwell's Barber Shop located at 1208 A East 12<sup>th</sup> St.
- Harlem Cab Company located at 1129 ½ East 12<sup>th</sup> St.
- Ross' Studio located at East 11<sup>th</sup> St.
- Deacon Jones Barbecue

There were also neighborhood also included many other businesses scattered through the neighborhood, as well as along East 11<sup>th</sup> and 12<sup>th</sup> Streets. Area businesses included a movie theater, ice cream parlor, and nearby lumber yard. Other specific buildings in the community included:

- |   |  |
|---|--|
| • Victory Café                            | • Jewell's Patisserie Beauty Shoppe            |
| • The Harlem Theater                      | • Peoples Business College                     |
| • Deluxe Foods                            | • Bailetti Grocery, Saloon and Armory          |
| • Lawson's Ice Cream                      | • Haehnel's Grocery Store (later Shorty's Bar) |
| • Parlor Lott Lumber Company              | • Arnold's Bakery                              |
| • Fowler Electric                         | • Rueter's Bakery                              |
| • The Deluxe Hotel                        | • Shaefer's Market                             |
| • Jasper's Real Estate and Lumber Company | • (Cleto's) Succetti's Market                  |
| • Tears Funeral Home                      | • Yates Drug Store                             |
| • The Street Construction Company         |  |



As part of the Project Area Survey report, a preliminary research effort was conducted which identified local, state, and federally designated historic sites and buildings with landmark status as shown in Figure 1-3. Table 1-1 describes properties designated as city of Austin historic landmarks (local landmarks); properties designated as Recorded Texas Historic Landmarks (state); properties listed in the National Register of Historic Places (National Register); and properties determined to be eligible for the National Register by the Texas Historical Commission. Additional information regarding the history of the Central East Austin area can be found in the *East Austin Multiple Resource Nomination*, "Historic Resources of East Austin," available through the Texas Historical Commission.

## **1.4 Summary of Existing Conditions Survey Findings**

In order to adequately address the concerns of the Central East Austin community and produce a viable CRP, existing physical and demographic conditions must be comprehensively documented and analyzed. Data showing "slum" and "blight" conditions in the study area is provided in the *East 11<sup>th</sup> and 12<sup>th</sup> Street Project Area Survey* (September 1997 and November 1997). For the purposes of this report Chapter—374 "slum" and "blight" area indicators will be defined for the East 11<sup>th</sup> and 12<sup>th</sup> Street CRP and "blighted" indicators will be defined for the Support Area.

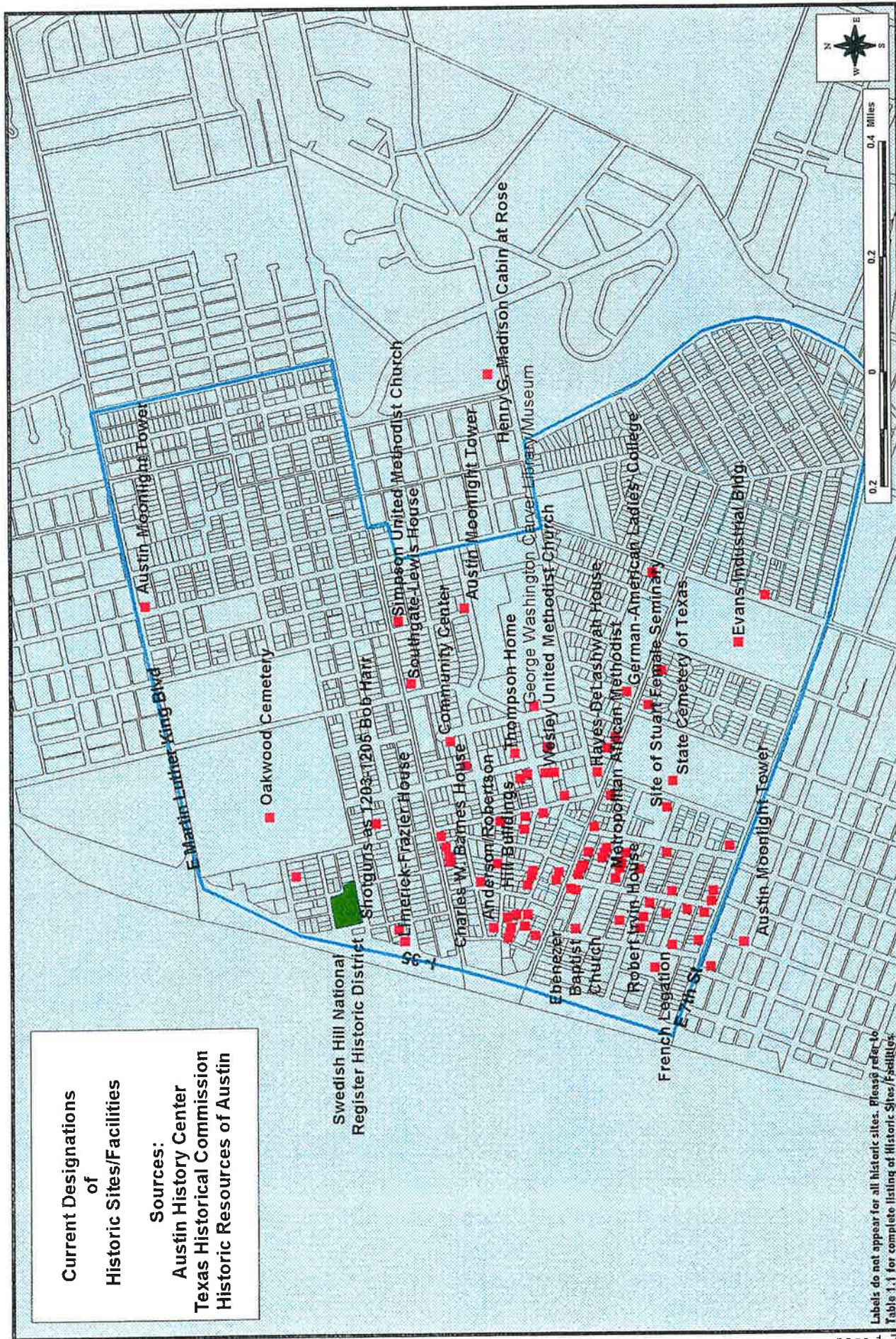
According to Texas redevelopment law (Texas Local Government Code, Chapter 374), a "blighted" area is defined as an area that is not a slum area, but that, because of deteriorating buildings, structures, or other improvements; defective or inadequate streets, street layout, or accessibility; unsanitary conditions; or other hazardous conditions, adversely affects the public health, safety, morals, or welfare of the municipality and its residents, substantially retards the provision of a sound and healthful housing environment, or results in an economic or social liability to the municipality. All portions of the CEAMP qualify as blighted.

A "slum and blight" area is defined as a predominance of buildings or other improvements that are dilapidated, deteriorated or obsolete due to age or other reasons; is prone to high population densities and overcrowding due to inadequate provision for open space, is composed of open land that, because of its location within municipal limits, is necessary for sound community growth through replatting, planning, and development for predominantly residential uses or has conditions that endanger life or property by fire or other causes, or are conducive to the ill-health of the residents, disease transmission, abnormally high rates of infant mortality, abnormally high rates of juvenile delinquency and crime or disorderly development because of inadequate or improper platting for adequate residential development of lots, streets, and public utilities. The East 11<sup>th</sup> and 12<sup>th</sup> Streets Subareas have been designated by Austin City Council as "slum and blight."

### **"Blight" Indicators for the Support Area**

"Blight" indicators for the Support Area can be grouped into three distinct types of measurable defects: Current Land Use and Property Conditions; Structural and Occupancy Deficiencies in Existing Buildings; and Property Values and Tax Delinquency. Figure 1-4 illustrates properties within the study area that show evidence of at least one or more of these "blight" factors. (Tables 1-2 and 1-3).





**Figure 1-3: Historic Resources**



**Table 1-1: Inventory of Historic Resources**

NAME	ADDRESS	Local Landmark	State	National
Sparks-Ledesma House	1306 East 7th Street	Yes		
C.E. Johnson House	1022 East 7th Street	Yes		Yes
G.P. Briones House	1204 East 7th Street			Yes
Rogers-Bell (Lyons) House	1001 East 8th Street	Yes		Yes
Parsley House	1009 East 8th Street	Yes		
Booth-Santa Anna House	1011 East 8th Street	Yes		
George A. Peterson House	1012 East 8th Street			Yes
Evans Industrial Building HTC Campus	1820 East 8th Street	Yes		Yes
Lindeman House	1100 East 8th Street	Yes		Yes
Newton House	1013 East 9th Street	Yes		Yes
Robert Irvin House	1008 East 9th Street			Yes
Site of Stuart Female Seminary	1212 East 9th Street			Eligible
Our Lady of Guadalupe Church	1206 East 9th Street			Eligible
Unnamed Structure	1002 East 9th Street			
Stohl-Saldana House	1005 East 9th Street	Yes		
Cook-Sifuentes House	1009 East 9th Street	Yes		
Philip W. Jobe House	1113 East 9th Street			Yes
Multiple Structures	1106 and 1002 East 9th Street			Eligible
Multiple structures	1102, 1104, 1105-09, 1111, 1115 E. 10th St.			Eligible
Dill-White House	1110 E. 10th Street	Yes		Eligible
Metropolitan African Methodist Church	1101 East 10th Street	Yes		
Multiple Structures	908, 1012, 1017, 1021, 1107, 1109, 1119, 1209, 1408, 1500, 1603, 1608, 1619, 1712 East 11th Street			Eligible
Arnold Bakery	1010 East 11th Street	Yes		
Ebenezer Baptist Church	1010 East 10th Street			Eligible
Shorty's Bar (Hahnel Building)	1101 East 11th Street	Yes		Yes
Victory Grill	1104 E. 11th Street			Yes
Southgate-Lewis House	1501 East 12th Street	Yes	Yes	Yes
German-American Ladies' College	1604 East 11th Street	Yes		
Simpson United Methodist Church	1701 East 12th Street			Eligible
Multiple Structures	903, 909, 913, 1010, 1016, 1100, 1115, 1117, 1119, 1121, 1201, 1204, 1205, 1209, 1212, 1215, 1301, 1402, 1510, and 1600 E. 12th Street.			Eligible
Limerick-Frazier House	810 East 13th Street	Yes		Yes
Multiple structures	1001 and 1203 E. 13th Street			Eligible
Oakwood Cemetery	16th and Navasota Streets			Yes

**Table 1-1: Inventory of Historic Resources**

NAME	ADDRESS	Local Landmark	State	National
Macken-Anderson House	1007 East 16th Street	Yes		
George Washington Carver Library/Museum	1161 Angelina Street	Yes		Yes
Community Center	1192 Angelina Street	Yes		Yes
Brewer, John Henry and Minnie Tate House	1108 S.Chicon Street	Yes		Yes
Huston-Tillotson Administration Building	900 Chicon Street	Yes		
Structure	1205 Cotton			Eligible
Structure	1302 Cotton			Eligible
Structure	1166 Curve			Eligible
State Cemetery	900 block of Comal	Yes		Yes
Multiple Structures	1201, 1208, 1611 Hackberry Street			Eligible
Shotgun Houses	1203-1205 Bob Harrison			Yes
Fiegel House	2106 Martin Luther King Blvd.	Yes		
Haynes-Delashwah House	1209 Rosewood	Yes		Yes
Multiple Structures	1152,1156,1160,1174,1178,1193,1194,1196-1198 San Bernard			Eligible
Spinola Smith House	1160 San Bernard Street	Yes		
Wesley United Methodist Church	1164 San Bernard Street			Yes
Arnold House	1170 San Bernard Street	Yes		Yes
Thompson Home	1171 San Bernard Street	Yes	Yes	
Scott-Hammond House	1191 San Bernard Street	Yes		Eligible
French Legation	802 San Marcos	Yes	Yes	Yes
Multiple Structures	902 and 1003 Waller			Eligible
Bailetti House	1006 Waller Street	Yes		Yes
Anderson/Robertson Hill	900 Juniper Street			Nominated
Anderson/Robertson Hill	902 Juniper Street			Nominated
Anderson/Robertson Hill	904 Juniper Street			Nominated
Anderson/Robertson Hill	908 Juniper Street			Nominated
Anderson/Robertson Hill	905 Juniper Street			Nominated
Anderson/Robertson Hill	911 Juniper Street			Nominated
Anderson/Robertson Hill	1002 Juniper Street			Nominated
Anderson/Robertson Hill	1106 Myrtle Street			Eligible
Anderson/Robertson Hill	1100 E. 12th Street			Eligible
Anderson/Robertson Hill	1117 E. 12th Street			Eligible
Anderson/Robertson Hill	1001 Catalpa Street			Eligible
Anderson/Robertson Hill	902 Olive Street			Eligible
Anderson/Robertson Hill	909 Olive Street		Nominated	Eligible
Anderson/Robertson Hill	1108 Olive Street			Eligible

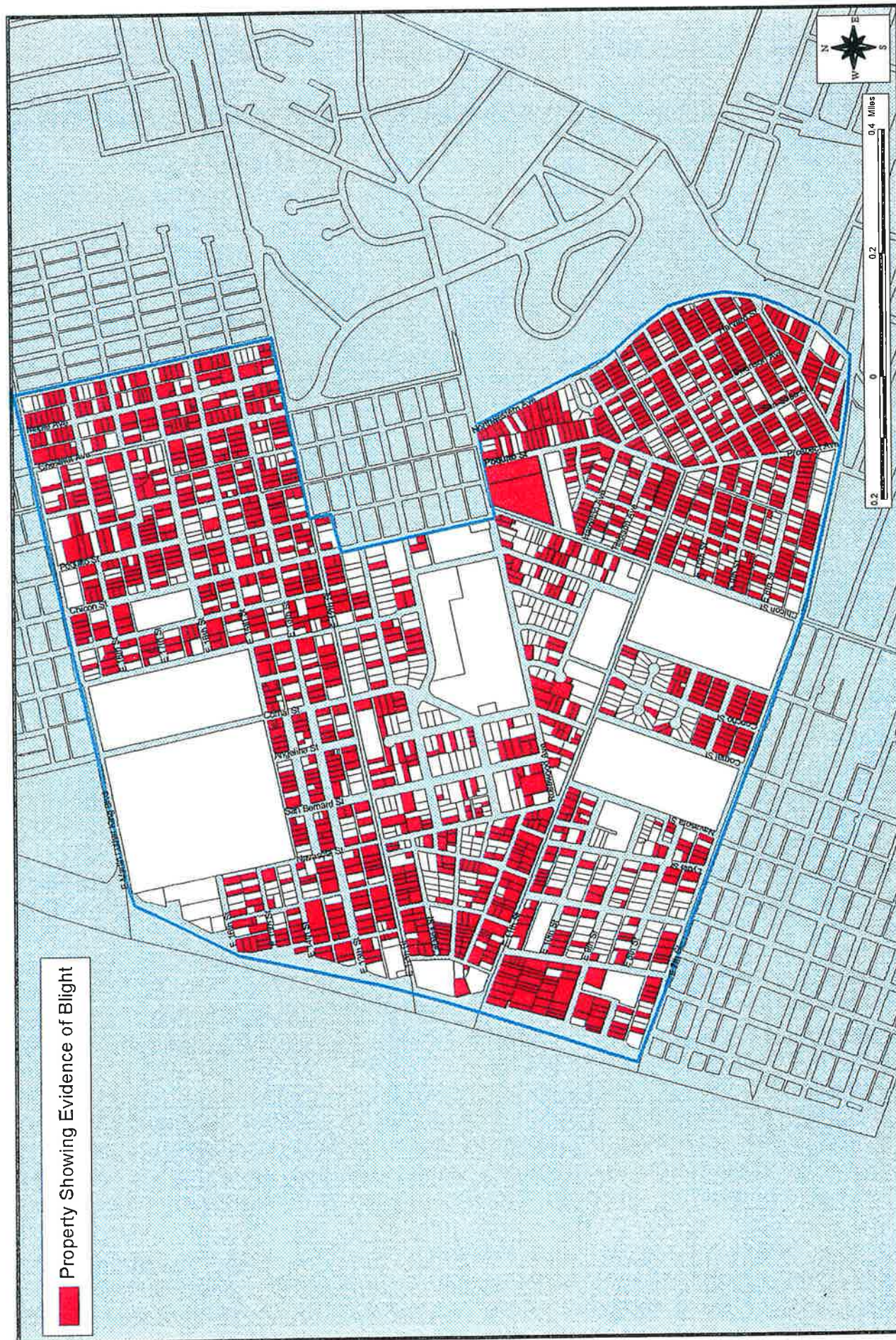


**Table 1-1: Inventory of Historic Resources**

NAME	ADDRESS	Local Landmark	State	National
Anderson/Robertson Hill	1180 Navasota Street			Eligible
Anderson/Robertson Hill	1170 Navasota Street			Eligible
Anderson/Robertson Hill	1159 Navasota Street			Eligible
Anderson/Robertson Hill	1113 Myrtle Street			Eligible
Austin Moonlight Tower	NE corner of Leona & Pennsylvania	Yes		Yes
Austin Moonlight Tower	SE corner MLK & Chicon	Yes		Yes
Austin Moonlight Tower	SE corner of E. 11th & Lydia	Yes		Yes
Swedish Hill Historic District	900 Block 15th Street (south side of street), 900 Block 14th Street (north side of street), 903 E. 14th Street, 1400 block Waller Street (west side and 1400 Block Olander (east side).			Yes

Sources: The East 11th and 12th Street Project Area Survey, September, 1997. Austin History Center, Texas Historical Commission, Historic Resources of Austin 1984, City of Austin Historic Preservation Planning, 1998





**Figure 1-4: Properties Showing Evidence of Blight**



**Table 1-2: Summary of Existing "Blight" - Master Plan Area**

MASTER PLAN SUBAREAS		"BLIGHTING" FACTORS							Total # Parcels w/any "Blight"
			Vacant Land	Dilapidated Structures	Deteriorated Structures	Substandard Structures	Unoccupied Structures	Tax Delinquent Parcels	
11th Street Corridor	Subarea 7	Number	36	1	11	6	9	19	59
		Percent	53%	1%	16%	9%	13%	28%	87%
12th Street Corridor	Subarea 4	Number	35	1	6	24	8	20	73
		Percent	30%	1%	5%	21%	7%	17%	62%
Swede Hill/Davis-Thompson	Subarea 1	Number	61	9	38	79	20	50	200
		Percent	20%	3%	13%	26%	7%	17%	66%
Chestnut Hill	Subarea 3	Number	85	13	63	91	22	4	199
		Percent	22%	3%	16%	23%	6%	1%	50%
Robertson Hill	Subarea 5	Number	55	8	12	24	3	19	102
		Percent	29%	4%	6%	13%	2%	10%	53%
Kealing	Subarea 6	Number	8	0	4	13	2	8	28
		Percent	10%	0%	5%	16%	2%	10%	34%
IH-35 Corridor	Subarea 8	Number	36	0	0	0	4	29	36
		Percent	88%	0%	0%	0%	10%	71%	88%
GAIN	Subarea 9	Number	29	2	7	20	7	29	66
		Percent	18%	1%	4%	12%	4%	18%	40%
Blackshear/Propect Hill	Subarea 11	Number	178	17	84	175	33	175	496
		Percent	21%	2%	10%	21%	4%	21%	58%
Total Number of Parcels Exhibiting One or More "Blighting" Factors:		Number							1259
		Percent							57%

SOURCE Crane Urban Design Team, FCCD+R Survey, 1998 Tax Digest Update

NOTES

- 1) Subareas 2 and 10 do not exhibit any prevalent factors of blight
- 2) "Blight" is as defined in Texas State Code Chapter 374
- 3) Tax Delinquency counts include only parcels with delinquency in excess of \$100

**Table 1-3: Summary of Existing "Slum and Blight" - CRP Area**

MASTER PLAN SUBAREAS		"BLIGHTING" FACTORS							Total # Parcels w/any "Slum/Blight"
			Vacant Land	Dilapidated Structures	Deteriorated Structures	Substandard Structures	Unoccupied Structures	Tax Delinquent Parcels	
11th Street Corridor	Subarea 7	Number	36	1	11	6	9	19	59
		Percent	53%	1%	16%	9%	13%	28%	87%
12th Street Corridor	Subarea 4	Number	35	1	6	24	8	20	73
		Percent	29.9%	1%	5%	21%	7%	17%	62%
Total Number of Parcels Exhibiting One or More "Blighting" Factors:		Number							132
		Percent							71.4%

SOURCE Crane Urban Design Team, FCCD+R Survey, 1998 Tax Digest Update

NOTES

- 1) "Slum and Blight" is as defined in Texas State Code Chapter 374
- 2) Tax Delinquency counts include only parcels with delinquency in excess of \$100

Current Land Use and Property Conditions:

Vacant Land: Approximately (24%) of the total parcels of land in the study area were found to be vacant. These properties are often poorly maintained and encourage crime and disuse. The vacant land is a significant detriment to the quality of life and economic/fiscal vitality of the community. Figure 1-5 shows vacant land and unoccupied structures for the entire study area.

Inadequate Open Space: Approximately .54 acres of dedicated park space is provided in the entire Support Area. This represents a significant deficiency in opportunities for passive recreation and social interaction. The National Recreation and Park Association standard for a minipark, (generally found within neighborhoods and close to apartment complexes, townhouse, development or housing for the elderly) is one .25 or .5 acre minipark for every 1,000 people. Such a minipark is expected to serve the population within a quarter-mile radius.

Structural And Occupancy Deficiencies In Existing Buildings:

Approximately 43% of all parcels with buildings in the Support Area were categorized as dilapidated, deteriorated, or substandard. The survey identified 151 parcels with buildings that were unoccupied or partially-occupied, representing 9.8% of the total building parcels. Figure 1-6 shows existing building conditions and tax delinquent parcels for the entire area. Building conditions for the Support Area are summarized below:

Dilapidated structures

These conditions reflect hazardous environments for occupants and encourage crime and vandalism. Of the 49 parcels classified as dilapidated, 19 of these were occupied. Code enforcement violations should be remedied and potential demolition actions should be cognizant of the potential to displace families.

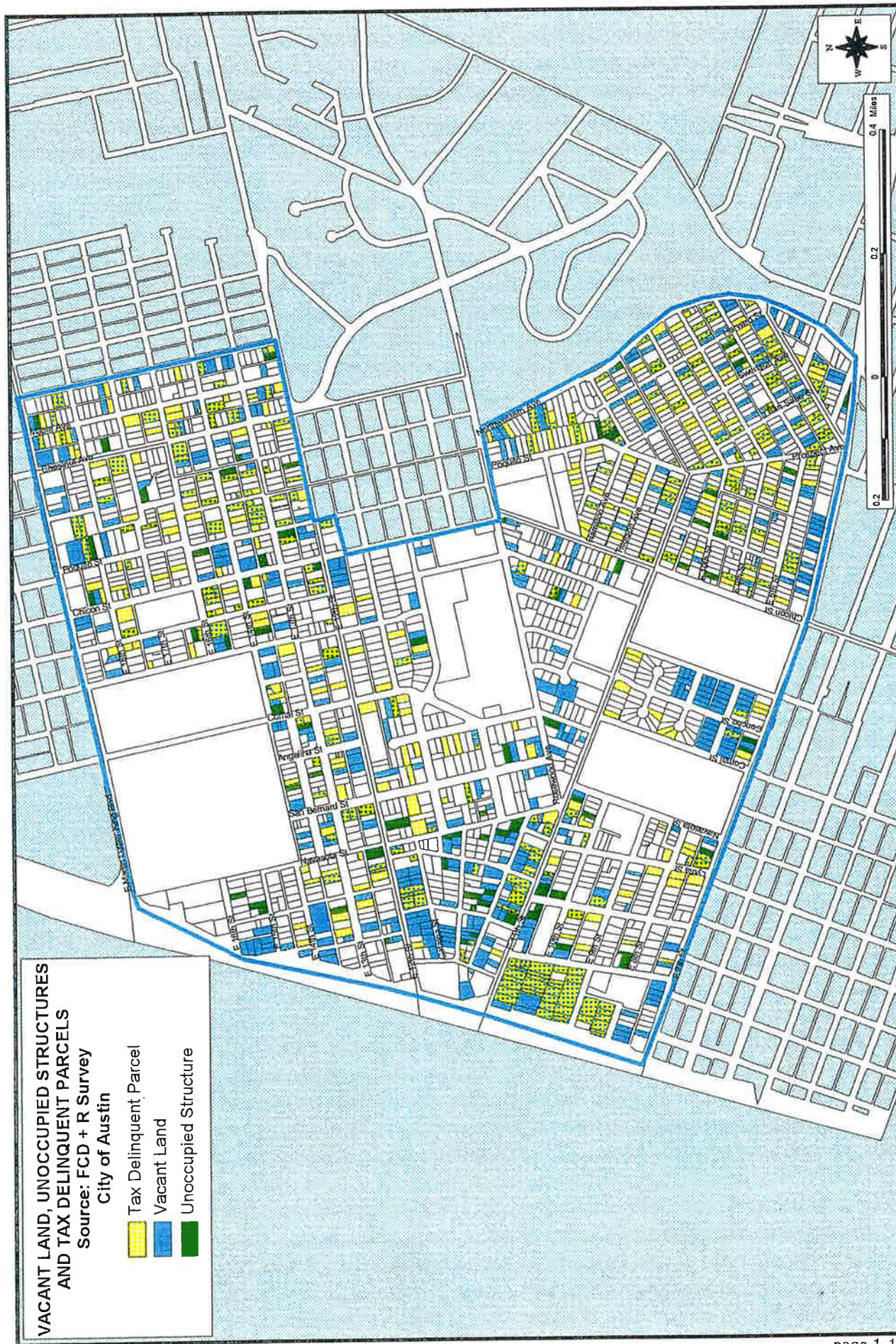
Deteriorated structures

These conditions require code enforcement and substantial rehabilitation actions (often requiring financing assistance), were found in 207 parcels, or 13.5% of all building parcels in the Support Area. Approximately 17.9% of these deteriorated building parcels were unoccupied, while 82.1% were occupied or partially occupied. Substantial efforts with rehabilitation financing assistance and improved property investment opportunities will be required to effectuate repairs and promote normal occupancy standards.

Sub-standard structures

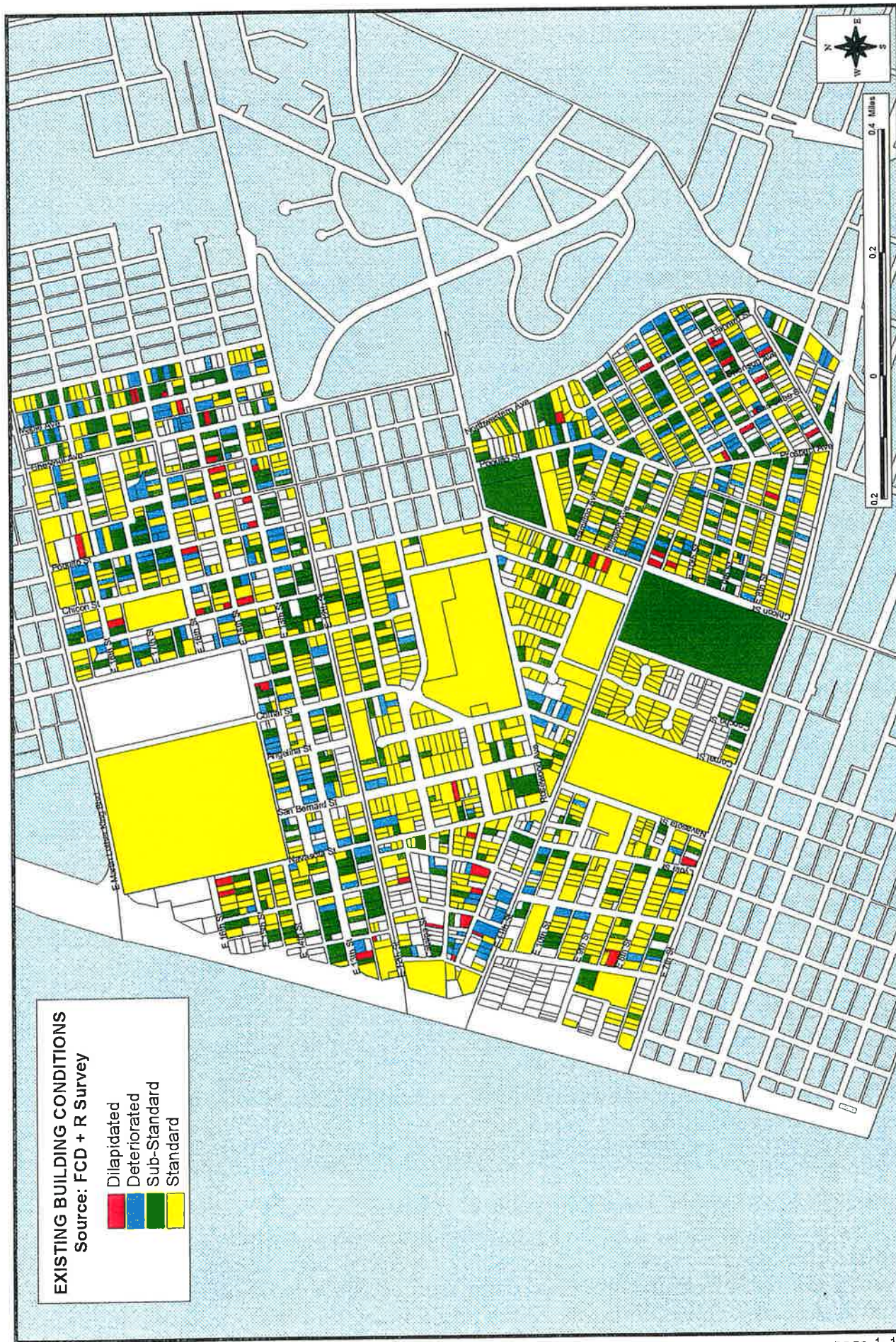
These conditions, requiring code enforcement and limited rehabilitation/maintenance initiatives, were found in 408 existing parcels, or 26.5% of all building parcels. Only 37 (9.1%) were unoccupied or partially occupied; a majority of the sub-standard buildings were occupied, suggesting the need for broad actions to encourage better maintenance and enhanced ownership opportunities within the commercial corridors.





**Figure 1-5: Vacant Land, Unoccupied Structures, and Tax Delinquent Parcels**





**Figure 1-6: Existing Building Conditions**



Property values and tax delinquency: Of the total 2,026 parcels within the Support Area 15% (or 314 parcels) were found to have unpaid taxes of more than \$100; the accumulated local tax debt was approximately \$1.1 million while the estimated fair market value (FMV) of the delinquent parcels was approximately \$10 million.

## **Other Indicators**

Other "slum" and "blight" indicators include infrastructure deficiencies, higher instances of public welfare recipients, public safety incidents, and public health issues, such as:

Infrastructure Deficiencies: Deficiencies with transportation and utility infrastructure can hamper redevelopment. Specific findings of infrastructure deficiencies are as follows

Streets and rights-of-way (R.O.W.) conditions: Only four street segments were standard condition and the majority were substandard (83%). This overall pattern indicates the need for broad programs of limited repairs and maintenance actions to improve safety for traffic and pedestrians, improved property access and parking, and environmental enhancements.

Obsolescent storm utility, water and wastewater capacities: Assessments by the City's Stormwater Management Division show extensive need for storm drainage line replacements for increased capacity to meet current and future uses and run-off patterns within the immediate areas of East 11<sup>th</sup> and 12<sup>th</sup> Streets. Of the 18 pipe segments surveyed, 16 were below current capacity needs. A review of existing water and wastewater facilities conducted by the City of Austin Water and Wastewater Utility in 1997 found the need for minor improvements to the local water distribution network. Wastewater trunk sewers crossing under I-35 are approaching capacity and there is some need for wastewater lines to be upgraded depending on the location of new development and the additional wastewater flow new development will generate.<sup>2</sup>

Public Welfare: Greater than 11% of food stamp distribution in Travis County ends up in Zip Code 78702, which accounts for only 3.7% of the population of the county. AFDC recipients in Zip Code 78702 account for over 14.5 % of recipients in the county and receive almost 13% of the total value of AFDC distributions in the county. Nearly one-half of persons in the area are in economically vulnerable age groups and over one-third of the population lives below the poverty line.

Public Safety: Residents in Census tract 8.04 face a violent crime rate almost five times that of the city as a whole and up to 65 times that of their western neighbors. Census tracts that contain the entire Project Area account for only 1.35% of the city's population, yet 3.3% of the total crimes and 5.5% of the violent crimes in the city occur in their neighborhoods. The number of criminal incidents occurring in these neighborhoods also appears to be on the rise.

Public Health: Zip Code 78702 has more than twice the percentage of births to teenage mothers (age 13-17) as Travis County, and almost 10 times the percentage of births to teenage mothers as western Zip Code 78731. Over one-third of births in Zip Code 78702 receive late or no prenatal care, whereas the

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<sup>2</sup> Fax Memorandum from City of Austin Water and Wastewater Utility to Austin Revitalization Authority, March 25, 1997



county average is 17% and only 3.9% of births in Zip Code 78731 experience such a lack of care. Deaths from heart disease, HIV and AIDS, cancer, cerebrovascular disease, and diabetes occur in Zip 78702 at a rate 2-4 times that of the county average. Approximately 10% of AIDS and tuberculosis cases reported in Travis County originate from Zip 78702.

### **“Slum” and “Blight” Factors for the East 11<sup>th</sup> & 12<sup>th</sup> Streets CRP**

The following is a summary of the “slum and blight” factors found to be prevalent along East 11<sup>th</sup> and 12<sup>th</sup> as of 1997. The “slum” and “blight” criteria of the Texas Local Government Code, Chapter 374 includes Current Land Use, Building, and Property Conditions; Structural and Occupancy Deficiencies in Existing Buildings; and Property Values and Tax Delinquency. Other considerations include Infrastructure Deficiencies, Public Welfare, Safety and Health Considerations. A correlation of the vacant land, illegal lot size, below standard structural condition, unoccupied buildings and tax delinquency factors presented in the *Project Area Survey* found that approximately 149 (80%) of the parcels in the East 11<sup>th</sup> and 12<sup>th</sup> Street Commercial Corridors showed at least one significant blighting defect, and up to five defects. Specific “slum” and “blight” criteria for the East 11<sup>th</sup> and 12<sup>th</sup> Street Community Redevelopment Plan are provided below.

#### Current Land Use, Building and Property Conditions:

Vacant Land: Approximately (40%) of a total 10.30 acres of land in the study area were found to be vacant. Approximately 31% of this developable acreage was vacant within the East 11<sup>th</sup> and 12<sup>th</sup> Street corridors. These properties are often poorly maintained and encourage crime and disuse. The vacant land is a significant detriment to the quality of life and economic/fiscal vitality of the community.

Inadequate Open Space: The 11<sup>th</sup> and 12<sup>th</sup> Street corridors do not include any dedicated park space and only .54 acres of dedicated park space is provided in the Support Area. This represents a significant deficiency in opportunities for passive recreation and social interaction.

Structural and occupancy deficiencies in existing buildings: Approximately 27% of all parcels within the corridor were classified as dilapidated, deteriorated, or sub-standard; and 45% of the parcels which support buildings contained dilapidated, deteriorated, or sub-standard building classifications.

Dilapidated structures: These conditions reflect hazardous environments for occupants and encourage crime and vandalism. Of the two parcels classified as dilapidated, only one was occupied, indicating that code enforcement and potential demolition actions in this case can be undertaken with limited displacement of families.

Deteriorated structures: These conditions requiring code enforcement and substantial rehabilitation actions (often requiring financing assistance), were found in 18 parcels, or 16% of all building parcels in the Commercial Corridors. Approximately 56% of these deteriorated building parcels were unoccupied, while 44% were occupied or partially occupied. Substantial efforts with rehabilitation financing assistance and improved property investment opportunities will be required to effectuate repairs and promote normal occupancy standards.

Sub-standard structures: These conditions, requiring code enforcement and limited rehabilitation/maintenance initiatives, were found in 31 existing parcels, or 27% of all building parcels. Only 10 were unoccupied or partially occupied; a majority of the sub-standard buildings were occupied, suggesting the need for broad actions to encourage better maintenance and enhanced ownership opportunities within the Commercial Corridors.

Property values and tax delinquency. Of the total 187 parcels within the Commercial Corridors, 15% (or 28 parcels) were found to have unpaid taxes accrued over one year or more; the accumulated local tax debt was approximately \$100,700, while the estimated fair market value (FMV) of the delinquent parcels was approximately \$698,000. Private/taxable properties were responsible for most of the recorded delinquencies; 29% of the total delinquent parcels were classified with standard building conditions. The latter factor suggests unstable property values that, along with other extensive blighting factors, are serious deterrents to sound private market and property reinvestment trends.

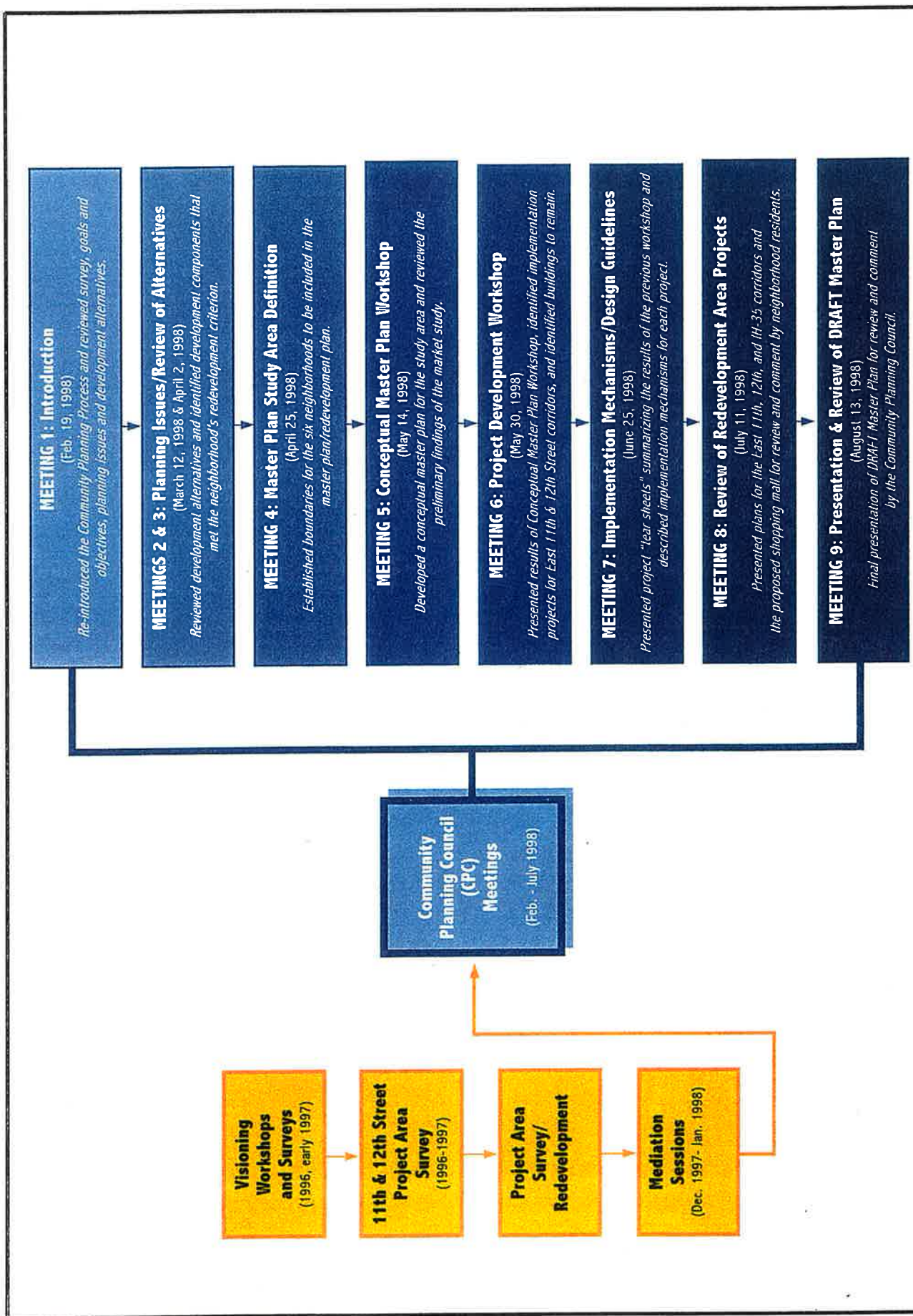
## **1.5 Planning Process**

As shown in Figure 1-7, the planning process for the Central East Austin Master Plan (CEAMP) and the East 11<sup>th</sup> and 12<sup>th</sup> Street Community Redevelopment Plan (CRP) has been an extensive process involving a series of community participation forums and related reports. Both the CEAMP and CRP process draw upon the initial visioning efforts conducted by the City and local institutions as well as the participation of neighborhood community groups. These efforts have included community participation forums held for the formulation of the East 11<sup>th</sup> Street Village Association and the creation of the NCCD and CURE zoning overlay districts, as well as the Section 108 application for the redevelopment of the East 11<sup>th</sup> and 12<sup>th</sup> Street corridors. Other previous community forums have included a series of neighborhood visioning workshops conducted by the University of Texas, telephone surveys conducted by neighborhood residents and ARA, and the completion of the *East 11<sup>th</sup> and 12<sup>th</sup> Street Project Area Survey* by the University of South Florida (USF) Urban Design Team, the City of Austin, and Local Community Management, Inc. (LCM). Neighborhood groups have also participated in a mediation session resulting in the expansion of ARA board representation.

Since the fall of 1997, the Crane Urban Design Team, the City of Austin Neighborhood Housing and Conservation Office, the Austin Revitalization Authority (ARA), the ARA Community Planning Council (CPC), and a wide range of individual community members have participated in the Community Redevelopment Planning process (see list of participants and CPC members in Appendix). Representatives from community institutions, churches, schools, and each of the seven neighborhoods represented by ARA (Swede Hill, Davis-Thompson, Chestnut Addition, Robertson Hill, Kealing, and Guadalupe Association for an Improved Neighborhood) have participated in the planning process. In addition, members of several business and merchant associations such as the East Eleventh Street Village Association have also participated in the planning process. Overall, the Community Redevelopment Planning process has spanned nine months and included more than 10 community planning meetings.

## **1.6 Planning Principles**

In order to effectively and responsibly achieve the redevelopment goals of this Master Plan and the CRP, a series of underlying community revitalization principles should be followed during all phases of the



**Figure 1-7: Summary of Community-Based Planning Process**

implementation process. These underlying principles support the community goals presented in this report (Part 2.0) and are essential to achieving the desired levels of reinvestment and growth.

*1) Community Participation*

The East Austin Redevelopment Plan has been a community-based planning process spanning three years. The implementation process should continue to involve community participants whenever appropriate.

*2) Broader Planning Context*

It is imperative to expand redevelopment efforts into the surrounding neighborhoods in order to cultivate a residential population sufficient to develop, support, and sustain healthy redevelopment along the East 11<sup>th</sup> and 12<sup>th</sup> Street corridors.

*3) Historic Preservation*

Redevelopment in the Central East Austin area should reflect the important historical nature of the community as the home of a diverse and multicultural community. Efforts should be made to preserve and promote the historic elements of the community through adaptive reuse of the neighborhood's significant historic buildings and sites.

*4) Affordable Housing*

Increase the supply of decent, safe, and affordable housing through new construction of single-family structures that are compatible and appropriately designed to complement the traditional character of the neighborhood.

*5) Mixed Income Development*

Provide a mix of housing opportunities for all income groups. Develop market-rate housing opportunities while providing assistance programs for rehabilitation and new construction of affordable housing.

*6) Neighborhood Preservation*

Protect the existing homeowners through tax abatement programs, housing rehabilitation programs, code enforcement and "clean and green" programs. Also provide assistance with new infill construction.

*7) Attitude Toward Public Investment*

Utilize public investment in strategic areas to leverage and encourage private investment throughout the area, particularly for initial projects.

*8) Mix of Uses-Validated by Market Study*

Develop a mix of uses including retail, office, and housing that is concentrated in nodes that reinforce like-uses such as restaurants. Predominate uses should be neighborhood retail, professional office, and housing. Strategically phase new development incrementally.

*9) Implementation*

Plan implementation will be broken down into two phases over a 15-year period. Phase I will be for the first seven years, Phase II for the following eight years.

*10) Importance of IH-35 Frontage*

The IH-35 frontage road provides the greatest opportunity for housing redevelopment that would in turn increase population and income levels needed to successfully support new businesses along East 11<sup>th</sup> and 12<sup>th</sup> Street Corridors, and must be planned for, even if not included, in the formalized redevelopment plan.

*11) Design Standards*

New construction, rehabilitation, and public improvements should reflect high quality development that is compatible with the traditional character of the community. Design standards and design guidelines should be followed to ensure quality redevelopment.

*12) Downtown Linkages and Transportation Options*

In completing the redevelopment plan it is important to provide linkages to Downtown and the State Capitol. The future of Downtown is tied to the future of Central East Austin.

## **1.7 Applicable Implementation Authority**

Implementation of the Community Redevelopment Plan (CRP) will require a full, effective, and equal partnership between the Central East Austin community through its designated community organizations; the City of Austin and its related development assistance agencies; and the private sector lenders, investors, and philanthropic institutions.

The three way partnership between the government, the community and the private sector will be spearheaded by the Austin Revitalization Authority which will serve as Community Redevelopment Agency (CRA). As the CRA, the Austin Revitalization Authority will be charged with playing a catalytic, proactive role in encouraging public and private reinvestment initiatives and in efforts to support the professional capacity of neighborhood-based implementation agencies.

The physical survey summary at the beginning of this section detailed the blighting factors existing throughout the entire Central East Austin Master Plan area. While the entire Central East Austin study area is eligible for redevelopment actions, only the East 11<sup>th</sup> and 12<sup>th</sup> Street corridors have been officially designated by the Austin City Council as Redevelopment Areas. The East 11<sup>th</sup> and 12<sup>th</sup> Street corridors are thus eligible for full use of all possible regulatory controls, as outlined in the State of Texas' Chapter 374 enabling legislation and as further described in Part 4.0.

Other redevelopment tools such as planning, zoning, zoning incentives, economic incentives and public improvements should be exercised in the Support Area surrounding East 11<sup>th</sup> and 12<sup>th</sup> Streets. Many of these actions are related to preservation and enhancement of existing residential areas. The CEAMP is therefore based on two fundamental ideas: 1) that redevelopment actions need to occur simultaneously in both the East 11<sup>th</sup>/12<sup>th</sup> Street Redevelopment Areas and the surrounding residential Support Areas; and 2) in order to succeed, city- sponsored redevelopment efforts for both the Redevelopment Area and the Support Area must be supported by private investment. This private investment will hopefully include partnerships with local community development organizations.

## **PART 2.0 GOALS & OBJECTIVES FOR COMMUNITY REVITALIZATION**

The vision statement, goals, and objectives presented in this section provide the basis and purpose for implementation of the Master Plan in general, and in particular, the CRP. These ideas summarize the priorities for community revitalization as expressed by the Community Planning Council. Accordingly, the vision statement and one or more of the goals will guide implementation of each plan or program element of the CRP. As summarized in this section, each goal is supported by priority actions expressed as objectives. The implementation strategies and programs to accomplish the vision statement and objectives, along with implementation phasing and timetables, are described in greater detail in Parts 3.0, 4.0, and 5.0 of this report.

### **2.1 East Austin Community Vision Statement**

The Community Vision Statement provides a comprehensive, ideal view of Central East Austin's future as envisioned by the community. Although the vision statement is general in nature, its importance is paramount in guiding the implementation of the Master Plan and CRP. All Master Plan and CRP actions should, in the long run, support this vision statement. An essential part of the plan's successful implementation will be consistent community-wide pursuit of this vision statement into the future.

#### ***The East Austin Community Vision***

The residents, property, and business owners of Central East Austin envision the neighborhood as an:

*Inclusive community that reflects a high standard of excellence and quality is socially and economically diverse, and a desirable place to live, work, shop, and be entertained. It is also a goal of the community to capitalize on the downtown Austin market to support economic development in the Central East Austin area. In accordance with these goals, East 11<sup>th</sup> Street is envisioned as mixed-use street with small-scale shops and neighborhood services, quiet night-time entertainment, an inviting and activated streetscape reflecting the historical character of the neighborhood with apartments above shops, balconies, and roof gardens. East 12<sup>th</sup> Street is envisioned as a small-scale office and residential corridor providing high-quality professional offices, office related services, a high tech training facility, employment center, and a business incubator located close to downtown and the Capitol. The existing residential character of 12<sup>th</sup> St. should be reinforced by retaining the existing sound historic structures and building new housing consistent with existing scale including high quality townhouses and duplexes serving a range of occupants from professionals to support staff and trainees. Streetscaping should reflect the historical character of the neighborhood and reinforce the character of professional offices. The area should also include good public transit facilities, shared off-street parking and use of alleys for service deliveries and employee parking.*



## **2.2 Community Revitalization Goals & Objectives**

The community revitalization Goals and Objectives have been developed by the Central East Austin community and approved by the City of Austin as a comprehensive set of policy guidelines for the carrying out the City's public redevelopment powers in the Central East Austin Urban Redevelopment Area (URA). Not all of the goals and objectives can be achieved solely or directly through the redevelopment process as enabled by this CRP. Available redevelopment tools and implementation strategies focus primarily on physical and economic development impacts. However, a comprehensive statement of all community revitalization goals and objectives, as presented here, will ensure that redevelopment and non-redevelopment activities alike will be working towards a common end. Critical issues such as control of crime, delivery of needed human, health, and social services, or improved public maintenance and services for the neighborhood will be addressed by the Central East Austin community leaders through the development and promotion of complementary community-based programs. Strong and continued community support of these goals, objectives, and their associated implementation programs is essential to their eventual fulfillment. Goals include the following:

### **GOAL # 1: HOUSING**

*Improve the physical condition and availability of housing by increasing the supply of decent, safe, and affordable housing options through rehabilitation, new construction, and expanded opportunities for home ownership.*

**Objective #1:** Preserve the integrity and character of the existing housing stock in Central East Austin by encouraging rehabilitation over demolition where economically and structurally feasible. Formally identify and evaluate residential structures to determine possible levels of historic significance and develop alternatives to demolition. Consider historic value to the community (even without designation) and consider structural quality.

**Objective #2:** Improve the physical condition of the existing single-family and multi-family housing stock through sensitive, well-designed, and coordinated rehabilitation efforts for both ownership and rental properties. Pursue rehabilitation activities that result in housing units that are visually compatible with the traditional character of the neighborhood.

**Objective #3:** Increase the supply of decent, safe, and affordable housing through new construction of single-family structures that are compatibly and appropriately designed to complement the traditional character of the neighborhood. The new construction of multi-family housing of more than four units should be located along the commercial corridors and the IH-35 Frontage Road.

**Objective #4:** Establish community-generated and enforceable guidelines and controls for new construction and rehabilitation to be compatible with the traditional character of the Central East Austin neighborhood.



- Objective #5:** Provide increased opportunities for home ownership for the existing renter population and future residents to the neighborhood by rehabilitating unoccupied structures and constructing new single-family housing units, townhomes, apartments, duplexes and allowing housing in the upper stories of mixed use buildings.
- Objective #6:** Provide a mix of housing opportunities for all income groups. Develop market-rate housing opportunities while providing assistance programs for rehabilitation and new construction of affordable housing.
- Objective #7:** Encourage effective and timely housing code enforcement aimed at demolishing unsafe dilapidated and severely deteriorated structures where rehabilitation is not economically or structurally feasible.
- Objective #8:** Avoid displacement of residents, especially owners who are occupying the home. Protect existing property owners from rapidly rising property taxes.

## **GOAL #2: LAND USE, DEVELOPMENT, AND DESIGN**

*Incorporate design and land use features that optimize a sense of security and well-being, and improve the physical conditions of the community through a pattern of land uses that are compatible in nature, and through regulatory controls that emphasize preservation and rehabilitation while respecting the rights of property owners.*

- Objective #1:** Protect the historic character of the community, including the pattern of streets, sidewalks, alleys, and single family houses facing the street along with a mixture of other land uses that are compatible with their surroundings. Identify and protect historic buildings in the community, seeking alternatives to demolition wherever practical.
- Objective #2:** Provide ongoing revitalization efforts that follow a model of neighborhood-based planning. Develop design standards, guidelines and appropriate controls, including zoning changes, to guide new construction, rehabilitation and public improvements throughout the community, and to ensure high-quality development that is compatible with the traditional character of the community.
- Objective #3:** Create a community for both living and working through a pattern of compatible land uses and building types, including residences, retail and service businesses, industry, recreation/open space, and neighborhood institutions.
- Objective #4:** Recognize the vital contributions of churches and schools to this community, and support their continued presence through appropriate land use guidelines.
- Objective #5:** Buffer residential areas from incompatible adjacent land uses, such as parking.
- Objective #6:** Prohibit strip center development, strip clubs, liquor stores, and billboards.

- Objective #7:** Make landscaping improvements to existing properties, vacant land parcels, and streets.
- Objective #8:** Restore residential land uses to fill vacant lots and land that was historically occupied by housing.
- Objective #9:** Establish appropriate commercial land use nodes that complement surrounding land uses and provide convenient services to Central East Austin residents.
- Objective #10:** Develop cultural spaces, civic spaces, recreational spaces, and open spaces that complement their surroundings land uses and tie the community and community residents together.
- Objective #11:** Allow for appropriate off-street parking that emphasizes shared parking arrangements and does not dominate the frontage of any street.
- Objective #12:** Demand that residents, businesses and current property owners effectively and continually maintain their property by coordinating and strictly enforcing zoning, health and safety, housing, and other ordinances that contribute to making an attractive community.
- Objective #13:** Concentrate higher intensity commercial and retail development along IH-35.

### **GOAL #3: ECONOMIC DEVELOPMENT**

*Increase community-based economic activity and acceptable outside investment activity that will: 1) support and sustain the economic empowerment of Central East Austin; 2) reconnect economic activity in the neighborhood to the surrounding communities, the City of Austin, and other areas; 3) sustain a healthy, long-term employment base for Central East Austin, 4) and serve Central East Austin residents, property owners, and those with historical roots in the community.*

- Objective #1:** Facilitate the development of businesses that are community-based, provide employment and ownership opportunities for community members, and support the long-term economic empowerment of the community.
- Objective #2:** Capitalize on economic development and commercial activities near the community. Utilize the surrounding markets of students, downtown employees and tourists as an opportunity for community-based business development and long-term employment possibilities.
- Objective #3:** Develop and implement employment training, on-the-job training, education and placement programs at all levels (skilled and unskilled), for present and long-term employment.

**Objective #4:** Promote rehabilitation of existing neighborhood commercial facilities or the construction of new facilities that provide the needed basic goods, business support services, and personal services to the residents of the community, i.e. a grocery store, bank, bakery, restaurants, and cleaners.

**Objective #5:** Create opportunities for new community-based businesses. Establish business incubators and training centers to develop and support new businesses and train local residents for job opportunities.

**Objective #6:** Provide adequate access, visibility, and parking to new and existing businesses.

#### **GOAL #4: PUBLIC IMPROVEMENTS, CRIME REDUCTION/SAFETY, AND TRANSPORTATION**

*Goal: Improve the quality of the public environment by increasing the amount and design character of public space, better utilizing existing public facilities, increasing the level and perception of public safety, and improving traffic flow and safety on neighborhood streets.*

**Objective #1:** Establish a clear neighborhood identity for people entering and leaving the community by developing and implementing: streetscape design, beautification projects, and other design features such as historical markers that relate to the community.

**Objective #2:** Develop the interstate frontage and the commercial corridors in a way that eliminates the interstate barrier and links the neighborhood with the State Capitol, Central Business District, and University of Texas at Austin.

**Objective #3:** Improve the visual appearance of the community by removing or relocating visual and physical clutter from the public right-of-way, providing for landscaped and planted buffers or screening between residential and non-residential uses, and providing all modes of traffic with clear, consistent, and compatible visual clues.

**Objective #4:** Limit advertising, signage, and billboards in Central East Austin; and encourage signage that is in keeping with the Central East Austin community standards.

**Objective #5:** Actively pursue the acquisition of surplus public property to be disposed of in the community as an opportunity for community-based organizations to develop and/or use.

**Objective #6:** Encourage property owners to preserve views of downtown and the State Capitol from publicly accessible locations.

**Objective #7:** Add and continue to seek needed infrastructure improvements through funding from the Capital Improvement Program (C.I.P.), the Austin general fund budget, city Utilities funds, Capital Metro, and other public funding sources.



**Objective #8:** Increase the effectiveness of the police presence in the community through: more constructive interaction and communication with community members (especially with young adults), well-organized and continuous police-facilitated educational programs, concentrated police sweeps, establishment of a mini-precinct/community center, and the use of other trained law enforcement entities to supplement the City of Austin police presence.

**Objective #9:** For the Central East Austin community, through the ARA, create a formal community-based program for residents to learn about crime prevention and community policing, actively participate in the patrolling of their community, and provide police with anonymous tips and other reports on criminal activity.

**Objective #10:** For the Central East Austin community, through the ARA, encourage fire department members and other public safety officials to actively and continuously educate and interact with community members and community organizations, regarding fire, safety, health, and life issues.

**Objective #11:** Using existing public facilities, develop and implement community-based programs that will focus on constructive activity for young adults including intensive, continuous programs about the importance of respect, citizenship, laws, civic responsibilities, and programs for recognition of positive achievement.

**Objective #12:** Utilize *Crime Prevention Through Environmental Design (CPTED)* techniques in design decisions for public property, including improved lighting throughout the community.

**Objective #13:** Assess and utilize, when appropriate, new technologies for crime prevention and reporting in the community that will supplement more traditional police and community-based techniques and systems.

**Objective #14:** Institute code enforcement for targeted areas in conjunction with demolition of dilapidated structures.

**Objective #15:** Provide adequate lighting in the area.

**Objective #16:** Organize community policing and foot patrols.

**Objective #17:** Reduce potential conflicts between pedestrians, bicycle traffic, and automobile traffic through better pedestrian and bike facilities, and additional safety and traffic management measures.

**Objective #18:** Encourage the provision of bicycle routes, multi-use trails, and other alternative forms of transportation.

**Objective #19:** Encourage pedestrian linkages to Waterloo Park and the Waller Creek greenbelt. Recognize and enhance existing spaces which connect the neighborhood to greater Austin and the State of Texas, such as the Texas State Cemetery and Visitor Center, the Carver Museum, the French Legation Museum, Kealing Junior High School, and Huston-Tillotson College.

**Objective #20:** Provide opportunities, when off-street parking is impractical, for on street parking that is appropriate and compatible with the character of the community. However, on street parking should be limited to key locations on East 11<sup>th</sup> Street and increased transit services should be encouraged in this same area. Do not expand the public right-of-way along East 11<sup>th</sup> and 12<sup>th</sup> Streets and modify the Austin Transportation Plan accordingly.

**Objective #21:** Ensure access to public transportation through adequate bus routes and bus stops and decrease lengths between buses.

### **GOAL #5: NEIGHBORHOOD DIVERSITY AND PRESERVATION**

*Create a culturally diverse neighborhood by preserving the history of the area, protecting existing residents, and attracting diverse new residents of different ages, backgrounds, households, and incomes.*

**Objective #1:** Provide neighborhood level mechanisms that will make productive cultural interaction both possible and desirable for those within the community.

**Objective #2:** Provide a mix of housing, business, and social opportunities for all income groups that will assist in stabilizing the community and create additional economic development opportunities.

**Objective #3:** Avoid temporary and permanent displacement of residents by encouraging rehabilitation over demolition where economically and structurally feasible, and if displacement can not be avoided, provide equal or superior housing alternatives within the neighborhood.

**Objective #4:** Provide current home owners and renters, particularly the elderly, with protection from the development consequences, economic impacts, or other consequences of revitalization that might threaten their ownership of the property.

**Objective #5:** Preserve views of downtown and the State Capitol from neighborhoods.

## **GOAL #6: NEIGHBORHOOD ORGANIZATION**

*Establish mechanisms for successful implementation.*

- Objective #1:** Create a community-based implementation oversight board.
- Objective #2:** Establish realistic timetables for action and monitoring programs to keep track of progress.
- Objective #3:** Create partnerships for training and technology with the surrounding educational and religious institutions.
- Objective #4:** Recognize the importance of input and participation by those most affected by redevelopment.
- Objective #5:** Respect neighborhood organizations' authority to determine the form and substance of their participation.
- Objective #6:** Manage redevelopment by an organization inclusive of area stakeholders by creating a community-based oversight board.
- Objective #7:** Encourage the City of Austin to develop a policy that supports community self-determination.

## **GOAL # 7: PLAN IMPLEMENTATION MECHANISMS**

*Generate cooperation, commitment, and leadership among all segments of the community, thus leading to more effective organization and partnership relationships in which residents are empowered to carry out many revitalization initiatives independently.*

- Objective #1:** Move quickly from talk to action.
- Objective #2:** Create target areas for initial developments in depressed sections of the area.
- Objective #3:** Establish design guidelines for rehabilitation and new construction.
- Objective #4:** Provide tax abatement programs and tax incentives for the area.
- Objective #5:** Encourage a "business-like" approach to redevelopment.
- Objective #6:** Maximize participation of the private sector, (i.e. don't over-rely on public sector financing).



## **PART 3.0 CENTRAL EAST AUSTIN MASTER PLAN**

As described previously, the Central East Austin Master Plan (CEAMP) ("Master Plan") includes both the East 11<sup>th</sup> and East 12<sup>th</sup> Street Corridors as well as the surrounding Support Area. It thus represents the entire redevelopment program for Central East Austin. Part 3.0 defines the desired land uses and articulates project controls, support programs and economic incentives to implement the Master Plan. This section inventories existing conditions; summarizes Subarea action programs and private reinvestment tools; details proposed zoning changes; establishes general design guidelines; and, finally, details other Master Plan actions, incentives, and controls.

### **3.1 Master Plan Description**

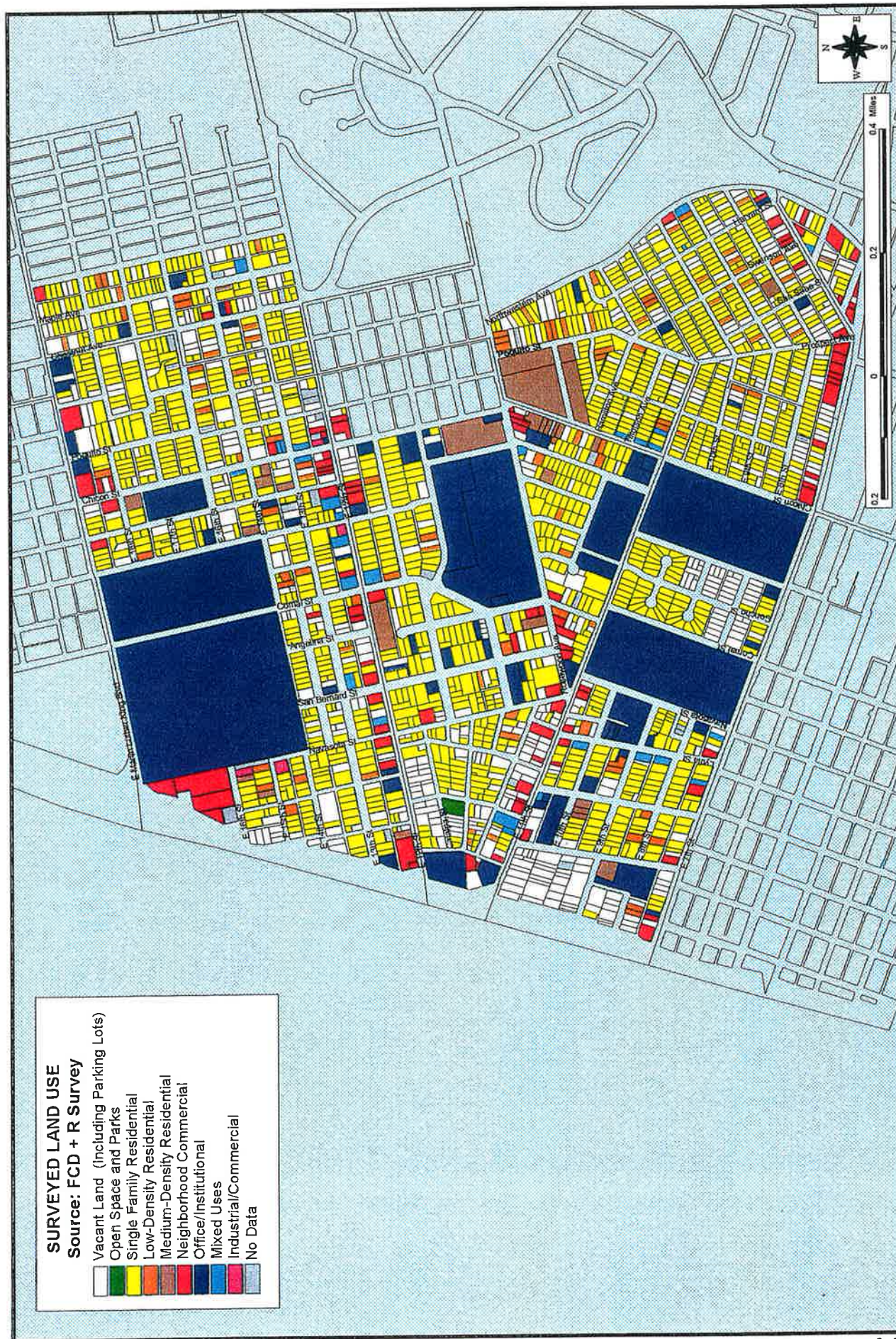
The Central East Austin Master Plan (CEAMP) is based on the revitalization objectives of the community which describe a neighborhood that includes a diverse mix of housing, business and social opportunities. The Master Plan defines a long-range policy that will provide this sustainable mix of uses in a compatible manner and draws on the Goals and Objectives outlined in Part 2.0. The Master Plan seeks to lay out the fundamental planning approach to the entire Central East Austin area, with the understanding that the East 11<sup>th</sup> and East 12<sup>th</sup> Street Corridors will be addressed in greater detail within Part 4.0. The Master Plan and the East 11<sup>th</sup> and 12<sup>th</sup> Streets Community Redevelopment Plan (CRP) (see Part 4.0) include interrelated land use objectives of conserving residential uses and establishing mixed use commercial and entertainment nodes along the corridors. This Master Plan description addresses existing and planned land use, transportation systems, public improvements, and historic resources.

#### **Land Use**

The existing land use for the Central East Austin area is primarily single family residential, with commercial, office, limited multi-family and single family housing concentrated along the east-west arteries of MLK, 11<sup>th</sup>, 12<sup>th</sup> and 7<sup>th</sup> Streets (Figure 3-1). Approximately 84.5 acres in the study area are vacant, accounting for approximately 25% of the total study area and 563 parcels. These vacant lots are interspersed throughout the neighborhood, but the largest assemblage of vacant land is located along the IH-35 Frontage Road. Housing types are primarily a variety of single family homes, including small bungalows and historic homes found scattered throughout the area, ranch homes located in the former redevelopment areas of Kealing and Blackshear and new infill houses in the SCIP II redevelopment area. Some limited residential redevelopment is occurring on infill lots through private investment and efforts of neighborhood CDCs. In addition, the Central East Austin area includes many significant cultural and historic institutions including the State Cemetery of Texas, the French Legation, and Oakwood Cemetery. The area also includes numerous religious institutions, a library, and several schools including Blackshear Elementary, Kealing Middle School and Huston-Tillotson College. Two small parks are located in the area, one at the corner of Catalpa and Olive and a small neighborhood pocket park located in Swede Hill.

The proposed land use for the Central East Austin area attempts to retain the residential character of the Support Area and to concentrate commercial and mixed-use opportunities along East 11<sup>th</sup> and East 12<sup>th</sup> Streets (Figure 3-2). Land use categories include Parks and Open Space, Single Family Residential, Low-Density Residential, Medium Density Residential, Neighborhood Commercial, Institutional, Low-Density Mixed-Use, Medium-Density Mixed-Use, and High-Density Mixed-Use. The Low-Density Residential category includes duplexes, townhouses, and quadraplexes. Medium Density Residential includes 3-4 story multi-





**Figure 3-1: Surveyed Land Use**



family apartments and garden apartments. Neighborhood Commercial uses include a variety of retail and service establishments such as barbershops, laundry and dry cleaning facilities, bakeries, and restaurants. Institutional land uses typically serve the community and include schools, churches, day care, and community centers. The mixed-use land use categories vary in height and density, but include a combination of residential, commercial, or office. Low-Density Mixed Use is 1-2 stories and provides neighborhood-serving businesses. Medium-Density Mixed Use is 1-3 stories and serves a larger area such as the CBD, and High-Density Mixed-Use is 4-7 (1.0-3.0 FAR) stories serving the regional area.

The East 12<sup>th</sup> Street corridor should be a combination of Low Density Neighborhood Commercial (0.0-0.50 FAR) and/or Low-Density Mixed-Use (0.0-0.49 FAR). The East 11<sup>th</sup> Street corridor is envisioned as a Medium-Density Mixed Use (0.50-0.99 FAR) corridor of office, general commercial, and residential uses.

The Support Area should be primarily single-family residential within each of the established neighborhoods. However, the properties adjacent to IH-35 offer possibilities for higher-density mixed-use, which could include multi-family housing, retail/commercial and office. Multi-family can also be found in the form of new townhomes and renovated apartments along East 12<sup>th</sup> Street and apartments at Northwestern Avenue and Rosewood Avenue. MLK and 7<sup>th</sup> Street are planned to retain much of their existing diverse character, primarily office and commercial/retail services. Existing institutional uses such as the cemeteries, schools, churches, as well as historic sites like the French Legation should be preserved and enhanced. Additional pocket parks should be established in the northeastern and southeastern portions of the neighborhood.

### **Transportation Systems**

Transportation and accessibility are two key factors in determining the vitality and economic health of a community. Vehicular transportation services link neighborhood residents with employment, human and social services, and entertainment opportunities, while commercial and retail services located within Central East Austin require access for business survival and growth. In addition, access to open spaces is an important measure of community livability.

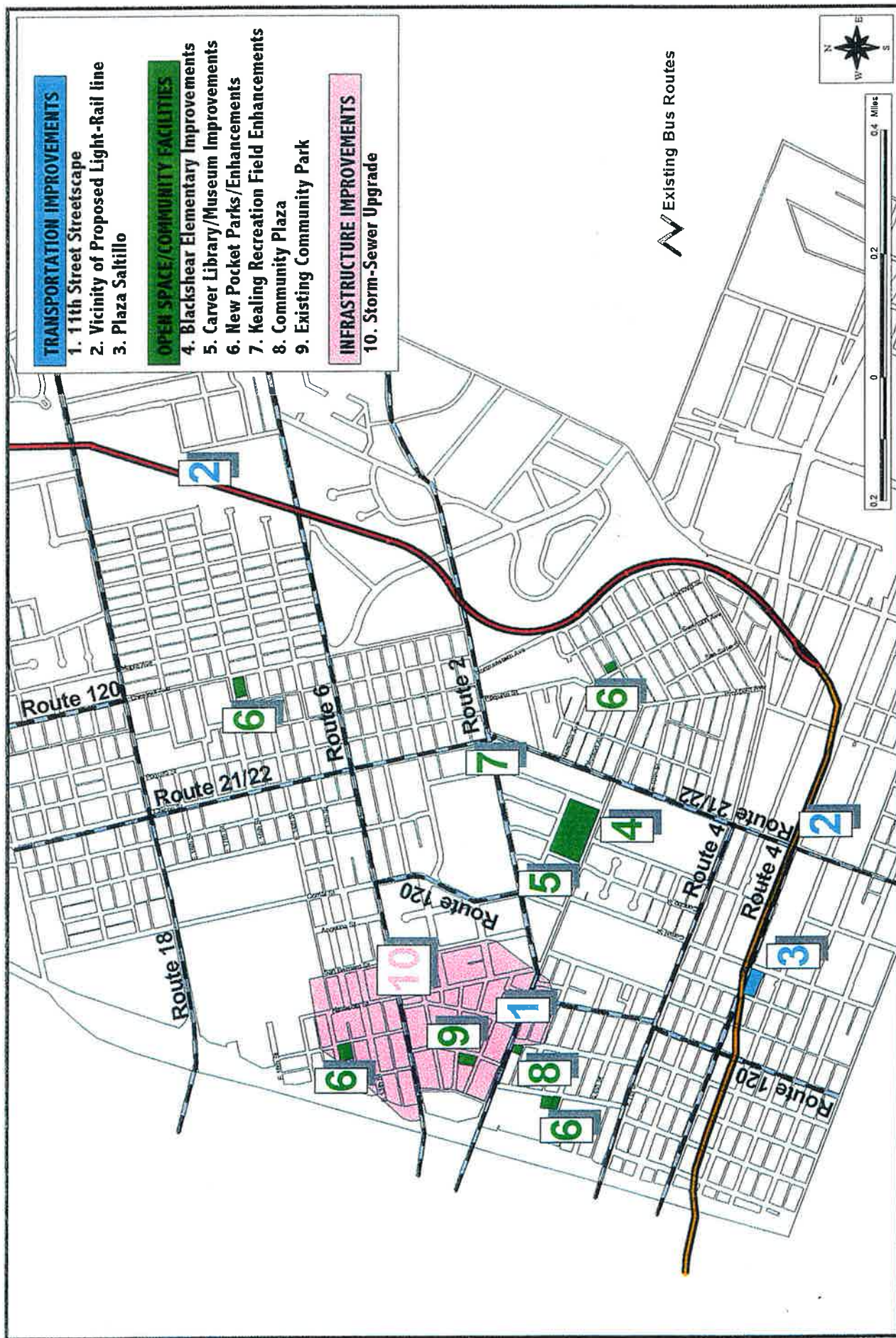
The project area includes four main East–West routes linking Downtown with East Austin (Figure 3-3), these routes include MLK, Jr., East 11<sup>th</sup> Street, East 12<sup>th</sup> Street and East 7<sup>th</sup> Street. Within the Project Area, East 11<sup>th</sup>/Rosewood Avenue, East 12<sup>th</sup> Street, and Chicon Street serve as major transportation routes through the neighborhood from other parts of the city. The IH-35 Frontage Road is also heavily used and it serves as a link between East Austin and Downtown, through East 7<sup>th</sup>, East 11<sup>th</sup> and East 12<sup>th</sup> Streets. In the long-term future, there is a desire to relocate or “bury” IH-35 so that it is all at grade. By “burying” IH-35, the physical and psychological barrier of IH-35 could be reduced.

The streets in the Central East Austin area have been classified into four categories based on Right-of Ways (ROW) dimensions, amenities for the pedestrian, the presence or lack of landscaping, and traffic counts. The four categories are Major Arterial, Minor Arterial, Collector Street and Local Street (Figure 3-4). Currently East 11<sup>th</sup>/ Rosewood Avenue, East 12<sup>th</sup> Street and Chicon Street are classified as Collector Streets and East 7<sup>th</sup> Street is classified as a Minor Arterial Street. According to the Austin Roadway Plan, East 12<sup>th</sup> Street will be reclassified as a Minor Arterial Street in the future. Similarly, with the completion of the new airport, traffic volumes along East 7<sup>th</sup> Street are expected to increase.



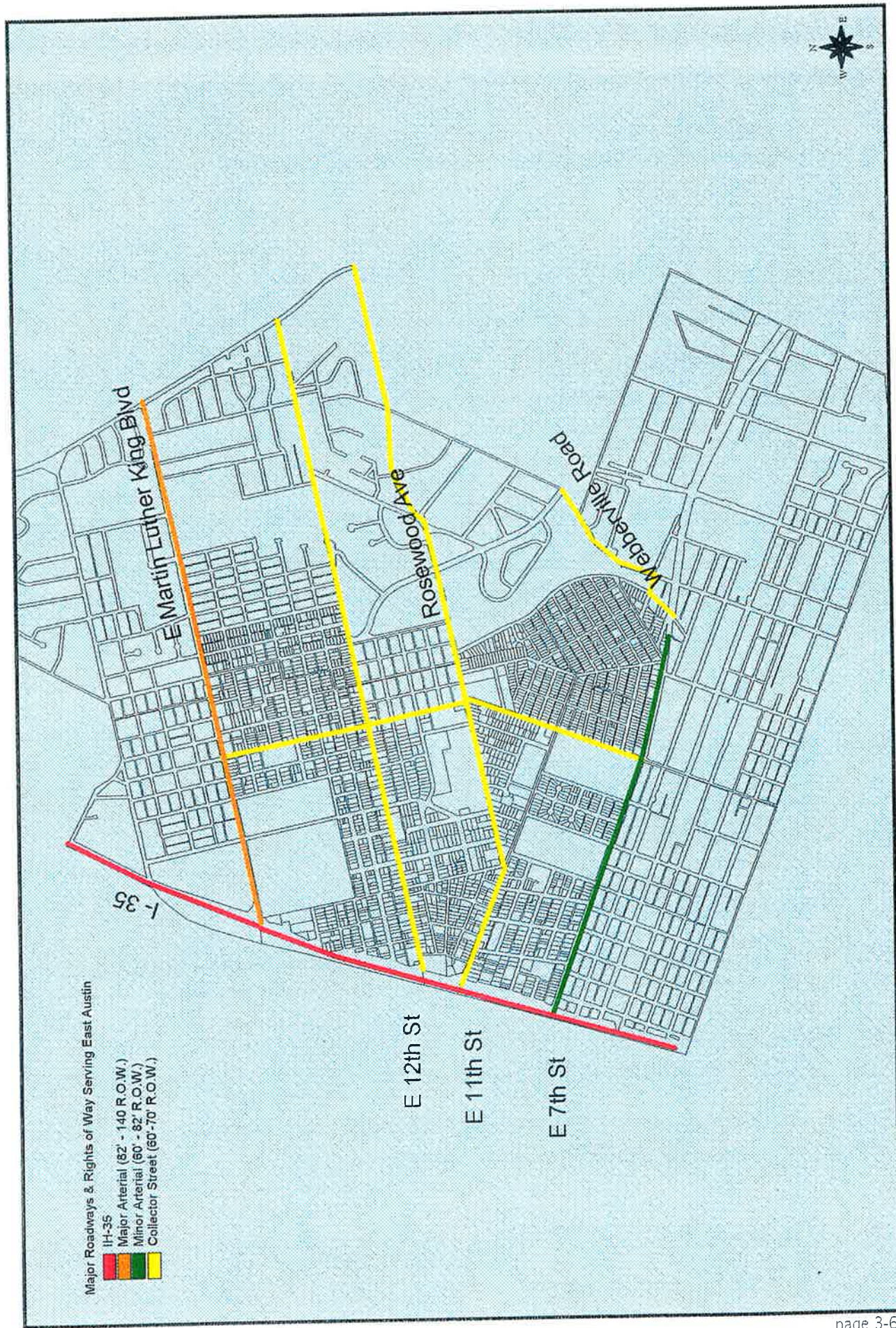
**Figure 3-2: Proposed Land Use**





**Figure 3-3: Proposed Public Improvements**





**Figure 3-4: Existing Street Classifications**



Capitol Metropolitan Transportation Authority (Capitol Metro) provides five public transit routes through the study area that are shown on Figure 3-3.

- Route 6 travels along East 12<sup>th</sup> Street and connects East Austin with Congress Avenue on the west and the lower Springdale Hills neighborhoods to the east.
- Route 120 travels north-south along Chestnut Street, Comal Street and Lydia Street and provides service to Fiesta (grocery), HEB, Capital Plaza and Highland Mall.
- Route 21/22 connects East Austin, via Chicon Street, with lower Downtown to the south and 26<sup>th</sup> Street to the north.
- Route 2 follows East 11<sup>th</sup> Street and connects East Austin with the Downtown on the west and the neighborhoods east of Airport Boulevard through East 11<sup>th</sup> Street/Rosewood.
- Route 4 travels along East 6<sup>th</sup> Street and 7<sup>th</sup> Streets and links East Austin with Downtown through the Route 18 connection and with neighborhoods along Montopolis Drive to the southeast of the study area.

Over the past few years, ridership in East Austin has increased. Out of the six zones, East Austin was the only zone where there was no decrease in bus use. This trend of increased demand is likely to grow as a result of planned redevelopment in the study area. Capital Metro has recently embarked on a program to upgrade bus shelters throughout Austin. Several of these new bus shelters have been established along East 11<sup>th</sup> Street, but other shelter improvements are needed throughout the study area.

The Giddings-Llano line (formerly the Northwestern Railroad tracks) is located to the east of the study area. The railway does not directly affect most of the study area, and traffic routes run smoothly through the rail intersections. Capitol Metro has proposed three light-rail routes. The Red line will follow the existing Giddings-Llano (Northwestern Railroad) tracks in East Austin, the Green line will serve downtown, and the Orange line will serve the new airport. A referendum for the proposed light rail is scheduled for the Spring of 1999. The Plaza Saltillo project planned for the intersection of Comal Street and 5<sup>th</sup> Street along the Orange Line has been designed to allow for expansion and utilization as a light rail station in the future. Connections to these lines will become increasingly more important within the strategy of providing transit alternatives under the *Smart Growth* initiative. By providing transportation alternatives such as mass transit and improved pedestrian environments, traffic congestion and air quality concerns can be reduced.

In the long term, efforts should be made to extend the boundaries of the Dillo shuttle to include the East 11<sup>th</sup> and East 12<sup>th</sup> Street Corridors. Such a shuttle should help to link the commercial businesses on the corridors with the Central Business District.

### **Public Improvements**

In order to spur private development in the Central East Austin area, it is necessary to provide public improvements and enhancements. Public improvements are defined here as all improvements, repairs, renovations, new construction, and formal activities under the responsibility of governmental and quasi-governmental agencies or that involve governmental and quasi-governmental facilities. These facilities include basic infrastructure such as streets and sidewalks, parks and open space, and community and public facilities. Table 3-1 and Figure 3-3 describe the Proposed Public Improvements for the Central East Austin area.

**Table 3-1: Summary of Proposed Public Improvements**

DESCRIPTION	ENTITY	TIMEFRAME	ESTIMATED COST
<b>TRANSPORTATION IMPROVEMENTS</b>			
<b>Livable Communities Initiative-East 11th Street planning, street, pedestrian, and transit improvements</b>	<b>Capital Metro</b>	<b>TBD</b>	<b>\$1,282,732*</b>
Proposed Light-Rail line following the Giddings-Llano line (Northwestern Railroad)/ East 4th Street Vicinity	Capital Metro	pending Spring 1999 Referendum	TBD
Plaza Saltillo at Chicon and 4th Street	Capital Metro	TBD	TBD
Dillo Shuttle System	Capital Metro	TBD	TBD
Traffic Control Measures: stop lights and signage	City of Austin	TBD	TBD
<b>OPEN SPACE/COMMUNITY FACILITIES</b>			
Blackshear Elementary Improvements	Austin Independent School District	Construction to be complete by late August 1999.	\$5.9 million
Carver Library	City of Austin	Pending Fall 1998 Bond Referendum	\$2,100,000**
Carver Museum	City of Austin	Pending Fall 1998 Bond Referendum	\$10,440,000**
Chestnut-Addition Pocket Park (location to be determined)	City of Austin	Pending Fall 1998 Bond Referendum	\$650,000**
New Pocket Parks/Enhancements	TBD	TBD	\$500,000
Kealing Recreation Field Enhancements	City of Austin/Austin Independent School District	TBD	TBD
<b>INFRASTRUCTURE IMPROVEMENTS</b>			
Storm-Sewer Study and Upgrade for Waller Creek- Replace and relocate drainage and stormsewers near SCIP II and East 11th and 12th Street.	City of Austin	Pending Fall 1998 Bond Referendum- construction to begin within year of approval	\$1.9 million
Utility Burials-Burying of utility, telephone, cable, and other lines	Austin Energy	TBD	TBD
CRP Environmental Studies-Soil contamination studies and environmental impact studies.	City of Austin	TBD	TBD
<b>PUBLIC ENHANCEMENTS</b>			
Clean and Green Programs-clearing of vacant lots and planting of grass and shrubs.	City of Austin/Community Groups	TBD	\$255,000
East 12th St. Street Lighting: repair, maintenance and installation.	City of Austin	TBD	\$50,000
East 12th St. Streetscaping improvements	TBD	TBD	\$780,00
Sidewalk, curb, and gutter repairs for Support Area	City of Austin	TBD	\$3,826,415
Historic Interpretation Signage/Gateways	City of Austin	TBD	TBD
<b>Small East 11th Street CRP Open Plaza</b>	<b>Section 108 Funds</b>	<b>TBD</b>	<b>TBD</b>

Source: City of Austin, Capital Metro, Austin Independent School District, Crane Urban Design Team

NOTES:

\* \$256,547 provided by City of Austin/Capital Metro

\*\* Based on City of Austin bond referendum estimates pending passage on November 3, 1998 actual budgeted monies will be determined at a later date

**Bold indicates CRP projects**



A related transportation enhancement program is the East 11th Street streetscape enhancement project. Capital Metro has received a \$1 million grant from the Federal Transit Administration under the Livable Communities Initiative to provide streetscape enhancements to the East 11th Street Corridor. An additional \$256,547 to complete the project will be provided by the City of Austin and Capital Metro. Small-scale streetscape improvements such as streetlighting and sidewalks should also be made to East 12th Street as well as throughout the Support Area. It is estimated that basic streetscape improvements including streetlighting and sidewalk replacement for East 12th Street should cost about \$780,000. According to the *East 11<sup>th</sup> and 12<sup>th</sup> Street Project Area Survey* approximately 9.55 miles of sidewalk in the Central East Austin study area was severely deficient, 8.54 miles were deficient, 3.37 miles were sub-standard, and the remaining sidewalks were classified standard (Figure 3-5). In the future, efforts should be made to replace sidewalks and streetlights in the Support Area in order to make the area more pedestrian friendly. It is estimated that basic sidewalk repair and replacement for the support area should total \$3,826,415 and streetlight replacements should total approximately \$50,000.

A critical issue facing Central East Austin is improving its economic and physical connections to Downtown Austin. To try to mitigate the disruptive barrier forms by IH-35, gateways and streetscape enhancements should be added to the 11<sup>th</sup> and 12<sup>th</sup> Street bridges that cross over IH-35. Efforts should be made to make this area more pedestrian-friendly in order to serve as a connection or linkage between the CBD and the Central East Austin neighborhood. Previous suggestions even include an idea to construct an elevated park over the interstate along East 11<sup>th</sup> Street.

A review of existing water and wastewater facilities conducted by the City of Austin Water and Wastewater Utility in 1997 found the need for minor improvements to the local water distribution network. Wastewater trunk sewers crossing under I-35 are approaching capacity and there is some need for wastewater lines to be upgraded depending on the location of new development and the additional wastewater flow new development will generate.<sup>1</sup> Water and wastewater facilities will be upgraded on a case by case basis in the future.

An analysis of the existing storm sewer systems in the study area indicated that the existing system is inadequate to carry 25-year storm event and needs to be upgraded. Any major redevelopment within the area will likely produce an increase in the amount of impervious cover, which will increase the amount of runoff in the area. A bond referendum passed in the fall of 1998 included \$1.9 million to upgrade storm sewers in the Waller Creek watershed which includes portions of IH-35 and East 11<sup>th</sup> and 12<sup>th</sup> Street corridors.

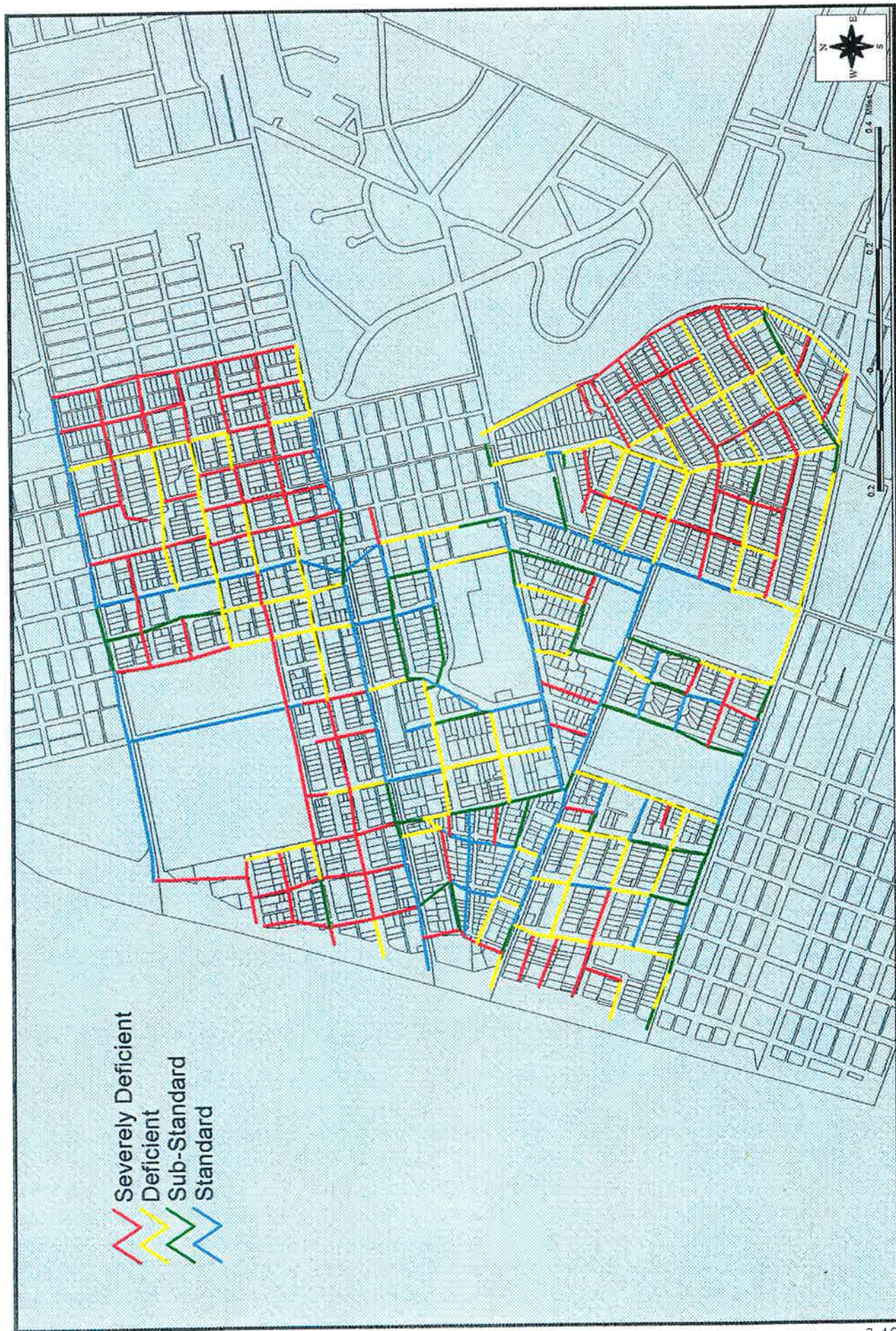
Open spaces, recreation facilities, and community facilities are also key public improvement elements. Well designed and programmed open spaces and community facilities help define neighborhood identity, provide active and passive recreational opportunities, and create a forum for activities that reinforce civic responsibility and unity. Improvements and expansions to Central East Austin's open space, recreation, and public facilities are located in Figure 3-3.

While the Support Area includes open space suitable for large-scale recreation fields around Kealing Middle School, and also contains the Texas State Cemetery and Oakwood Cemetery, there is little formally dedicated smaller park space in the area. Overall, the study area contains 1.5 acres of dedicated park. This represents a significant deficiency in opportunities for passive recreation and social interaction.

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<sup>1</sup> Fax Memorandum from City of Austin Water and Wastewater Utility to Austin Revitalization Authority, March 25, 1997





**Figure 3-5: Existing Sidewalk Conditions**



New pocket parks are proposed in the Guadalupe area, in the Blackshear/Prospect Hill area and as part of the redevelopment of the IH-35 Frontage Road area. Funding for the Chestnut Addition pocket park has been included in the bond referendum scheduled for the fall of 1998. However, the exact location for the Chestnut Addition pocket park has not yet been determined.

Existing parks such as the Swede Hill neighborhood pocket park and the Robertson Hill park at Catalpa and Olive should be enhanced. Similarly, the recreational area around Kealing Middle School needs continued maintenance and improvement as the area's central recreation space. Additional park space has been included in the East 11th Street Redevelopment Plan as a community plaza at the corner of Waller and 11<sup>th</sup> Street.

### **Community Facilities and Resources**

The community facilities in Central East Austin play a vital role in increasing the social, cultural, and educational vitality of the community. The study area includes Blackshear Elementary, Kealing Middle School, Huston-Tillotson College, and the George Washington Carver Public Library. Under the Austin Public Schools Functional Equity Program, several additions and minor interior renovations will be made to Blackshear Elementary School. The additions include 12-14 new classrooms, a new gymnasium, mechanical renovations, and kitchen expansion. Construction on these projects is expected to be complete by late August 1999. Multiple bond referendums passed in the Fall of 1998 included funds for improvements to be made to the Carver Library and Museum. Continued support and investment in the maintenance of public facilities and programs will benefit existing residents and increase the attractiveness of the community for future public and private investment.

The Central East Austin Master Plan is mindful of the area's historic significance and the role historic resources can play in Central East Austin's revitalization. The study area includes several unique historic features such as the French Legation and the Texas State Cemetery that are of local and state significance. These features should be preserved. Similarly, there are several significant view corridors within the neighborhood that provide views of the State Capitol, which are shown on Figure 3-6.

Additionally, a survey of existing historic properties, including buildings 50 years old or more, has been completed within the S.C.I.P. II housing project area. This information was used to prepare a Section 106 historic sites/facilities impacts mitigation strategy and a negotiated agreement for its implementation involving the City of Austin, Anderson CDC, and State of Texas and local historic preservation agencies.<sup>2</sup> As part of the SCIP II projects, several historic structures have been relocated to the north side of Juniper Street to create an area for office conversions and artists studios. Specific strategies for historic preservation and reuse are further detailed in Part 3.5.

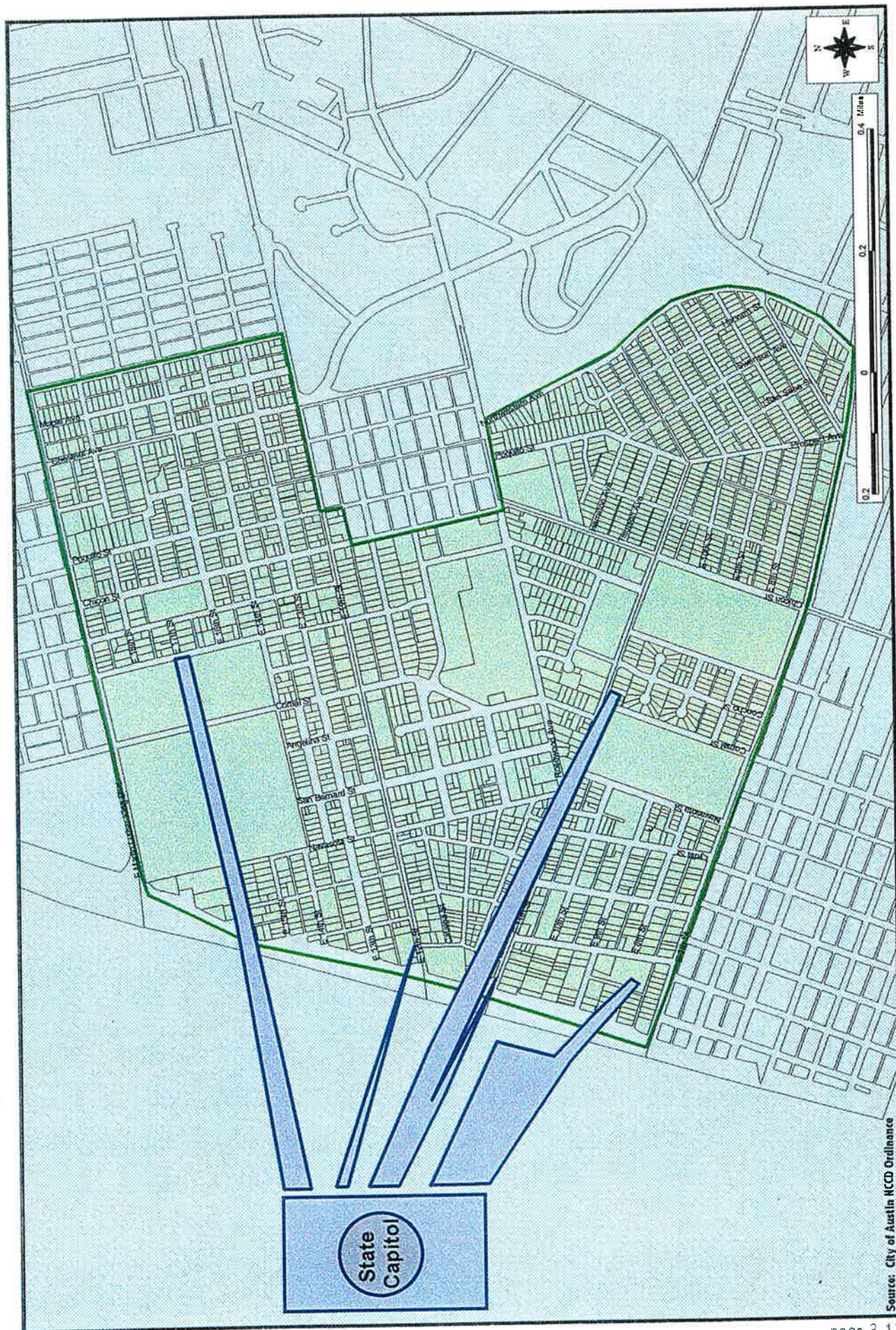
### **3.2 Master Plan Subarea Action Program**

As mentioned in Part 1.0, the Master Plan study area has been divided into eleven Subareas (see Figure 3-7). The Subareas for the Community Redevelopment Plan include the East 11th Street Corridor (Subarea 4) and East 12th Street Corridor (Subarea 5). The Subareas for the Support Area are: Swede-Hill/Davis-

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<sup>2</sup> See "Memorandum of Agreement By and Among the City of Austin, Texas State Preservation Officer and the Advisory Council on Historic Preservation, Regarding Properties Affected by the S.C.I.P. II Housing Project."





### Figure 3-6: Scenic Feature Conservation Corridors



Thompson (1), Oakwood Cemetery (2), Chestnut Addition (3), Robertson Hill (5), Kealing (6), IH-35 Frontage Road (8), Guadalupe (9), Huston-Tillotson College (10) and Blackshear/Prospect Hill (11). Boundaries generally follow existing neighborhood lines, with the exception of several neighborhoods that have been combined for planning efficiency. Table 3-2 shows revitalization strategies for each of the Subareas defined above.

The need for employing an extraordinary range of coordinated private reinvestment incentives and controls throughout the designated areas for the East 11<sup>th</sup> and 12 Street Community Redevelopment Plan (CRP) and the Private Reinvestment Support Area has been clearly demonstrated through recent Master Plan studies, including physical surveys (see Part 1.0). Despite widespread deficiencies, the prevailing characteristics of existing land uses, buildings, infrastructure, and public services are basically sound and capable of supporting community-wide improvement strategies emphasizing preservation, rehabilitation and small-scale infill development. Some neighborhood Sub-Areas have already enjoyed significant residential revitalization in recent years; much more can be done if increased market support can be generated.

Some significant vacant properties and obsolescent land uses and structures have also been identified; these represent unrealized opportunities for more intensive site re-uses through private-public redevelopment initiatives. The major redevelopment opportunities are principally located in the East 11<sup>th</sup> and East 12th Street CRP area and in IH-35 frontage sites to the north and south of East 11<sup>th</sup> Street. However, according to objective economic studies carried out for the Master Plan process by Capitol Market Research (CMR) of Austin, serious impediments of weak private market and financing support for the available project opportunities must be addressed. CMR was able to document extremely high employment and population growth rates and real estate projects demands for the Austin region market and certain inner city sectors, but the prospects for real estate product offerings in the East Austin market sector show a high degree of dependence on strong public incentives before significant attention could be expected from tenants, investors, or developers not already tied to this community. (Highlights of CMR's economic study findings are briefly referred to in the Executive Summary; more detailed reports can be purchased from the Austin Revitalization Authority, Inc.)

The area-wide development strategy must vigorously address perceived and actual weaknesses of consumer demands for improved real estate products and services in the East Austin sub-market. In part, this will require a firm demonstration of intentions to aggressively attract and provide accommodations for a growing base of consumers and the availability of consumer demands and economic capacities of existing East Austin residents, property owners and businesses. Furthermore, potential developers, investors, and lenders must be convinced that development costs and risks for Master Plan/CRP projects will be reduced to competitive levels with regard to their alternative investment opportunities in more dynamic sub-area markets. They will also need assurances that development regulations and construction permitting will be flexible, time-sensitive, and uniformly applied for good standards in surrounding areas; also the City's commitments of forceful actions to remediate blighting factors will be crucial.

A versatile range of private reinvestment tools can and should be applied in suitable combinations for specific projects. These strategies will necessarily vary according to Master Plan Subarea planning and economic circumstances. The following summary of Subarea reinvestment situations illustrates some of the important principles that must be considered for responsive implementation strategies:

Table 3-2: Master Plan/CRP Program Targets

REVITALIZATION ACTIONS	MASTER PLAN SUBAREAS											TOTAL	EST. COSTS	
	CRP		REINVESTMENT SUPPORT AREA										COST PER UNIT	TOTAL COST
	#7	#4	#1	#2	#3	#5	#6	#8	#9	#10	#11			
	East 11th Street Corridor (CRP)	East 12th Street Corridor (CRP)	Swade Hill	Cemetery/Oakwood	Chestnut Addition	Robertson Hill	Keeling	44-35 Corridor	GAIN	State Cemetery/HTC	Blackshear/Prospect Hill			
NET FRONT-END REDEVELOPMENT														\$2,441,069
RESIDENTIAL ACTIONS														
PRESERVATION (No Action Required)														
● Single-Family Units	2	15	85	0	117	71	44	0	77	2	327	740	50	50
● Multi-Family Units	0	0	70	0	21	28	66	0	33	0	208	426	50	50
Subtotal:	2	15	155	0	138	99	110	0	110	2	535	1,166		50
REHABILITATION														
● Single-Family Minor Rehab	0	3	71	0	75	21	11	0	15	6	146	348	\$15,000	\$5,220,000
● Single-Family Major Rehab	1	2	32	0	58	8	4	0	5	0	62	172	\$45,000	\$7,740,000
SF Subtotal:	1	5	103	0	133	29	15	0	20	6	208	520		\$12,960,000
● Multi-Family Minor Rehab	0	38	18	0	30	0	6	0	26	0	171	289	\$10,000	\$2,890,000
● Multi-Family Major Rehab	0	0	20	0	9	8	0	0	9	0	30	76	\$25,000	\$1,905,000
MF Subtotal:	0	38	38	0	39	8	6	0	35	0	201	365		\$4,795,000
Subtotal of All Rehab	1	43	141	0	172	37	21	0	55	6	409	885		\$17,755,000
NEW HOUSING CONSTRUCTION														
● Single-Family Infill Houses	0	0	35	0	63	44	6	0	6	0	125	279	\$75,000	\$20,895,000
● Single-Family Live/Work Mixed-Use	3	0	0	0	0	0	0	0	0	0	0	3	\$75,000	\$225,000
● Single-Family Townhomes	0	42	20	0	0	0	0	18	32	0	0	112	\$65,000	\$7,280,000
SF Subtotal:	3	42	55	0	63	44	6	18	38	0	125	394		\$28,400,000
● Multi-Family Duplex Units	0	6	0	0	0	0	0	0	0	0	0	6	\$70,000	\$420,000
● Multi-Family Rental Townhomes	0	0	0	0	0	0	0	13	0	0	0	13	\$70,000	\$910,000
● Multi-Family Rental Flats	20	0	0	0	0	0	0	243	0	0	0	263	\$45,000	\$11,835,000
MF Subtotal:	20	6	0	0	0	0	0	256	0	0	0	282		\$13,165,000
Subtotal of All New Housing:	23	48	55	0	63	44	6	274	38	0	125	676		\$41,565,000
DEMOLITION/ATTRITION														
● Single-Family Demolitions	9	7	7	0	12	4	0	0	1	0	16	56	\$4,500	\$252,000
● Multi-Family Demolitions	2	16	3	0	0	0	0	0	0	0	0	21	\$3,500	\$73,500
● Conversion to Non-Residential	0	4	0	0	0	0	0	0	0	0	0	4	\$0	\$0
Subtotal Housing Units Lost:	11	27	10	0	12	4	0	0	1	0	16	81		\$325,500
HOUSING PROGRAM TOTALS:	26	106	351	0	373	180	137	274	203	8	1,069	2,727		\$59,645,500
Total Inventory at Master Plan Build-Out														



Table 3-2: Master Plan/CRP Program Targets (Continued)

NON-RESIDENTIAL ACTIONS															
<b>PRESERVATION (No Action Required)</b>															
● Commercial	1,000	17,120	8,650	0	23,400	11,530	0	0	11,760	0	53,040	126,500	50	50	
● Office/Institutional	3,000	13,270	47,500	0	23,520	27,900	100,000	0	79,790	352,000	52,350	699,330	50	50	
● Mixed-Use Commercial	0	2,440	0	0	3,110	0	0	0	4,381	0	1,380	11,311	50	50	
● Industrial/Commercial	0	2,270	0	0	0	0	0	0	0	0	0	2,270	50	50	
Subtotal, Preserved:	4,000	35,100	56,150	0	50,030	39,430	100,000	0	95,931	352,000	106,770	839,411		50	
<b>REHABILITATION (Square Feet)</b>															
● Commercial Rehab	20,300	31,700	0	0	3,690	2,770	0	0	0	0	20,290	74,750	570	\$5,512,500	
● Office/Institutional Rehab	3,000	9,670	2,300	0	8,300	0	0	0	0	1,000	2,770	27,040	570	\$1,892,800	
● Mixed-Use Rehab	0	13,580	6,460	0	4,270	0	0	0	6,570	0	9,920	40,800	570	\$2,856,000	
● Industrial/Commercial Rehab	0	0	3,460	0	0	0	0	0	0	0	0	3,460	570	\$86,500	
● Conversion from Residential	4,000	4,950	0	0	0	0	0	0	0	0	0	8,950	\$80	\$716,000	
Subtotal, Rehab:	27,300	59,900	12,220	0	16,260	2,770	0	0	6,570	1,000	32,980	159,000		\$11,063,800	
<b>NEW CONSTRUCTION</b>															
● Low Density Commercial	84,500	35,500	5,000	0	3,500	0	0	70,000	5,000	0	15,000	218,500	\$100	\$21,850,000	
● Low Density Office	54,500	10,000	0	0	0	0	0	90,000	0	0	0	154,500	\$100	\$15,450,000	
● Live/Work Mixed-Use	4,000	0	0	0	0	0	0	0	0	0	0	4,000	\$100	\$400,000	
● Institutional/Civic	0	4,500	0	0	0	0	0	0	12,000	75,000	0	91,500	\$100	\$9,150,000	
Subtotal New Construction:	143,000	50,000	5,000	0	3,500	0	0	160,000	17,000	75,000	15,000	468,500		\$46,850,000	
<b>DEMOLITION</b>															
● Demolition Square Footage	14,500	5,100	2,540	0	16,720	0	0	40,000	2,190	0	1,500	82,550	\$2	\$165,100	
<b>NON-RESIDENTIAL TOTALS:</b>	174,300	145,000	73,370	0	69,790	42,200	100,000	160,000	119,501	428,000	154,750	1,468,911		\$58,078,900	
<b>Total Inventory at Master Plan Build-Out</b>															
<b>PUBLIC IMPROVEMENTS</b>															
● Transportation Improvements	\$1,282,732	TBD	TBD	\$0	\$650,000	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	\$1,282,732	
● Open Space/Comm Facilities	\$0	\$0	\$250,000	\$0	\$0	\$0	\$12,540,000	\$0	\$0	\$0	\$6,150,000	\$0	\$0	\$19,590,000	
● Infrastructure Improvements	\$633,333	\$633,333	TBD	\$0	TBD	\$633,333	TBD	TBD	TBD	TBD	TBD	TBD	TBD	\$1,900,000	
● Public Enhancements	\$15,200	\$848,000	\$579,831	\$0	\$593,831	\$569,431	\$551,831	\$570,231	\$562,231	\$0	\$621,031	\$0	\$0	\$4,911,615	
<b>PUBLIC IMPROVEMENT TOTALS</b>	\$1,931,265	\$1,481,333	\$829,831	\$0	\$1,243,831	\$1,202,764	\$13,091,831	\$570,231	\$562,231	\$0	\$6,771,031	\$0	\$0	\$27,684,347	
<b>GRAND TOTAL</b>														<b>Total Master Plan/CRP Costs:</b>	
														<b>\$147,849,816</b>	

SOURCE: Crane Urban Design Team, FCDD+R Survey

NOTES

1) Targets have been programmed based upon FCDD+R physical survey (where available) and the urban design plan and principles in this report (i.e. "Standard" = No action, "Substandard" = Minor)

Rehab: "Deteriorated" = Major Rehab, and "Dilapidated" = Demolition. See Part 4.0 for more specifics on CRP project areas

2) Rehabilitation and New Construction Targets are approximate and are based upon assumed densities where physical data was not available

3) It is generally assumed that "Clean and Green" activities will be required on vacant land that is not programmed for immediate new construction (approx. 80%)

4) It is generally assumed that in residential subareas, single-family infill construction will take place on 80% of vacant lots

5) Net Front-End Redevelopment Costs have only been programmed for the CRP Area. See Table 4.2 for details

6) See Table 3-1 for more details on Proposed Public Improvements

Neighborhood Conservation Strategies. This conceptual category includes actions that emphasize existing housing maintenance and preservation, rehabilitation of substandard units, demolition of any hazardous structures, and modest increases of the existing housing stock and resident population through infill construction on scattered sites. Small-scale street and open space improvements and other environmental enhancements will be important, as well as code enforcement and remediation of poorly maintained/tax delinquent properties in absentee ownerships. Rehabilitated and new housing construction must be accompanied by creative public/private financing mechanisms, such as deferred payment loans, to assure affordability of improvements for existing elderly homeowners and other low and moderate-income residents, many of them in poorly maintained rental units. Financing should serve to stabilize/increase ownership ratios in each neighborhood, as well as supporting rental and rent-to-own products under good local management.

Scattered-Site Land Use Modernization Strategies. There is a significant need for scattered site land use adjustments and mitigation of traffic, parking, and environmental impacts on existing neighborhoods. Important locations for revitalization of obsolescent general business and light industrial sites and buildings are found along such major traffic streets as East 7<sup>th</sup> Street, East 15<sup>th</sup> Street (M. L. King, Jr. Blvd.), Chicon Street, and Rosewood Avenue. Opportunities for renovation and adaptive re-use of existing buildings and small-scale infill development within re-classified commercial or mixed-use designations have been identified in these strip developments. In many cases, revitalization of strip developments will require improved off-street access, loading, and parking, as well as landscape buffering for adjacent residential uses and improved landscaping on the major street. The need for these improvements may warrant small-scale capital budget commitments to support parking, drainage, and pedestrian amenities as well as non-residential rehab mortgage and small business development financing from leveraged public-private sources. Community-Based Development Organizations (CBDO's) should assume proactive responsibilities for assisting owners to obtain relevant types of public and private support for these neighborhood enhancement projects.

East 11<sup>th</sup> and 12<sup>th</sup> Streets CRP Reinvestment Strategies. The East 11<sup>th</sup> and 12<sup>th</sup> Streets Community Redevelopment Plan (CRP), which is described in detail in Part 4.0, specifically identifies a series of moderate-scale residential, commercial, and mixed-use redevelopment projects and major public improvements to be implemented in phases over a 15-year build-out period. Substantial public funding has already been secured for these critical areas in the form of a \$9 million commitment from the U.S. Department of Housing and Urban Development's Section 108 Guaranteed Loan Program, and approximately \$1.2 million to be provided by Capital Metro under the Livable Communities Initiative grant to support a major pedestrian streetscape improvement along East 11<sup>th</sup> Street. Other needed actions will include base zoning district changes coupled with the enhanced C.U.R.E. ordinance development incentives for community parking, site development flexibility, fee waivers, and streamlined permitting; multi-family residential tax abatement incentives; small business development and financing assistance from private and public sources; public mortgage revenue bond financing for the multi-family housing components; and a miscellaneous range of tax incentives, grants, and loans for adaptive re-use of historic structures and other economic development purposes.

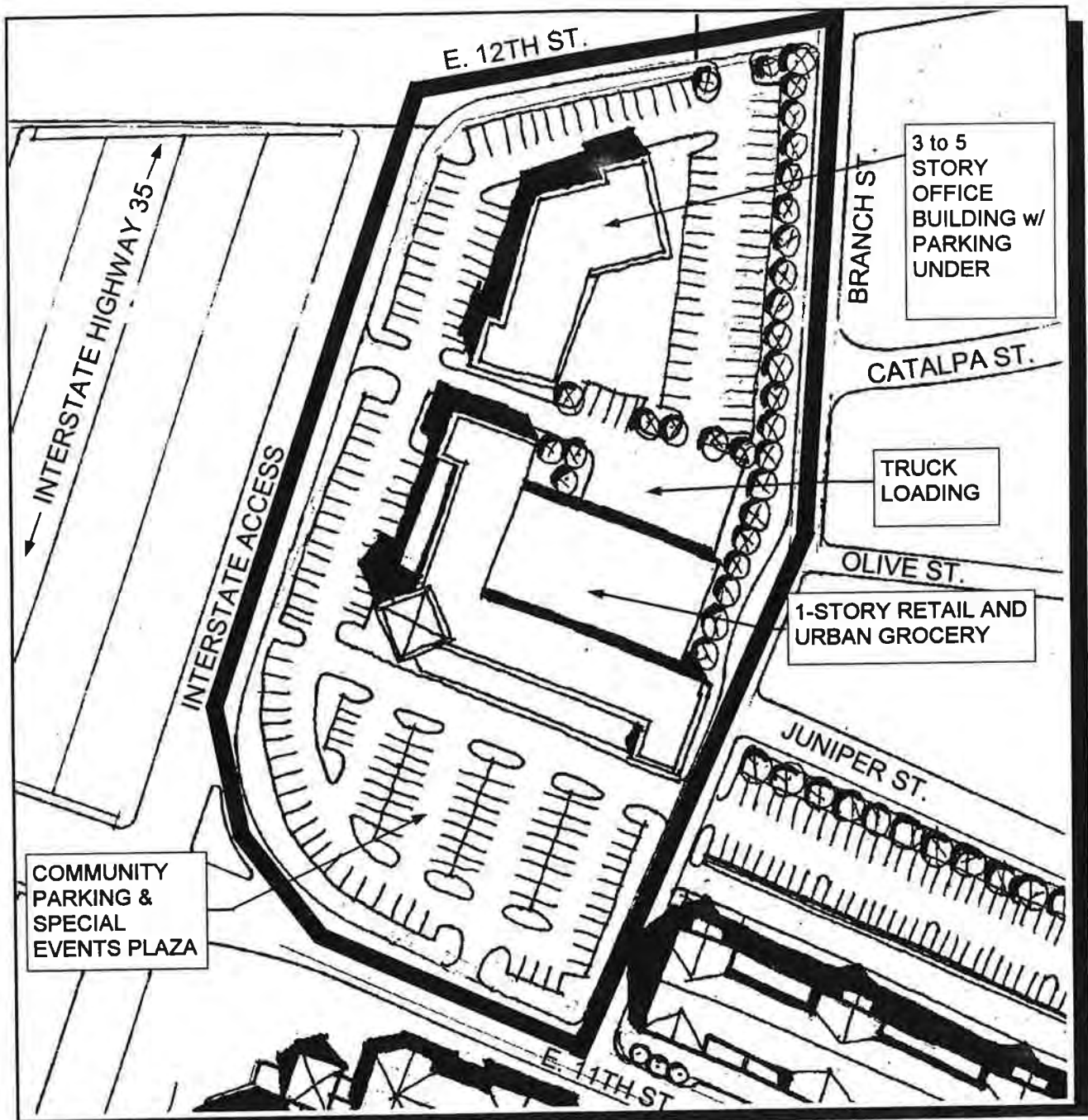


Major Mixed-Use Private Redevelopment Support Strategies. As shown in the Master Plan for land re-uses and guidelines for re-zoning, defined in Section 3.3, a number of properties on the east frontage of IH-35 and lying to the north and south of East 11<sup>th</sup> Street have been identified for significant private redevelopment projects. These sites have dramatic visibility and overlook on Downtown Austin, and their timely and compatible site re-uses will have significant bearing on the marketability and vitality of the East 11<sup>th</sup> and East 12<sup>th</sup> Street corridor projects, as well as supporting neighborhood preservation and conservation priorities. Alternative/preferred redevelopment program objectives and illustrative site design guidelines have been developed for the northerly and southerly properties and are detailed in Figures 3-7, 3-8, 3-9, 3-9A and 3-10. These conceptual guidelines express general public and community-based priorities for obtaining high quality developments which will introduce building scales, uses and market activity that are complementary to uses proposed for the more restricted East 11<sup>th</sup> and East 12<sup>th</sup> Street corridor sites, i.e., non-competitive facilities which serve both the East Austin community and general downtown markets.

The major redevelopment projects proposed along the IH-35 Frontage Road include a community services node between East 11<sup>th</sup> and East 12<sup>th</sup> Street (Figure 3-8), a downtown housing and mixed use node (Figure 3-9) between 9<sup>th</sup> and East 11<sup>th</sup> Streets, a regional hotel/commercially oriented area with office and residential (Figure 3-9A) and a residential node (Figure 3-10) and construction of a meeting hall near the French Legation (Figure 3-11). The Community Services node would include approximately 50,000 square feet of retail to include a grocery store, drugstore and a bank, and 60-90,000 square feet of office. The downtown housing and mixed-use node would include a combination of 5-story apartments, 3-story apartments, 2-story apartments, 2-story townhouses, and 3-story mixed-use buildings with approximately 20,000 square feet in retail. The residential mix would include 243 rental flats, 13 rental townhomes, and 18 for-sale townhomes, for a total of 274 housing units. The Eighth Street housing area includes 32 two-story for-sale townhouses. A new 12,000 square foot meeting hall has also been proposed along East 7<sup>th</sup> Street next to the French Legation.

Table 3-2 defines revitalization strategies by Subarea for both the Master Plan and the CRP. This table shows the total proposed revitalization actions for each Subarea based on residential and nonresidential revitalization actions. The residential revitalization actions quantify the number of units to be preserved, rehabilitated, and demolished for each Subarea. This section also includes the total number of units to be constructed in the area. In total, the Residential Revitalization actions include approximately \$17.7 million for rehabilitation, \$41.5 million for new construction and \$325,500 to cover demolition costs. Overall the Residential Revitalization program, at total build-out for the entire Master Plan area, is expected to be \$59,645,500 million.

The Non-residential actions described in Table 3-2 provide itemized revitalization strategies for commercial, office/institutional, mixed-use, and industrial/commercial rehabilitation, and conversion of residential uses to commercial and other nonresidential uses. In total, approximately \$11 million is estimated for rehabilitation, \$46.8 million for new construction, and \$165,100 totaling approximately \$58 million to be allocated to nonresidential revitalization strategies. Table 3-2 also includes a summary of public improvements for each Subarea including transportation, open space/community facilities, infrastructure improvements, and public enhancements.



**PROJECT NAME:**

**Location:**

**Site Area:**

**COMMUNITY SERVICES**

**Adjacent to Interstate Highway 35**

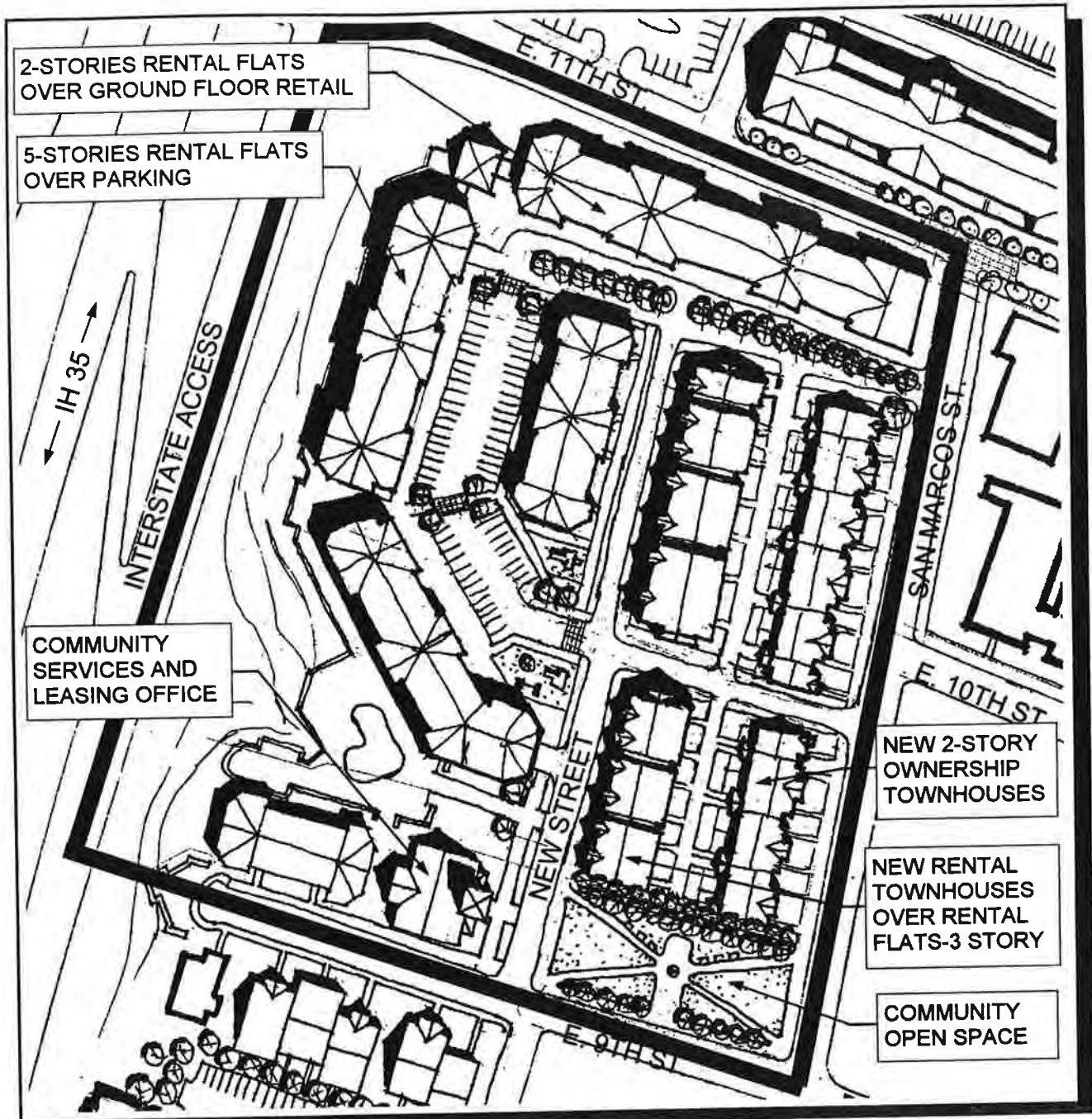
**3.6 Acres**

**Development Options:**

Building Descriptions:	1-5 story mixed use structures
Building Height:	80 foot maximum (net)
New Commercial Space:	40-50,000 sqft. retail, grocery, drug store, bank and 60-90,000 square feet of office
Commercial Space to be Preserved:	0
New Housing Units:	0 (mixed-use residential possible)
Existing Housing to be Preserved:	0
Community Parking Spaces:	250-350 (2.5 spaces per 1000 square feet)
Residential Parking Spaces:	0
Total Build-Out Density:	Floor Area Ratio $\pm 1.0$
Demolition:	$\pm 40,000$ square feet of commercial/retail (occupied)

**Figure 3-8: IH-35 Frontage Development Options**





**PROJECT NAME:**

**Location:**

**Site Area:**

**DOWNTOWN HOUSING & MIXED USE (HOUSING ORIENTED ALTERNATIVE)**

**West Side Of San Marcos Between 9th St. & 11th St.**

**7.1 Acres**

**Development Options:**

Building Descriptions:

Building Height:

New Commercial Space:

Commercial Space to be Preserved:

New Housing Units:

Existing Housing to be Preserved:

Community Parking Spaces:

Residential Parking Spaces:

Total Build-Out Density:

Demolition:

5-story apartments; 3-story apartments; 2-story townhouses; 3-story mixed-use

Varies (5 stories, 4 stories, 3 stories, 2 stories - lowest toward San Marcos St.)

15-25,000 square feet (entertainment retail)

0

225-250 rental flats; 10-15 rental townhomes; 15-20 for-sale townhomes (250-285 total units)

0

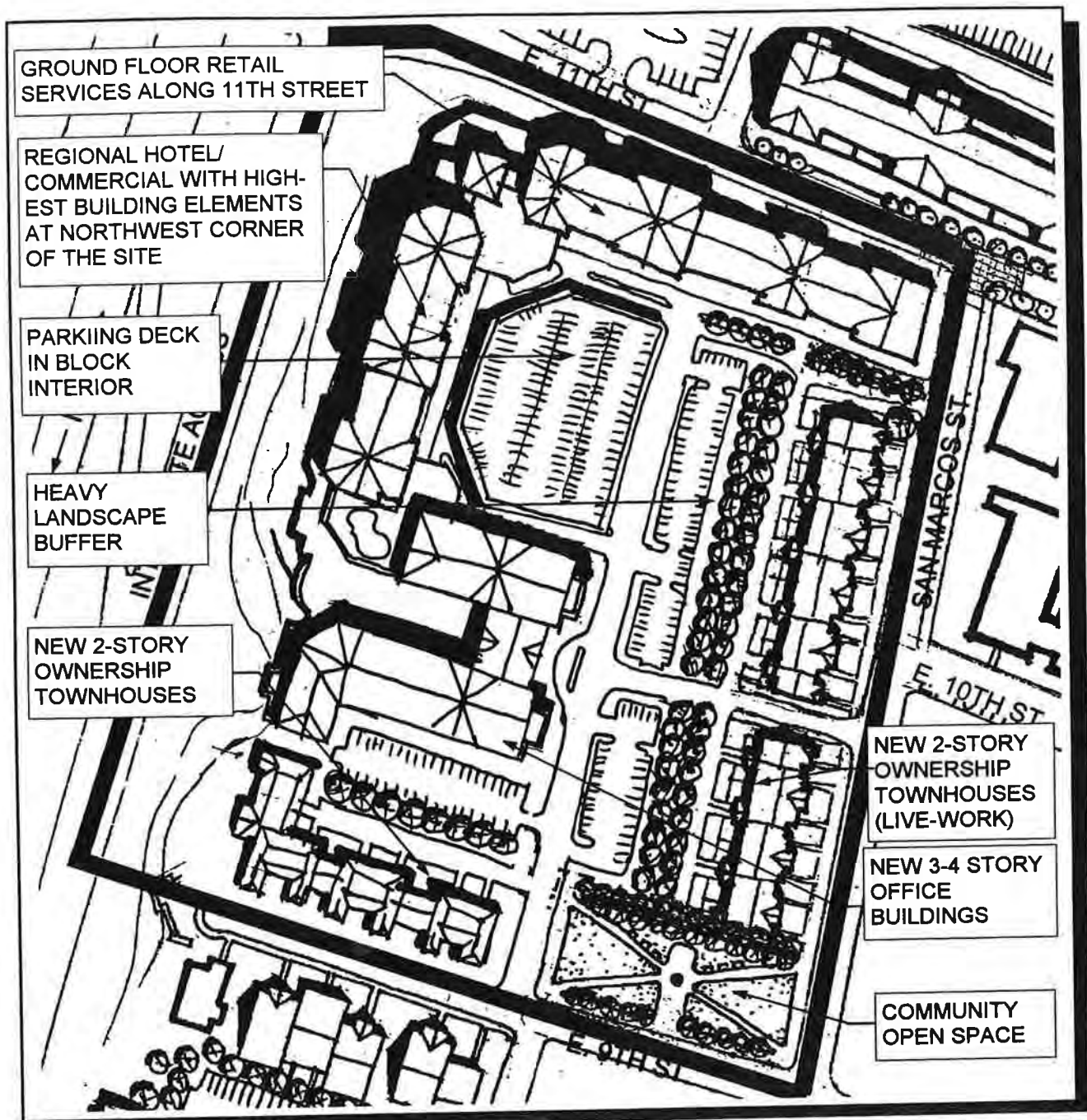
0 (parking accommodated in community lots elsewhere on 11th)

250-280 (1 per unit) (most parking accommodated under buildings)

Floor Area Ratio  $\pm 1.0$  ( $\pm 38$  dwelling units per acre)

0

**Figure 3-9: IH-35 Frontage Development Options-Housing** page 3-20



**PROJECT NAME:**

**Location:**

**Site Area:**

**DOWNTOWN HOUSING & MIXED USE (COMMERCIALLY ORIENTED ALTERNATIVE)**

**West Side Of San Marcos Between 9th St. & 11th St.**

**7.1 Acres**

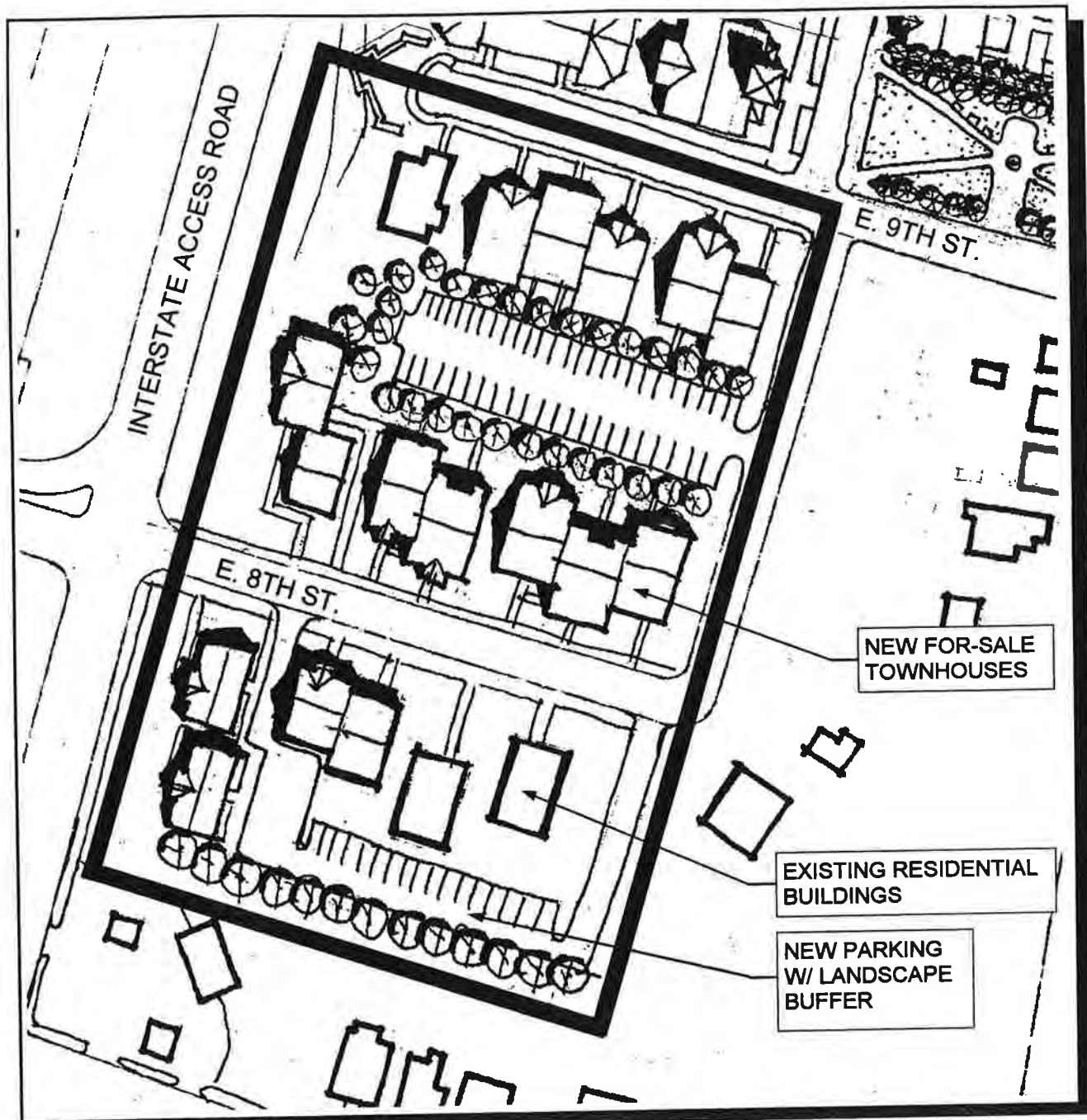
**Development Options:**

Building Descriptions:	4-7 story commercial; 3-4 story office; 2-story townhouses/live-work
Building Height:	Varies (7 stories at Northwest corner of site, 2 stories at San Marcos and E. 9th Streets)
New Commercial Space:	175,000-225,000 square feet (entertainment retail, hotel, office, regional commercial)
Commercial Space to be Preserved:	0
New Housing Units:	25-30 for-sale townhomes
Existing Housing to be Preserved:	0
Community Parking Spaces:	500-600 (parking accommodated under buildings and in community parking deck)
Residential Parking Spaces:	50-60 (2 per unit)
Total Build-Out Density:	Floor Area Ratio $\pm$ 1.0
Demolition:	0

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**Figure 3-9A: IH-35 Frontage Development Options-Commercial**



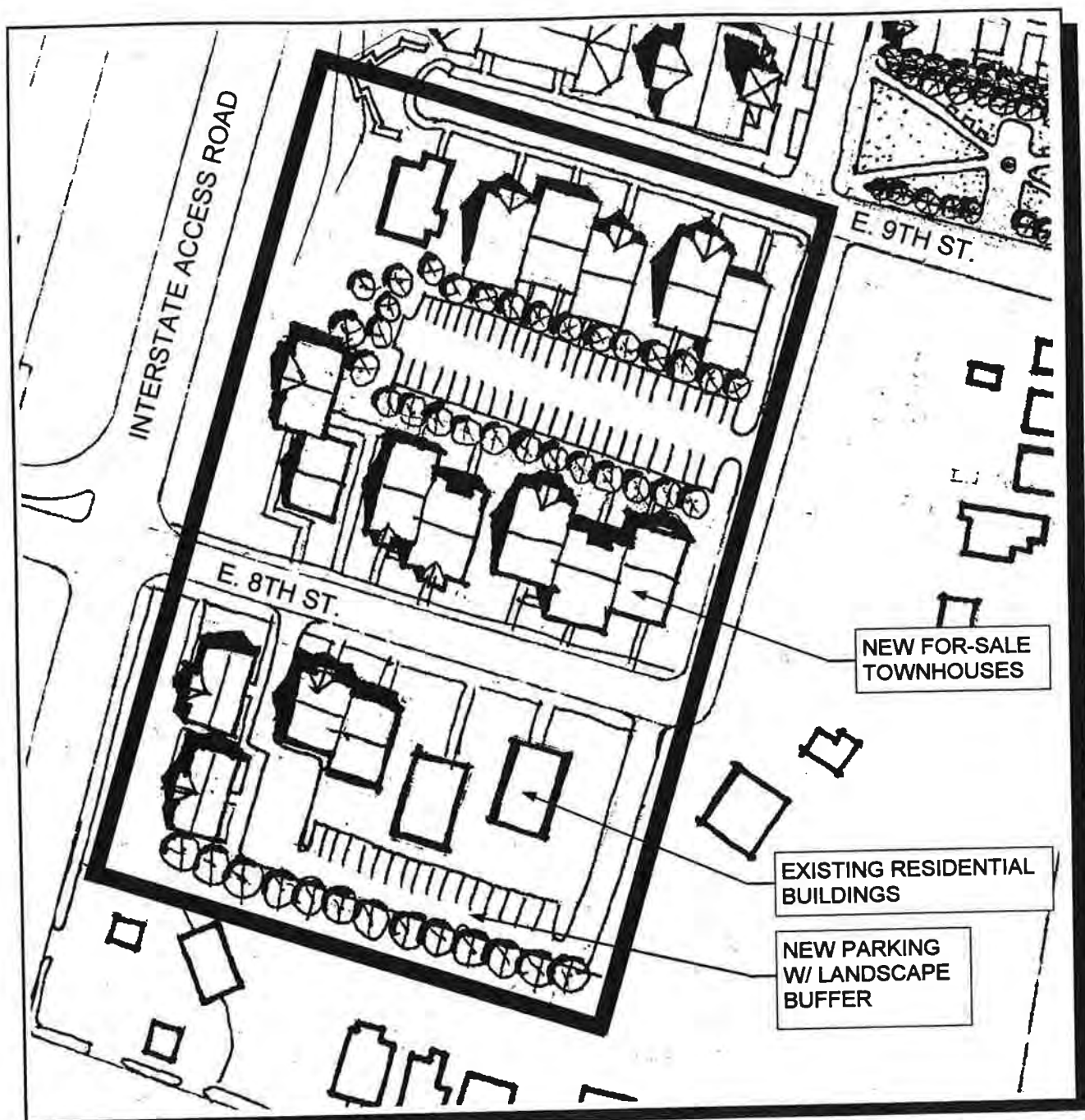


**PROJECT NAME:** 8TH STREET HOUSING  
**Location:** North & South of 8th Street off of Interstate Access Road  
**Site Area:** 2.7 Acres

**Development Options:**

Building Descriptions:	2-story attached townhomes
Building Height:	35 foot maximum (net)
New Commercial Space:	0 (home-office/live work mixed-use possible)
Commercial Space to be Preserved:	0
New Housing Units:	28-32 for-sale townhomes
Existing Housing to be Preserved:	5
Community Parking Spaces:	0
Residential Parking Spaces:	56-64 (2 spaces per unit)
Total Build-Out Density:	$\pm 14$ dwelling units per acre (Floor Area Ratio $\pm 0.5$ )
Demolition:	0

**Figure 3-10: IH-35 Frontage Development Options**



**PROJECT NAME:** 8TH STREET HOUSING  
**Location:** North & South of 8th Street off of Interstate Access Road  
**Site Area:** 2.7 Acres

**Development Options:**

Building Descriptions:	2-story attached townhomes
Building Height:	35 foot maximum (net)
New Commercial Space:	0 (home-office/live work mixed-use possible)
Commercial Space to be Preserved:	0
New Housing Units:	28-32 for-sale townhomes
Existing Housing to be Preserved:	5
Community Parking Spaces:	0
Residential Parking Spaces:	56-64 (2 spaces per unit)
Total Build-Out Density:	$\pm 14$ dwelling units per acre (Floor Area Ratio $\pm 0.5$ )
Demolition:	0

**Figure 3-10: IH-35 Frontage Development Options**



### 3.3 Master Plan Zoning Changes

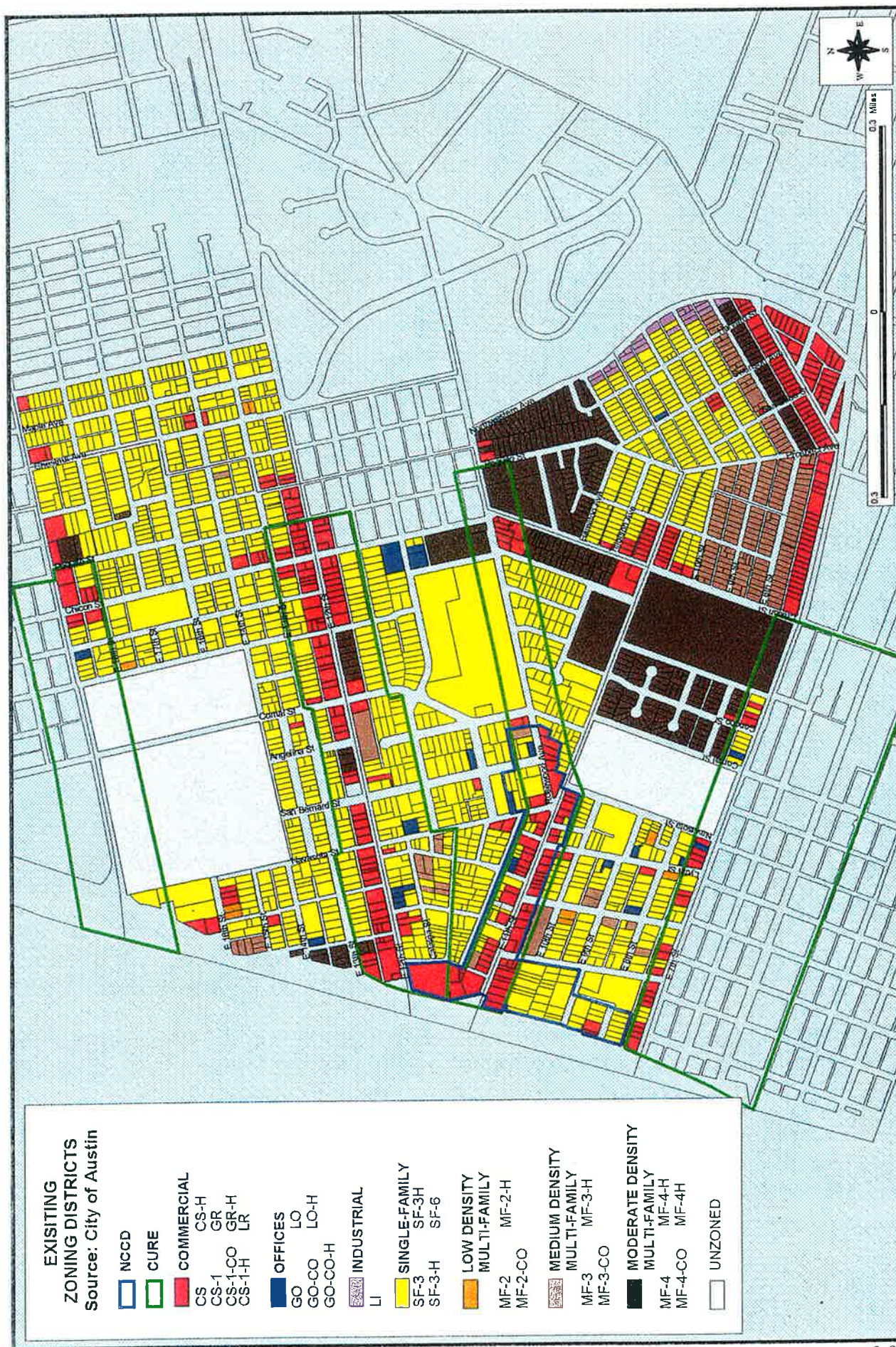
One of the strongest regulatory tools available to the City of Austin is zoning controls. This Master Plan/CRP does not include a detailed zoning study. It does include zoning *recommendations* intended to outline conceptual zoning changes to be explored in detail as part of a more definitive zoning change process to immediately follow adoption of this plan. The recommendations in this section are designed to encourage investment in a diverse, livable, and economically viable neighborhood while protecting the traditional, and residential qualities of the Central East Austin community. These changes and controls are directly related to the Land Use Plan and its objectives of compatible growth. Many of the goals and objectives outlined in Part 2.0, such as protection of single-family houses and the expansion of neighborhood level commercial nodes, are embodied in these changes and controls.

As just described, a detailed study of parcel-specific zoning changes for the entire CEAMP should be completed immediately following adoption of the Master Plan/CRP. For the purposes of this report, a general approach to zoning will be provided below. A description of existing City of Austin base zoning classifications is found in Table 3-3. As most generally used in American cities, land use zoning tools are generally passive instruments for maintaining sound development patterns and, at best, they have very limited capacity to effectuate desirable change and investment in blighted areas with weak market prospects. However, the City of Austin's development regulation policies and standards have long recognized the unique environmental, economic, and cultural constraints of maintaining and modernizing land and building uses within older neighborhoods, obsolescent commercial strips, and the Downtown CBD, as exemplified in the City's existing CURE ordinance (i.e., the "Central Urban Redevelopment Combining District") and related neighborhood zoning overlay district mechanisms (i.e., Neighborhood Conservation Combining District," or NCCD ordinances). These regulatory overlays establish precedents for granting area-specific and project-specific variations and exceptions from citywide zoning district requirements and other LDC regulations in order to enhance the economic feasibility of private development initiatives. The implementation policies and strategies defined in this Master Plan recognize that the Central East Austin area corresponds to a "Desired Development Zone" (DDZ) and emphasizes transit-oriented, pedestrian-friendly neighborhood planning and design within the criteria defined for the City's *Smart Growth* Initiatives.

The City of Austin zoning ordinance legally prescribes the use, size, height, density, appearance, and location of all activities on a parcel. The existing zoning is shown in Figure 3-12 and defined in Table 3-3. The majority of the East 11<sup>th</sup> and 12<sup>th</sup> Street corridors are currently zoned General Commercial Services (CS). Other categories include Community Commercial (GR), Neighborhood Commercial (LR), General Office (GO), Light Office (LO), Multi-Family (MF-3)(MF-4) and Single Family (SF-3). The corridors also include Commercial Liquor Sales (CS-1) and several base zonings with overlay districts indicated by (-CO) such as (CS-1-CO) and (GO-CO). These overlay districts generally provide additional restrictions on the existing base zoning and are site-specific to each property.

The existing zoning classifications illustrate instances of overly specific "spot zoning" for commercial, office, and industrial; conditions which may unnecessarily restrict new construction and renovation projects and inhibit the creation of incentives for bringing non-residential uses into better compatibility with adjacent single family uses. In keeping with the existing NCCD overlay and its component Subdistricts 1 & 2, the plan recommends providing opportunities for mixed-use development along East 11<sup>th</sup> and 12<sup>th</sup> Streets.





### Figure 3-12: Existing Zoning Districts



Table 3-3: Existing Zoning Classifications

ZONING CODE	Minimum Lot Size	Maximum FAR	Max. Ht. (Feet)	Setbacks (Feet)			General Types of Allowable Uses*
				Front Yard	Street Side	Interior Side	
Single Family (SF-3)	5,750	--	35	25	15	5	Single-family house, public schools (elementary and secondary), limited daycare facilities, lodginghouse, limited group home, and religious assembly.
Townhouse/Condo (SF-6)	5,750	++	35	25	15	5	Condominium, townhouse, duplex, small-site retirement, single-family attached residential, two-family residential, limited day care, family home, and limited group home
Multi-Family (MF-2)	8,000	--	40**	25	15	5	Multi-family residence, condominium, duplex, lodginghouse, single-family attached, townhouse, two-family residential, daycare facilities, family home, and group homes.
Multi-Family (MF-3)	8,000	75:1	40	25	15	5	Multi-family residence, condominium, duplex, lodginghouse, single-family attached, townhouse, two-family residential, daycare facilities, family home, limited and general group homes.
Multi-Family (MF-4)	8,000	75:1	60	15	15	5	Multi-family residence, condominium, duplex, group residential, lodginghouse, single-family attached, townhouse, two-family residential, daycare facilities, family home, limited and general group homes.
General Commercial Services (CS)	5,750	2:1	60	10	10	--	Administrative and business office, art studio, auto rental, repair, sales, services, trade schools, equipment services, financial services, food sales, general retail stores, indoor entertainment, laundry services, medical offices, pawn shops, personal services, professional offices, restaurants, service stations, theater. Selected industrial uses, and selected civic uses.
Commercial Liquor Sales (CS-1)	5,750	2:1	60	10	10	--	Liquor sales, administrative and business offices, art studio, auto rental, and repair, sales, services, trade schools, equipment services, financial services, food sales, general retail stores, indoor entertainment, laundry services, medical offices, pawn shops, personal services, professional offices, restaurants, service stations, theater, selected industrial uses, and selected civic uses.



Table 3-3: Existing Zoning Classifications

ZONING CODE	Minimum Lot Size	Maximum FAR	Max. Ht. (Feet)	General Types of Allowable Uses*		
				Front Yard Setback	Street Side Setback	Interior Side Setback
Community Commercial (CC)	5,750	1:1	60	50	10	--
Neighborhood Commercial (NC)	5,750	.5:1	40**	25	15	--
General Office (GO)	5,750	1:1	60	15	15	5
Limited Office (LO)	5,750	1:1	40**	25	15	5
Limited Industrial Services (LI)	5,750	1:1	60	--	--	100' MIN

Source: European Team City and Austin, Texas Development Code

\*The list includes sample types of allowable uses; please refer to City of Austin Land Development Code for complete list of allowable uses.

\*\* 30' front setbacks

Base zoning categories with the (-H) extension indicate properties that have also been designated historic, such as (SF-3H). The Historic Landmark (H) designation aims to protect, enhance, and perpetuate historic landmarks which are significant to the City's and State's architectural, archaeological, cultural, social, economic, ethnic, and political history; to develop appropriate settings for such places; to safeguard the City's historic and cultural heritage; to stabilize and improve property values in such places; to foster civic pride in the beauty and accomplishments of the past; to protect and enhance the city's attractions to tourists and visitors and provide incidental support and stimulus to business and industry; to strengthen the economy of the City; and to promote the use of historic landmarks for the culture, prosperity, education, and general welfare of the people of the City and visitors to the City.

### **Base Zoning Modifications**

Whereas current City development review and permitting protocols are triggered by formal developer applications and pre-defined interim financing, a passive stance toward vacant or obsolescent land and building uses within the defined Private Reinvestment Support Area is likely to delay or discourage other improvement projects in nearby public redevelopment and neighborhood conservation sub-areas. The *Smart Growth* approach to these major opportunity sites deserves more pro-active City encouragements for private initiatives. Towards this end, further discussion of recommended steps and approaches toward legislative enactments of enhanced zoning and other LDC regulation incentives are discussed in the following section, dealing with the following specific topics:

- Conformance of base zoning district modifications with the Master Plan land use policy.
- Pro-active roles and applications of the existing CURE overlay district incentives.
- Expanded application of the City's NCCD overlay district incentives and controls.

All of these recommendations are intended to be consistent with the *Smart Growth* Initiative goals and to contribute to the City's further definition of relevant project evaluation criteria and procedures for this particular DDZ. It is important here to underscore the main principles for conformance of revised base zoning districts with previously described Master Plan land use policy guidelines and Subarea improvement strategies. These include:

- (1) An overall priority for protection of the predominant single family urban neighborhood character of the Master Plan area, especially through the continuance and/or selective expansions of current SF zoning coverages where there are sound conditions for maintenance and upgrading of existing SF uses. SF-5 or more restrictive SF zoning categories should be used according to the prevailing lot size and building standards.
- (2) Continue existing multi-family residential uses with appropriate MF zoning coverage, considering opportunities to increase compatibility with adjacent SF uses and zoning districts through other combining district controls and incentives. Losses of existing SF housing stock within existing neighborhoods should be minimized through re-focusing new MF development opportunities within mixed-use development corridors offering convenient public transit and pedestrian linkages. Where current multi-family zoning designations cover substantial areas of existing single family residential uses that are to be preserved and strengthened, the coverage of the multi-family zoning should be reduced.



- (3) Enclaves of existing non-residential uses within SF neighborhoods—including local retail, offices, churches, or other community services—should receive the most flexible residential or non-residential zoning coverage which will allow continuance and upgrading of these supportive uses while addressing existing functional and environmental compatibility issues. Areas currently zoned industrial near the southeastern boundary of the study area should be restricted and brought into conformance with the adjacent residential uses shown on the proposed land-use map.
- (4) The Master Plan land use policy calls for the greatest degree of new growth and intensification of site re-uses in transit-oriented, mixed-use access corridors. These include: the East 11<sup>th</sup> and East 12<sup>th</sup> Street corridors covered by the CRP redevelopment focus; the immediately adjacent IH-35 frontage properties, and other important traffic corridors crossing or bounding the Master Plan area, such as East 15<sup>th</sup> Street, East 7<sup>th</sup> Street, Rosewood Avenue, and Chicon Street. Major redevelopment and land-use modernization opportunities will be focused on the vacant land, obsolescent commercial/industrial uses, and low-density site uses in these prime access corridors. Objectives for new jobs, small business opportunities, improved commercial services for community-based and Downtown users, and expansion of the multi-family housing stock and population base will be served through the designated commercial, multi-family, and mixed-use development. The mixed-use designations allow combinations of multi-family residential with other commercial uses in alternative patterns of low-, moderate-, and medium-F.A.R. density. The overall thrust of these planned growth corridors is intended to support *Smart Growth* goals for transit-oriented, pedestrian-friendly development, which strengthens the economic vitality of the urban core and its property tax base. Future base zoning district coverages should provide flexible options for project re-uses and average densities consistent with land use policy intentions. At the same time, choices of revised base zoning districts should reflect the different means that could be used in each corridor and sub-area to achieve economically feasible projects and environmental compatibility.

In the IH-35 Frontage area, the Master Plan's preferred site re-use programs (as well as alternative market-determined re-uses) should be permitted through an extension of the Downtown Mixed Use (DMU) district to include the areas between East 12<sup>th</sup> Street and East 9<sup>th</sup> Street.. The DMU classification is intended for areas on the periphery of the downtown CBD and is intended to serve as a transition from the commercial core to surrounding districts. Conversion of the IH-35 Frontage Road to DMU zoning would allow the widest possible opportunity for market driven development while protecting the commercial development on East 11<sup>th</sup> and East 12<sup>th</sup> Streets. Development regulations of the DMU classifications permit combinations of office, retail, commercial, and residential uses within a single development. The extension of the DMU classification to the eastern side of the IH-35 Frontage Road should help to span the "economic barrier" of the interstate and bring more economic development to the Central East Austin area. The DMU classification should allow for general commercial and/or mixed-use development which should help to provide a link to Downtown users and also help to develop a community-wide market orientation for this area of Central East Austin. However, the current transportation infrastructure is insufficient to support development currently permitted under the DMU FAR of 5.0. Because of the potential impact to the surrounding neighborhood, NCCD amendments for IH-35 should address FARs and other controls such as height, setback, traffic plans, buffering, and site plan review. (see Figures 3-6 - 3-9).

Within the East 11<sup>th</sup> and East 12<sup>th</sup> Street corridor, zoning districts should conform with specific site re-use objectives and controls which will be implemented through public property disposition, design review/approval, and long-term development covenants (see Part 4.0).

The remaining segments of the proposed mixed-use growth corridors should be provided with base zoning district coverages which allow wide latitude for market-determined site and building re-uses, including ample provisions for conformance of additions and renovations of existing buildings and new infill construction. Local and general commercial, mixed-use, and multifamily zoning designations should be determined on the bases of site-specific studies during the formal re-zoning enactment process. It is anticipated that suitable overlay district development incentives and controls should be applied in these corridor segments in order to promote transit-oriented, pedestrian-friendly development, flexible parking and service access solutions, and design compatibility with adjacent SF neighborhoods. Again, specific development projects should be subject to design guidelines and site plan review.

### **CURE Overlay Modifications**

As previously noted, the City's CURE district development incentives, first enacted by ordinance in early 1996, represent a valuable resource for encouragement of private redevelopment initiatives within eligible sectors of the Master Plan/CRP target area. The basic purpose of CURE—the "Central Urban Redevelopment Combining District"—is to provide incentives-based flexibility of development standards and waivers from development fees as defined in various zoning districts and provisions of the City of Austin Land Development Code (LDC).

CURE operates as an overlay district for other base zoning districts. Developers within the pre-determined eligible areas may apply for re-zoning to CURE in conjunction with an existing zoning district in order to increase permitted building height, reduce setbacks, or request fee waivers; if the existing base zoning does not allow certain land uses, the applicant may seek re-zoning to CURE in combination with the first alternative zoning district in which the preferred use is permitted. Approvals for such re-zoning applications and CURE incentives are subject to various public reviews involving relevant City departments, boards and commissions; approvals are not automatic.

The City's review and approval of the Master Plan/CRP Report and proposed implementation framework offers an excellent opportunity to refine the current provisions of the CURE legislation to increase its impact as a tool for achieving *Smart Growth* Initiative goals, both within the Downtown CBD and the East Austin DDZ. Recent proposals in this direction were offered in a "CURE II Initiatives" report prepared by the Real Estate Council of the Austin, Inc., which was responsively reviewed by the Downtown Commission and its Codes and Ordinances Committee. In brief overview, the thrust of CURE ordinance amendments advanced by the Real Estate Council and endorsed by the City Commission should accomplish the following changes in the LDC: (1) additional LDC reductions of parking requirements and facility design standards; (2) new options for achieving life safety and restroom requirements within small projects and existing building renovations; (3) new flexibility for street front design and materials solutions for awnings, sidewalks, lighting, etc.; (4) elimination of requirements for detention and filtration, increased ratios for impervious cover, and greater encouragement of developer landscaping and irrigation in the right-of-way; and (5) reinstatement of the option for property tax abatement for downtown residential projects.

Other important proposals were endorsed for improving efficiency and reliability of development and decision-making processes within the CURE area. The main points included: (1) creation of a "Downtown Expeditor" position to facilitate processing of building permits, site development plans, and related approvals for CURE projects; (2) enhancement of the City's "one-stop" project submittal and review

process by reducing the number of qualified review staff and increasing accountability for approvals; and (3) elimination of out-moded utility easements in old rights-of-way, as well as obsolescent land development controls in old urban renewal plan areas. This Master Plan/CRP report fully endorses the CURE II ordinance amendments and provisions for enhancement of the project review and permitting process which have been advanced by the Real Estate Council and Downtown Commission. The Master Plan recommends the following:

- (1) Approval of CURE-related ordinance amendments and development process enhancements as previously advanced by the Real Estate Council and endorsed by the Downtown Commission.
- (2) Formal extension of the eligible CURE program boundaries to cover the areas on the east frontage of IH-35 and between East 12<sup>th</sup> Street on the north and East 7<sup>th</sup> Street on the south—i.e., the area identified as the “Major Redevelopment Opportunity Area” in Section 3.2 of this report.
- (3) Make all private redevelopment investment projects in the East 11<sup>th</sup> and East 12<sup>th</sup> Streets CRP target area automatically eligible for all CURE-related zoning incentives and fee waivers, especially where such projects emanate from formal RFP, developer selection, site plan approval, and property disposition procedures under the previously approved redevelopment plan.
- (4) Recognize pre-qualified, community-based development organizations, such as ARA or neighborhood CDC's, as directly concerned co-applicants and partners in CURE-related, re-zoning applications and the subsequent implementation of projects benefiting from any incentives approved by the City.
- (5) In keeping with the City's *Smart Growth* Initiative, create and promulgate specific guidelines for relevant revitalization project applications and evaluation procedures where developers require leveraged financial assistance from the City and/or other agencies. Within the Downtown CBD, such guidelines might exclusively relate to approved CURE projects, but within the Master Plan/CRP target area, community-based organizations and private developers needing reasonable levels of financial participation from the City and other agencies will be operating both within and outside of eligible CURE program areas.

The current boundaries for the CURE district are shown in Figure 3-12. While the main focus is on the Downtown CBD, a series of eligible development corridors extend into the East Austin community along major transportation routes associated with older commercial and industrial development. As specifically related to the Master Plan/CRP target area, the eligible land use corridors of M.L. King, Jr. Boulevard (East 15<sup>th</sup> St.) and East 7<sup>th</sup> Street run from IH-35 on the west to Chicon Street on the east; other areas run along East 12<sup>th</sup> Street and East 11<sup>th</sup> Street/Rosewood Ave. as far east as Poquito Street. The CURE combining district also offers increased flexibility for meeting parking requirements in off-site facilities, as well as reduced parking standards for certain uses. These revised parking requirements are available to all developments within the district without a zoning change. In keeping with the transit-oriented concepts of Smart Growth and the efforts of Capital Metro to make East 11<sup>th</sup> Street a more pedestrian friendly environment, the parking provisions of the NCCD and CURE as they are applied to potential 11<sup>th</sup> Street Subareas, should be further amended to allow for shared community parking similar to what is allowed under Downtown Mixed Use (DMU) zoning. Under CURE, parking provisions for CBD and DMU zoning currently allow for approximately 20% of the number of parking spaces normally required and no more



than 60% of the number normally required. The 60% limit may be exceeded if all parking is contained in a parking garage or the excess parking is approved by the Planning Commission.

The amended parking requirements should also include companion provisions to restrict commercial on-street parking on neighborhood streets. Such provisions would include residential parking permits, no-parking signage, and strict towing enforcement of non-permitted cars in residential areas.

### **NCCD Overlay Modifications**

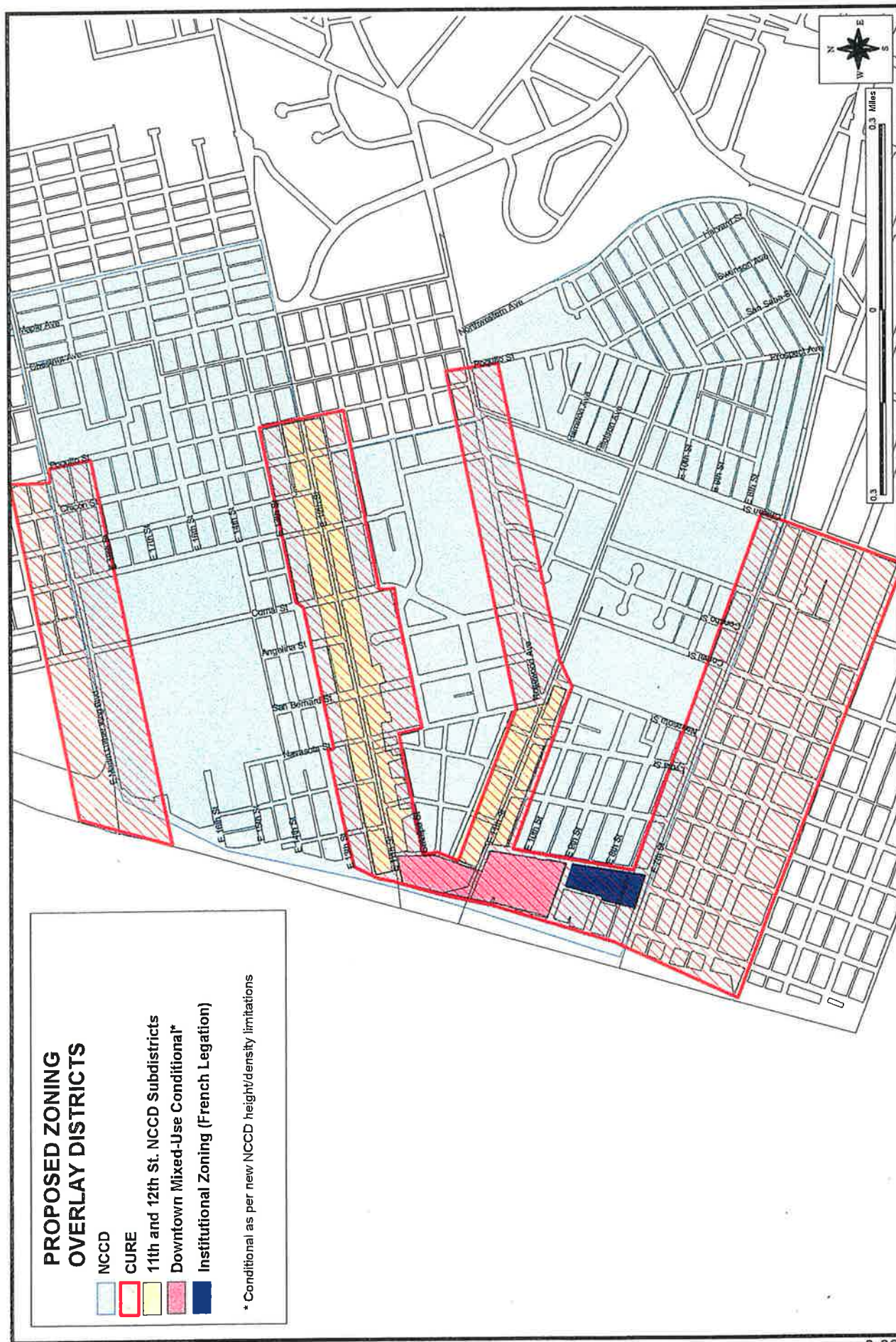
As previously noted, the City's "Neighborhood Conservation Combining District" ("NCCD") legislation represents a valuable tool for the encouragement of appropriate preservation, conservation, and redevelopment activities within many sub-areas of this Master Plan/CRP target area. Operating as an overlay zoning district to the various base districts to be conformed with land use and Subarea improvement policies of this Master Plan, a sensible application of NCCD environmental design incentives will clearly enhance the effectiveness of detailed Subarea planning and project-specific investment projects.

The proposed coverage for an expanded application of NCCD benefits is shown in Figure 3-13. The NCCD overlay district should encompass the eleven Subareas which comprise the Private Reinvestment Support Area and the CRP (Figure 3-7). As shown in the accompanying NCCD boundary map, all Subarea improvement strategies identified in the map and texts of Section 3.1 should have corresponding NCCD overlay sub-districts. Specific NCCD zoning incentives, development controls, and Subarea planning and design guidelines should be established within these sub-districts during the overall revised zoning conformance process to follow City Council approval of the Master Plan policy guidelines. Overall, the groundwork for the East 11<sup>th</sup> Street Subdistrict has been completed in the form of the existing NCCD (Subdistricts 1 and 2). Therefore, it is proposed the existing NCCD (Subdistricts 1 and 2) be retained with the exception of the following modifications:

- The following uses would be prohibited under the revised NCCD: liquor stores, cabarets, massage parlors, auto repair shops, and pawn shops.
- Overlay of Project Controls outlined for each Project Area shown in Figures 4-5 to 4-26 such as parking requirements, FARs and height restrictions.

In practice, an expanded NCCD would simply require modification to the existing NCCD for 11<sup>th</sup> Street and the creation of other Subdistricts, including 12<sup>th</sup> Street, for the rest of the Master Plan study area. The following principles should be emphasized:

- (1) Flexibility for satisfying parking requirements of base zoning districts, including off-site facility leasing and sharing, as well as community parking space solutions.
- (2) Flexibility for meeting impervious site coverage standards, on-site detention requirements (or in-lieu payments), and landscaping, especially for non-residential and multi-family new construction projects and major renovations/additions. Sub-area improvements of open space, area-wide detention provisions, and drainage facilities should be encouraged.
- (3) Minimum lot size standards required within SF residential zoning districts should be relaxed in order to enhance opportunities for older housing rehabilitation/additions and compatibly designed/sub-divided infill construction. Streets/walks repairs and right-of-way landscaping should be encouraged in areas with pre-existing small lot subdivision.
- (4) Flexibility with regard to base zoning set-back requirements should be provided for many existing residential and non-residential uses where new infill construction and major renovations/additions are



**Figure 3-13: Proposed Zoning Modifications**

anticipated. Pedestrian-friendly design of building/street relationships and appropriate landscaping, lighting, and traffic safety improvements should be encouraged.

- (5) Within major growth and land use modernization corridors, as well as non-residential use enclaves within SF neighborhoods, area- and project-specific site development incentives and controls should be established. On one hand, these provisions should operate toward the protection of adjacent SF neighborhoods through building height, set-back, landscape buffering, and controls of service access and off-street parking. On the other hand, opportunities for economic building renovations/additions, new construction, and site development modernization should be enhanced through grants of average site density premiums and added flexibility for appropriate site and building designs. In general, generic LDC "compatibility standards" which deal with conflicts between adjoining zoning districts should be waived in favor of more appropriate solutions through intelligent project design and site plan review and approval procedures.

The establishment of a comprehensive NCCD overlay district throughout the Private Reinvestment Support Area should be accompanied by the City Council's amending the existing "East 11<sup>th</sup> Street Neighborhood Conservation Combining District," which was originally established by the City Council in 1990. The location and scope of this prior NCCD overlay is shown in Section 3.1 (Figure 3.11), along with other existing zoning coverage information. The prior NCCD covers only one part of the CRP target area (East 11<sup>th</sup> Street/Rosewood Ave.) as well as the long-vacant properties on the IH-35 frontage south of East 11<sup>th</sup> Street. This limited coverage does not provide sufficient benefits for the larger area encompassed within this Master Plan/CRP area.

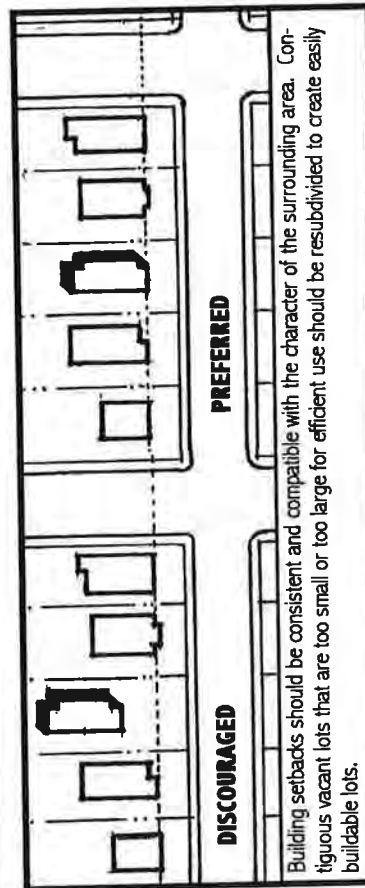
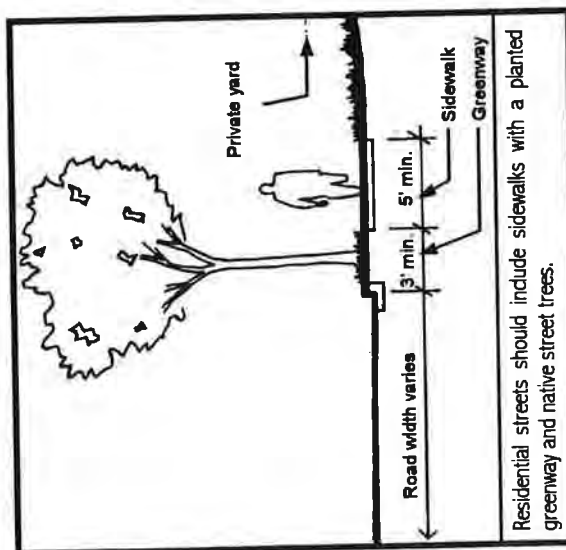
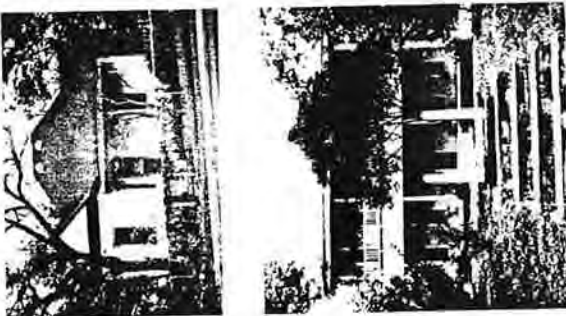
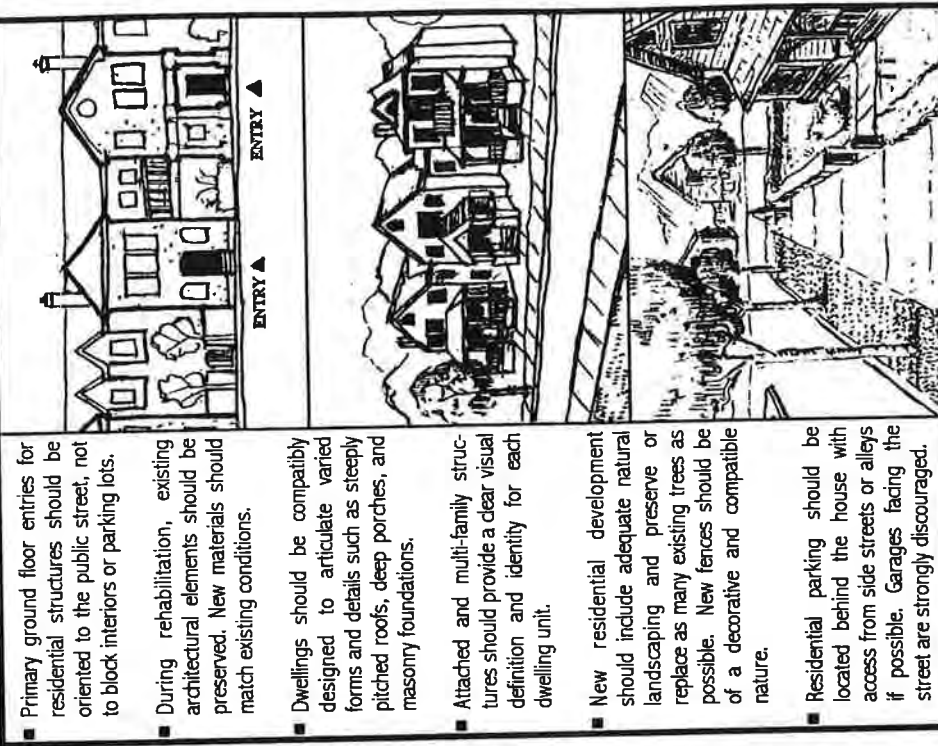
The City Council's enactment of a new NCCD overlay district should be accompanied by related measures to simplify and expedite project review and permitting processes within the affected sub-areas. It will also be important to define mechanisms for coordinating the employment of the special CURE program incentives with the applications of sub-area and site-specific development controls defined through the NCCD ordinance in that the two overlays should overlap in several key areas. In addition, the specific City policy measures for enhancement and expediting of project review and permitting procedures, which have been endorsed by the Downtown Commission for the CURE program (as discussed above) should be considered equally applicable to the remaining areas of the NCCD district. Finally, it is here recommended that pre-qualified, community-based development organizations (such as ARA and neighborhood CDC's) should be recognized as co-applicants and partners for the planning and execution of projects that benefit from the NCCD ordinance.

All of the zoning district revisions discussed in this section are recommended for enactment in a comprehensive manner parallel with the approval process for the CRP. It is here recommended that the City Council establish an early schedule for completion of zoning conformance with Master Plan policy guidelines and assign dedicated task forces to accomplish the technical, legal, and public review tasks.

### **3.4 Community Design Guidelines**

The Community Design Guidelines detailed on the following three Figures (Figure 3-14, 3-15 and 3-16) are intended to establish general standards for new development, regardless of where within the Master Plan area it occurs. The Guidelines represent fundamental principals of good urban design and are intended as development tools for interested developers. In addition, they can serve as a general checklist for reviews of new development projects by the Community Redevelopment Council.





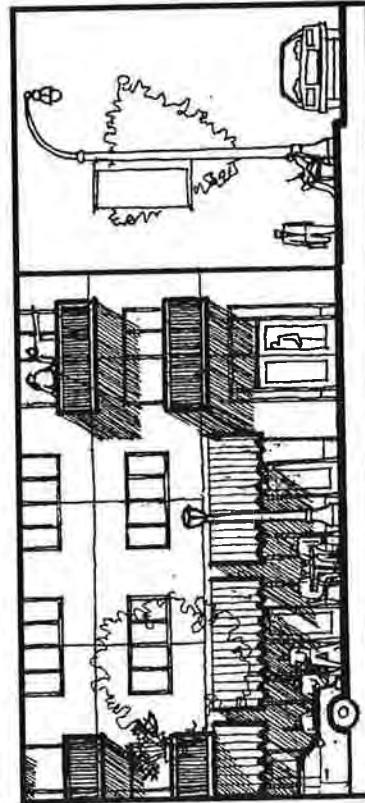
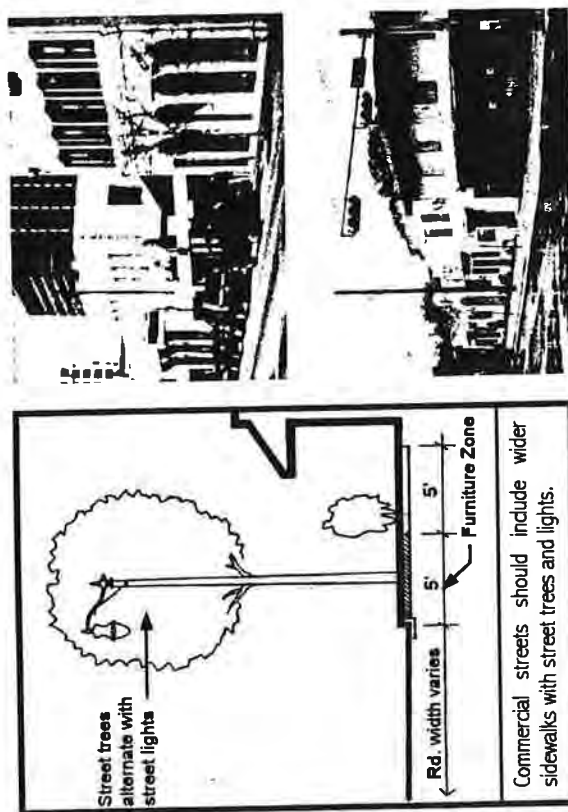
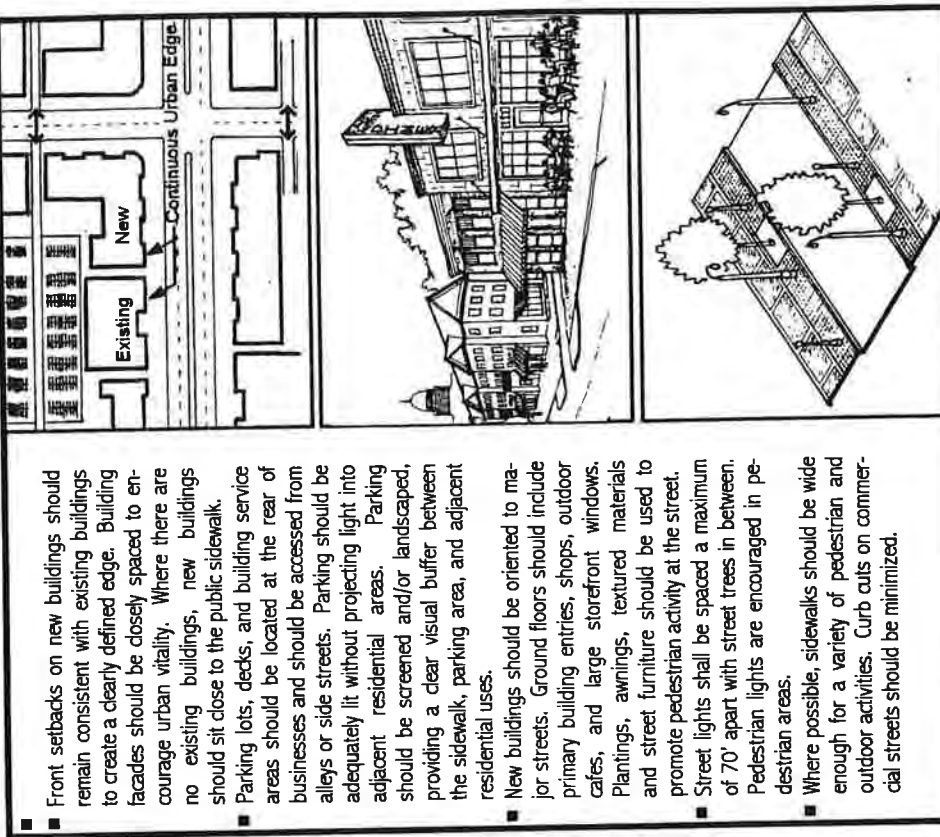
**The design of new residential buildings should be compatible with the historic character of East Austin in terms of architectural massing, materials, details, orientation to the street, and the transition from the street to the yard, porch, and house.**

**Figure 3-14: Design Standards**

**NEW VISIONS OF EAST AUSTIN: Master Plan and East 11th & 12th Streets CRP**

# RESIDENTIAL

**Austin Revitalization Authority**



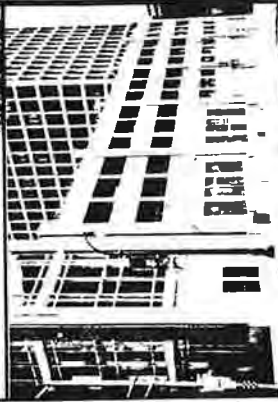
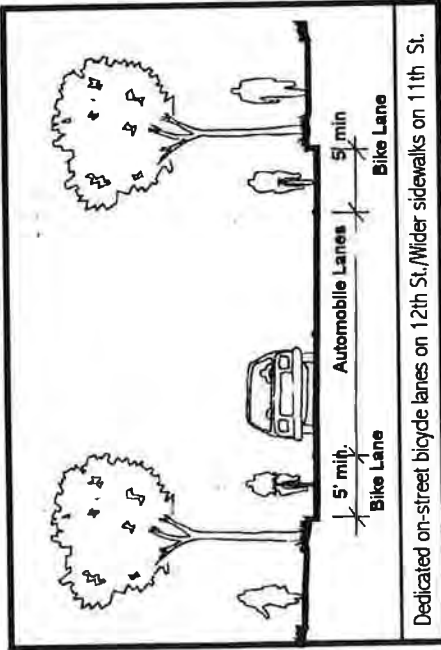
**New commercial and other non-residential buildings should be compatible in scale, character, material, and detail with existing historic buildings in the area. New buildings should activate the street by creating a dynamic, quality, urban environment.**

# NON-RESIDENTIAL

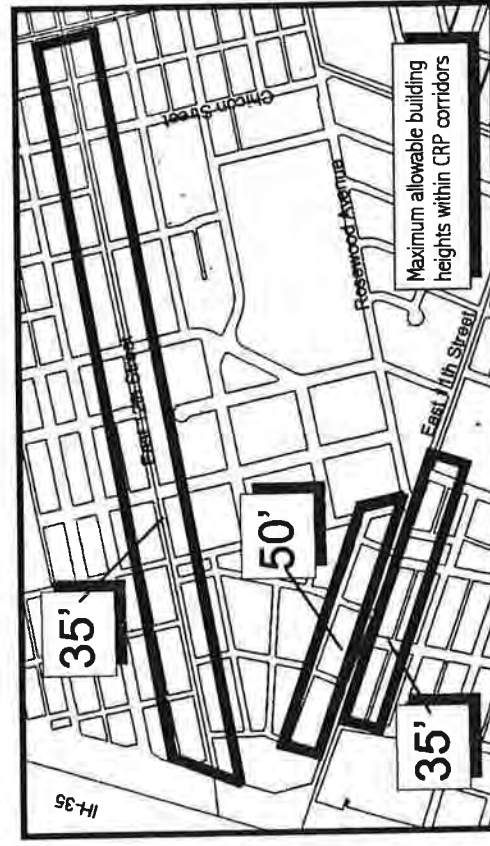
**Figure 3-15: Design Standards**

**Austin Revitalization Authority**

**NEW VISIONS OF EAST AUSTIN: Master Plan and East 11th & 12th Streets CRP**



- New development should seek to provide continuous or closely spaced facades that define an urban edge to the street while also allowing opportunities for clear views to the downtown skyline and Texas state capitol building.
- Community or shared parking arrangements are encouraged and should be facilitated through formal parking management plans.
- If decked parking is required, it should be articulated with materials and openings to look like buildings and should not be directly accessed from 11th or 12th Streets.
- Unified streetscapes should be developed on 11th and 12th Streets to encourage a pedestrian friendly environment. They should include: native street trees, decorative lighting, planters, benches, decorative pavers, wider sidewalks, public signage for wayfinding/information and banners celebrating the East Austin community. Where possible, overhead utilities should be removed or relocated to the rear.
- Open spaces should be designed with native materials to enliven the public environment by providing space for social interaction and pedestrian traffic. Public art should be provided at key locations.



**In addition to complying with the residential and non-residential design standards, the East 11th and 12th Street redevelopment areas should further be designed as the primary focus of the East Austin community.**

# REDEVELOPMENT AREAS



The Guidelines are broken out into three general categories—Residential Standards, Commercial Standards, and Redevelopment Area Standards. Within the residential areas, an attractive and functional pedestrian environment should be created, buildings should have consistent setback, services and parking should ideally be located to the rear of housing; housing should face the street, and new development should be consistent architecturally with existing structures, such as similar roof angles, building materials, provision of porches, etc.

In commercial areas, attention should be focused on creating attractive, dynamic, and functional pedestrian environments with a greater capacity than residential areas. Lighting levels should in general, be more intense, with the provision of decorative light standards, if possible. Effort should be given to locating service functions, including loading, trash pickup, and parking, to the rear of structures.

Finally, the CRP areas have been the subject of more detailed discussions on design standards. A mix of transportation modes is desired, including bicycles; height limits should be established; new buildings should reflect an appearance compatible with existing structures; landscaping of all public spaces including parking lots and sidewalks is critical; parking decks should be designed attractively, and public art should be encouraged at appropriate locations.

### **3.5 Master Plan Policies, Programs, and Procedures**

This section defines existing and proposed development incentives and administrative controls which will guide the City of Austin, community-based organizations, and private developers in the planning and implementation of private property improvements and reinvestment projects for each Subarea (Table 3-4).

Redevelopment in Central East Austin will require an unusually broad and vigorously pro-active development implementation policy by the City of Austin and other community partners. This subsection defines programs designed to leverage the City's programs and funding resources for capital improvements, affordable housing, economic development, and historic facilities conservation by securing expanded partnership commitments from local and state governmental bodies, the private lending community, corporate donors, and other private interests. The following general principles for successful, business-like planning and implementation of private development should guide efforts of the City and community-based organizations.

- **"Critical-mass" Marketing and Targeting of Investment.** Development priorities should be identified and implemented through parallel initiatives in each Master Plan Subarea, in orderly phasing sequences which balance both internal consumer needs and city-wide market opportunities. The targeting of "critical masses" of private and public initiatives in feasible local concentrations while working in parallel Subareas will gradually build increased private consumer and investor confidence in the Central East Austin real estate market. The level of required public development assistance and cost-sharing for private projects should diminish over time.
- **Public/Private Investment Leveraging.** The offerings of private development financing or technical assistance from the City of Austin and other public resources should typically follow the business-like principle of requiring leveraged project investment commitments from developers, lenders, and the ultimate buyers of improved facilities. This principle of public-private leveraging is in distinct contrast with the traditional concepts of heavy public subsidies which were associated with East Austin urban

**Table 3-4: Subarea Characteristics, Action Strategies and Tools**

MASTER PLAN SUBAREAS		APPLICABLE MASTER PLAN PROGRAMS
<b>11th Street Corridor</b>	<b>Subarea 7</b>	<ul style="list-style-type: none"><li>● Full redevelopment plan tools/strategies (See Part 4.0)</li><li>● Master Plan Zoning Changes</li><li>● Urban Blight Remediation</li><li>● Housing Development Assistance</li><li>● Economic Development Assistance</li><li>● Historic Resources Conservation and Re-Use Actions</li><li>● Capital Improvement Program Actions</li></ul>
Low-Density Mixed-Use Corridor Number of Parcels: 68 Parcel Area in Acres: 9.6		
<b>12th Street Corridor</b>	<b>Subarea 4</b>	<ul style="list-style-type: none"><li>● Full redevelopment plan tools/strategies (See Part 4.0)</li><li>● Master Plan Zoning Changes</li><li>● Urban Blight Remediation</li><li>● Housing Development Assistance</li><li>● Economic Development Assistance</li><li>● Historic Resources Conservation and Re-Use Actions</li><li>● Capital Improvement Program Actions</li></ul>
Low-Density Mixed-Use Corridor Number of Parcels: 117 Parcel Area in Acres: 23.3		
<b>Swede Hill</b>	<b>Subarea 1</b>	<ul style="list-style-type: none"><li>● Master Plan Zoning Changes</li><li>● Urban Blight Remediation</li><li>● Housing Development Assistance</li><li>● Economic Development Assistance</li><li>● Historic Resources Conservation and Re-Use Actions</li><li>● Capital Improvement Program Actions</li></ul>
Historic Single-Family Community Number of Parcels: 303 Parcel Area in Acres: 53.2		
<b>Cemetery/Oakwood</b>	<b>Subarea 2</b>	<ul style="list-style-type: none"><li>● Historic Resources Conservation Actions</li></ul>
Historic Cemeteries Number of Parcels: 2 Parcel Area in Acres: 57.9		
<b>Chestnut Addition</b>	<b>Subarea 3</b>	<ul style="list-style-type: none"><li>● Master Plan Zoning Changes</li><li>● Urban Blight Remediation</li><li>● Housing Development Assistance</li><li>● Economic Development Assistance</li><li>● Historic Resources Conservation and Re-Use Actions</li><li>● Capital Improvement Program Actions</li></ul>
Historic Single-Family Community Number of Parcels: 395 Parcel Area in Acres: 65.9		
<b>Robertson Hill</b>	<b>Subarea 5</b>	<ul style="list-style-type: none"><li>● Master Plan Zoning Changes</li><li>● Urban Blight Remediation</li><li>● Housing Development Assistance</li><li>● Economic Development Assistance</li><li>● Historic Resources Conservation and Re-Use Actions</li><li>● Capital Improvement Program Actions</li></ul>
Historic Single-Family Community Number of Parcels: 192 Parcel Area in Acres: 33.4		
<b>Kealing</b>	<b>Subarea 6</b>	<ul style="list-style-type: none"><li>● Master Plan Zoning Changes</li><li>● Urban Blight Remediation</li><li>● Housing Development Assistance</li><li>● Economic Development Assistance</li><li>● Historic Resources Conservation and Re-Use Actions</li><li>● Capital Improvement Program Actions</li></ul>
Historic Single-Family Community Number of Parcels: 82 Parcel Area in Acres: 40.6		
<b>IH-35 Corridor</b>	<b>Subarea 8</b>	<ul style="list-style-type: none"><li>● Master Plan Zoning Changes</li><li>● Urban Blight Remediation</li><li>● Housing Development Assistance</li><li>● Economic Development Assistance</li><li>● Capital Improvement Program Actions</li></ul>
Low-Density Commercial/Vacant Number of Parcels: 41 Parcel Area in Acres: 10.72		
<b>GAIN</b>	<b>Subarea 9</b>	<ul style="list-style-type: none"><li>● Master Plan Zoning Changes</li><li>● Urban Blight Remediation</li><li>● Housing Development Assistance</li><li>● Economic Development Assistance</li><li>● Historic Resources Conservation and Re-Use Actions</li><li>● Capital Improvement Program Actions</li></ul>
Historic Single-Family Community Number of Parcels: 165 Parcel Area in Acres: 33.3		
<b>State Cemetery/HTC</b>	<b>Subarea 10</b>	<ul style="list-style-type: none"><li>● Historic Resources Conservation Actions</li></ul>
St. Cemetery/Huston-Tillotson College/Vacant Number of Parcels: 54 Parcel Area in Acres: 42.9		
<b>Blackshear/Prospect Hill</b>	<b>Subarea 11</b>	<ul style="list-style-type: none"><li>● Master Plan Zoning Changes</li><li>● Urban Blight Remediation</li><li>● Housing Development Assistance</li><li>● Economic Development Assistance</li><li>● Historic Resources Conservation and Re-Use Actions</li><li>● Capital Improvement Program Actions</li></ul>
Historic Single-Family Community Number of Parcels: 848 Parcel Area in Acres: 130.46		

SOURCE: FCCD+R Survey, Crane Urban Design Team

**NOTES**

- 1) For a full description of most Master Plan Programs see text in Section 3.3 and 3.5; see Section 3.1 for a description of proposed public/capital improvements
- 2) See Figure 3-5 for Subarea boundaries

renewal projects initiated in the 1950-74 period, and it is consistent with the City's current housing and economic development assistance policies. The ratios of public-private cost-sharing in early phase improvement programs could vary widely, from 1:1 for an elderly home owner rehabilitation project, up to 1:3 or 1:4 for a mixed-use economic development project along the East 11<sup>th</sup> Street corridor.

- Returns for the City and East Austin Community It is also logical to expect that all assisted private development will yield benefits for the general taxpayers, the East Austin community, and other public interests. Benefits to be secured will include: improved existing and new housing with adequate periods of protected affordability for owners and tenants; ear-marked jobs and small business opportunities for residents; enhanced commercial facilities and services; and strengthened development assets and capacities for community-based organizations. From the perspective of the City and other governmental taxpayers, virtually all private development assistance and related infrastructure outlays should be expected to generate commensurate gains of assessed property values and annual tax revenues, as well as other economic pay-backs. As a general rule, City assistance for private reinvestment should emphasize recoverable low-cost loans and loan guarantees, instead of outright grants. Recycling of Master Plan area project loan funds for new project allocations within the area should be considered by the City in its normal budget process.

The following is a general listing and discussion of types of resources that could be applied to support the private construction and marketing agenda of different Master Plan Subarea strategies. Many of the identified sources and program mechanisms are believed to be available and "on-line" within the Austin development marketplace and eligible for application in the target area. Recommendations for new City of Austin policies and program initiatives are offered and options for additional private lender financing and corporate support of housing, economic development, and historic conservation initiatives are also defined in general terms.

### **Urban Blight Remediation**

As detailed in Section 1.4, the Central East Austin area contains evidence of blighting structural conditions, unoccupied structures, vacant land, and tax delinquency. Clearly, there are many sound structures and valuable parcels in most subareas of the Redevelopment Support Area, but the heavy incidences and distribution of blighting factors will be a major impediment to future marketing and sound private reinvestment in all Master Plan/CRP subareas if they are not addressed promptly and forcefully.

Part 4.0 defines the applicable programs and tools for blight remediation and planning enforcement controls in the CRP subarea. Four complementary blight remediation action programs and planning enforcement tools are defined below for the Redevelopment Support Area, including its seven Subareas. City policies and legal powers underlying these action programs and tools include: its regulatory power to protect the health, safety and welfare of the public; its fiscal powers to raise and collect taxes and provide public facilities and services; and other planning and community development assistance authority. The following are City policy guidelines for implementation of remedial actions and Master Plan conformance controls within the Redevelopment Support Area.

- **(1.) Code Enforcement, Rehabilitation and Demolition** Systematic and concentrated code enforcement programs will be conducted in each Subarea, based on interior inspections, to verify or modify earlier findings of field surveys of structural conditions. The first phase code enforcement may focus on



properties previously identified as dilapidated and hazardous. Where such conditions are verified, demolition orders will be issued; as a last resort, the City may effectuate demolition, relocate any occupants, and file a lien for its costs against the property. Additional systematic code enforcement phases will be focussed on structures that may require limited or substantial rehabilitation. Maintenance and rehabilitation work orders will be prepared on the basis of detailed interior/exterior inspections. Where required, rehabilitation financing assistance will be offered, taking into consideration the needs of owner-occupied and renter-occupied housing and non-residential structures. All Subareas should be scheduled for code enforcement programs on the basis of varied levels of need, completing all programs within a maximum of 3 years from the date of Master Plan approval.

- **(2.) Actions for Tax Delinquent Properties** Code enforcement inspections will be coordinated with the City and the Tax Commissioner for enforcement of unpaid taxes. Where properties are absentee-owned and present persistent problems of unpaid taxes and poor property maintenance, the City will seek the assistance of TCAD in forcing an auctioning of the property to alternative owners who are prepared to carry out appropriate improvements and improved conditions of owner-occupied or rental housing. The City will encourage and support community-based organizations in their efforts to acquire and undertake such improvements.
- **3.) Community-Based "Clean-and-Green" and "Paint-up/Fix-up"** The City will encourage community-based organizations and citizens to undertake early and continuing volunteer programs to enhance Subarea public environments and assist individual property owners with their maintenance initiatives. "Clean and green" programs will address pervasive problems of overgrown weeds and litter in vacant parcels, unoccupied structures, and poorly maintained rights-of-way. Selected vacant properties may be temporarily improved with the cooperation of owners for neighborhood gardens, open space, off-street parking, etc. Community maintenance efforts in the public rights-of-way will be coordinated with requests filed with appropriate City departments and private utilities for replacement of defective street lights, overgrown trees, and other urgent safety improvements. The City will support these efforts with solid waste collection, loans of tools and equipment, encouragement of support from private donors in the form of landscaping materials, loans of heavy equipment and operators, expert advice, and other in-kind contributions. "Clean-and-green" volunteer programs are intended to be interim measures for environmental/visual enhancement, pending the availability of financial resources for permanent improvements.

"Paint-up/fix-up" volunteer programs will be encouraged primarily for the benefit of elderly or handicapped homeowners with their limited rehabilitation and maintenance needs, especially as identified through the City's code enforcement inspections. Much of the volunteer work will focus on exterior site maintenance, minor repairs, and painting of building exteriors. If required, interior improvements for electrical, plumbing, fixtures, and repair of other unsafe conditions will require more skilled labor and materials than can be provided by community-based volunteers. To the extent that any skilled work or material exceeds the financial capability of the homeowner, the City will support community-based appeals for funds or in-kind contributions from private donors and/or the City. The "paint-up/fix-up" programs for elderly or handicapped owners will generally precede the City's rehabilitation financing assistance for projects requiring higher-cost repairs and leveraged private loans.

- **4.) Land Use Plan and Zoning Conformance Controls** The City should undertake vigorous and equitable actions to promote timely and orderly rehabilitation and permanent construction in vacant real estate parcels and other blighted properties. These initiatives will be predicated on conformance of property uses and permanent improvements with the Land Use Master Plan policies outlined in Section 3.1, and the subsequent enactment of base zoning district modifications, in accordance with guidelines defined in Section 3.3.

Under an aggressive strategy of ensuring Master Plan conformance, the City of Austin could enact procedures aimed at bringing all properties in conformance with Master Plan objectives. The first step will be a detailed inventory of vacant sites and owner intentions for re-users and scheduled improvements, and similar inventories of obsolescent and non-conforming building parcel uses and owner plans. The City could then negotiate terms of written letters of intent with owners of all such non-conforming properties, setting forth proposed timetables and scopes of planned improvements and/or property transfers to third parties. The City's contingent development assistance may be offered to property owners as a part of the executed letters of intent. The inventories and contractually binding letters of intent should be completed within a maximum of 18 months from Master Plan approval by the Mayor and the City Council, or within six months of the enactment of base zoning changes, whichever date is later.

In the event that terms of agreement for scheduled permanent improvements are not met by the owners, or successors to the property ownership, the City will give written notice of intent to enforce the conforming agreement. If owners of non-conforming properties persistently fail to comply with the conformance order on a timely basis, the City will have legal cause for pursuing a court order to enable fair market value acquisition and permanent improvements of the property through alternative qualified investors/developers.

### **Housing Development Assistance**

The diverse and creative program mechanisms for affordable housing, financial, and technical assistance offered by the City through its Neighborhood Housing and Community Development Office will be the most important resource for implementing rehabilitated and new housing construction projects within the Master Plan area. The City's "1997-98 Annual Consolidated Plan ("CHAS")" indicated that funding of just over \$13.1 million should be available on a city-wide basis for affordable housing and community development. Most of the funding (\$12.1 million) came from federal entitlements for Community Development Block Grant (CDBG) and Home Investment Partnerships Program (HOME) monies, including local HOME matching monies, reprogrammed/unspent entitlement funds from prior years, and recycling of CDBG and HOME loan repayments. Two smaller and more specialized federal sources for 1997-98 included the Emergency Shelter Grant Program (ESG) and the HOPWA Program for AIDS-related housing.<sup>1</sup>

The majority of the City's federal resources are usually committed for affordable housing assistance, but the more flexible CDBG program funding is also used for economic development and public facilities support.

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<sup>1</sup> Final staff recommendations for the City's Consolidated Plan (CHAS) in the upcoming 1998-99 fiscal year are based on similar categorical sources of federal funding, while reflecting limited changes in amounts and local program allocations.

The City's current policy for allocation of housing assistance gives priority to projects serving low-income households earning less than 80% of the median family income for households of comparable size in the Austin metropolitan area.

In 1997-98, three on-line City programs, based on CDBG and HOME funding, anticipated production of 198 new and rehabilitated units for rental on a city-wide basis. These programs included support for community-based development organizations (CBDO's) and private developers to engage in property acquisition, relocation, rehabilitation, and new construction activities; leveraged private financing was required for the assisted projects. The rental programs also included tenant-based assistance for homeless persons. Greater priority was assigned to the rehabilitation and new construction of owner-occupied housing, with a total of 1,527 units programmed for production in "Primary Targeted Neighborhoods," through five on-line City programs. These programs included mechanisms for: direct assistance to existing low-and moderate-income homeowners for rehabilitation, reconstruction, or new construction; assistance to developers and community organizations for producing new and rehab units for purchases by first-time, low-and moderate-income homebuyers; a down payment assistance program for first-time homebuyers in the city-wide housing market; and a home maintenance program to support emergency repairs and architectural barriers modification.

The 1997-98 CHAS incorporated several owner-occupied housing innovations to enhance both customer benefits and ratios of private investment leveraging. The "Single Family Loan Program" assistance for existing homeowner rehab projects included options of outright grants or deferred payment loans on very favorable terms. HOME program support for pre-qualified CHDO organizations allowed increased flexibility to rehab existing homes, build new units, or provide/operate rental or rent-to-own units. Through the "Welcome Home Program", the City worked with other development agencies (e.g., the Austin Housing Finance Corporation) to acquire/rehab and relocate existing units or build new units on vacant sites and make them available to first-time homebuyers, following the urban homesteading concepts of private investment leverage and a mandatory 5-year occupancy. The "Down Payment Assistance Program" for first-time homebuyers in the city-wide market, first offered in 1991, provided up to \$2,000 per unit for 50% of the front-end down payment and closing costs, leveraging private equity, and debt financing in a remarkable 1:31 ratio.

Conditional exemptions from the City's water and wastewater capital recovery fee are provided to reinforce the affordable housing financing for new construction provided by the City and the Austin Housing Finance Corporation. This is consistent with federal funding program guidelines, which do not support costs of local impact fees. According to City Ordinance No. 97035-8, up to 500 new units per year can be granted this exemption through a city-wide application process; a larger number of long-term capital recovery fee exemptions are granted to six designated projects, among them the SCIP II residential redevelopment in the Master Plan area.

While the Central East Austin area includes some of the City's "Primary Targeted Neighborhoods" for affordable housing programs, the currently available federal and local matching funds and on-line programs will be very hard pressed to provide sufficient funding for sustainable levels of existing housing stock improvements with more stable ownership patterns, as well as supporting the goals and market opportunities for new housing construction and expanded population base. Recent marketability studies, undertaken for the Master Plan process, indicate potentials for annual absorption of 30-79 new single



family units for sale over a 15-year period, as well as 50-100 units of new rental units per year over the same period, but these projections are based on sustained levels of public/private programs for economic incentives and physical enhancement.

The following are conceptual/preliminary proposals for future funding initiatives, including refinements of current City programs and federal fund allocation practices and other steps to create more independent and flexible tools for housing development assistance:

- **(1.) Targeting of Existing Programs.** Annual targeting of the different program resources by Subareas to create “critical mass” production should result in tandem production of new infill and rehab units, emphasizing expanded ownership and rent-to-own opportunities for both current and new residents.
- **(2.) Leveraged Financing for Mixed-Income Projects.** The City should re-examine the household income eligibility constraints of funds derived from Federal programs and consider additional/effective ways to increase private developer and lending community initiatives to serve a wider range of household income groups, including middle and moderate-income households, as well as the low-income group preferences of the HOME, ESG, and HOPWA programs. The HUD CDBG program offers greater flexibility for a mixed-income orientation, particularly in formally designated “slum and blight areas”, such as the East 11<sup>th</sup> and East 12th Street CRP area. There is also opportunity for less restrictive funding of mixed-income projects based on program-related income assets from prior years of CDBG entitlement monies. A number of cities have taken advantage of such CDBG program-related assets to offer creative private first mortgage guarantees as a low-cost method of inducing below-market private lending for mixed-income projects.
- **(3.) Down Payment Assistance Program.** The City should consider effective ways to more sharply focus its down payment assistance for first-time homebuyers within Master Plan Subareas designated for neighborhood conservation and revitalization strategies -- as against the current emphasis on purchases of city-wide housing stocks.
- **(4.) Roles for Community-Based Partners.** The above proposals will not be successful without increased levels of responsible Subarea project planning and implementation follow-through from community-based CDC's and other non-profit institutions. Pre-qualification and designation of additional CHDO organizations within the Master Plan subareas might be considered as one possible step. However, the national experience in developing strong community-based partners for affordable housing and economic development programs points to the need for start-up operating budget support and technical assistance to enhance professional staff and decision-making board capabilities for periods of some years. The City may want to provide initial seed funding for organization capacity-building in the Central East Austin neighborhoods and encourage the recipients to seek additional start-up support from local foundations and corporations.
- **(5.) Local Tax Abatement for Residential.** This concept is intended to be fully consistent with recent business community recommendations for reinstatement of lapsed provisions of City Ordinance No. 960208-B (approved 2/8/96), which offered the option of a 10-year property tax abatement incentive for “Downtown Multi-family Residence Projects” within an area encompassing the Downtown CBD and portions of the East Austin community as far east as Poquito and Chicon Streets. (See May 1, 1998 report of the Real Estate Council of Austin, Inc. on the “CURE II Initiative” and endorsement of its

recommendations by the Downtown Commission on 5/13/98). This report also suggested that the City encourage Travis County to participate in the abatements. The lapsed City ordinance also provided for tax abatement options for "City-Sponsored Residential Projects," which were defined as new affordable housing construction sponsored by the City or the Austin Housing Finance Corporation, in which part of the hard costs of development are covered by federal CDBG or HOME program dollars. While the City Council may wish to reinstate the eligibility of such projects for tax abatement applications, an independent incentive for private housing developers that does not tie it to the restrictions of federal household income requirements, may be a more effective tool for promoting market-based housing unit mixes within the Downtown CBD, and other mixed-use revitalization corridors identified in this Master Plan. It is also suggested that the City also develop a tax abatement program for existing single-family residential homeowners. Such programs have been very successful in other cities by providing assistance, oftentimes in ten-year graduated increments, to homeowners who might otherwise be impacted by increased property taxes.

Beyond the City's existing and potential affordable housing assistance options, are several other potential resources that may be applicable for specialized Master Plan/CRP projects. These include:

- **(1.) Tax-free Mortgage Revenue Bond Financing for Mixed-Income Housing.** This is a useful option for below market construction and permanent mortgage financing for developers of housing for mixed-income household groups. Federal and state guidelines control the amounts of bonds that can be issued on an annual basis, as well as percentages of project units to be ear-marked for moderate-or low-income households. In the Austin area, the Austin Housing Finance Corporation has the authority to sell bonds and issue proceeds to private lenders for specific projects. The most likely demand for this tax free financing within the Master Plan area will be for new rental units built within mixed-use redevelopment corridors, including East 11<sup>th</sup> and East 12<sup>th</sup> Street projects and the proposed IH-35 frontage sites.
- **(2.) National/Regional Sources for Affordable Housing Finance.** These resources include elderly housing financing assistance agencies; mortgage guarantees and insurance services from FHA and the Federal Home Loan Bank Board; secondary money market agencies such as FNMA ("Fannie Mae"); and the Neighborhood Housing Services (NHS) technical assistance for community organizations involved in housing preservation and rehabilitation activities. The applicability of these programs will depend on the specific interests of Austin area lenders, developers, and neighborhood CDC's participating in Master Plan implementation activities. The mortgage insurance and guarantee programs offered by HUD/FHA to encourage private lender support for affordable housing rehab (HUD 203-K program) and new construction (HUD 203-B program) in areas of concentrated needs and abnormal lending risks are particularly important opportunities.

### **Economic Development Assistance**

The City of Austin offers several economic development assistance programs to meet the needs of commercial revitalization, small business development, and jobs in East Austin and other older communities; currently, the City's initiatives rely primarily on federal funding resources. The most ambitious program to date is the City's targeting of approximately \$9 million from the HUD Section 108 Guaranteed Loan Program to finance the first phase of commercial redevelopment in the East 11<sup>th</sup> and East 12<sup>th</sup> Street corridors. The Section 108 Loan application, approved in 1996, budgeted a full range of public

redevelopment costs as well as actual construction of up to 40,000 square feet of new commercial building space and small business development loans to be met with the loan funds.

A public-private partnership leveraged financing strategy is proposed in Part 5.0 in order to increase the amount and variety of new and renovated building space, small business assistance, jobs, and tax revenues that will be generated with the Section 108 monies. The leveraged City funding for private redevelopers could include second mortgage loans, increasing the security for first mortgage private lenders and generating repayments to the City that might be used for the Section 108 Loan debt service to reduce the call on future CDBG resources.

As indicated in the City's 1997-98 CHAS Report, approximately \$ 410,000 was allocated from CDBG entitlement funds for four smaller economic development assistance programs. These programs included: the Neighborhood Commercial Management Program, with public-private leveraging in the ratio of 1:1.6 to support small-scale commercial projects offering 36 jobs for low-income individuals; Microenterprise Technical Assistance, providing training and technical assistance for 60 small businesses, as well as workshops for previously assisted businesses; Microenterprise Lending, providing working capital and equipment for small businesses; and Community Development Bank funding to continue previous start-up operating support for a non-profit economic development assistance organization.

The Capital Metro transportation district has been another valuable public source of planning funds and construction funding for economic development projects, including a number of East Austin projects. Capital Metro joined with the City in funding ARA's Master Plan/CRP planning process. As previously indicated, Capital Metro has also garnered a Federal Transit Administration grant of approximately \$1 million for the East 11<sup>th</sup> Street pedestrian streetscape and will join the City in providing local matching funds to complete this project.

Additional initiatives designed to enhance skills training, jobs targeting, and related human/social services for disadvantaged residents of the East Austin community have been provided through efforts of the "East Side Story," a consortium of community-based organizations and other civic interests. Skills training programs have received help from the Austin Independent School District, University of Texas, Huston-Tillotson College, and the Austin Community College System. While some technical assistance and funding for these efforts has been provided by private industry and foundations, there is clearly a need for substantially increased support from the private sector.

The federal funds already committed by the City and Capital Metro offer powerful support for the initial commercial revitalization projects in the East 11<sup>th</sup> and East 12<sup>th</sup> Street corridors, but current on-line programs will not provide sufficient resources with which to finance public and private investment costs for on-going phases of redevelopment; further, there are no on-line economic development assistance mechanisms to support private market initiatives in other mixed-use development corridors identified in the Redevelopment Support Area.

In the recent discussions of its *Smart Growth* Initiative, the City has indicated its readiness to provide more pro-active financing support from discretionary local resources for projects which offer positive economic/fiscal returns to the City while increasing the competitive shares of regional economic growth within the Downtown CBD and other "Desirable Development Zones (DDZ's)". The further detailing of its *Smart Growth* financing strategies will provide an excellent opportunity for the City to challenge private



industry, Travis County, the State of Texas, and the higher education community to assume complementary program responsibilities for promoting sound economic growth within the urban core and addressing the longstanding economic and social disparities in the East Austin community. Fresh perspectives for such partnership efforts are offered in the recent study of the "*Next Century Economy*", which was privately funded and carried out by national consultants under the oversight of top regional leaders.<sup>2</sup>

The following are preliminary/conceptual proposals for complementary economic development program initiatives that could be offered by the City in close concert with private industry and financial institutions, as well as other local and state government authorities.

- **(1) Project-Specific Revenue Allocation Bond Financing** This program is intended to increase the City's discretionary financing capabilities for significant private commercial and mixed-use redevelopment projects which offer distinct property and sales tax revenue gains for the City and other taxing jurisdictions, as well as other benefits such as: new commercial services; small business and employment opportunities; and transit-oriented/pedestrian-friendly environmental enhancements. Funding initiatives should be predicated on firm, private investment commitments and public-private leveraging principles defined in front-end project development agreements. Funding purposes for this low-cost financing could include: private project "gap financing" in the form of subordinated second mortgage loans and guarantees for first mortgage lenders; public infrastructure, parking, and environmental enhancements directly associated with the private redevelopment; and/or support for other front-end expenses of property acquisition, relocation assistance, and site preparation in designated areas for public redevelopment initiatives such as the East 11<sup>th</sup> and East 12<sup>th</sup> Street CRP area.

The revenue allocation bond financing feature of this proposed program is related to experience in other cities with tax-free industrial revenue bond (IRB), financing offered under provisions of federal and state tax codes, as well as precedents in other Texas local government jurisdictions for the use of tax increment redevelopment revenue bond financing (i.e., TIF financing) for specifically targeted projects. In most of these precedents, the projected incremental tax revenues generated by the project, local general governments, as well as other debt service payments pledged by private redevelopers, are used as the security for bonds issued through qualified bond underwriters and sold to corporate or individual investors. Annual tax revenue increments beyond the original base amounts derived from the property, as well as developer payments, are deposited in a trust fund which manages debt service and amortization of the bonds, eventually returning any surplus to the supporting general government tax payers.

While the Austin City Council has been reluctant to establish a broad TIF redevelopment financing district for the Downtown area and portions of East Austin, as permitted under the Texas Local Government Code, Chapter 374, the more narrow project focus and leveraged public-private investment agreements featured in this revenue allocation bond mechanism offers more limited/predicable risks for the City and substantially increases the discretionary options for funding debt service requirements. The City Council may need to broaden its formal designation of the entire Master Plan area as a "blighted area" (as defined in Chapter 374) in order to undertake discretionary

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<sup>2</sup> "Next Century Economy, Sustaining the Austin Region's Economic Advantage in the 21<sup>st</sup> Century", a report for the Greater Austin Chamber of Commerce, April, 1998.

debt financing initiatives without a G. O. bond referendum. Wherever possible, the City should encourage Travis County to participate in local general government payments of annual tax revenue increments into a common trust fund and debt management agency.

This project-specific financing concept is offered as a direct response to the City's goals for the *Smart Growth* Initiative. The City of Austin has already developed a matrix for objective evaluation of potential projects.<sup>3</sup> The following additional principles for project eligibility and management of financial agreements are based on the successful national experience with leveraged public-private financing of economic development projects through the former HUD UDAG program and related Economic Development Administration grants; private developer and lender expectations for transactions with government funding are also given weight here.

- ☐ The revenue allocation bond financing should be offered as a pro-active, planning based implementation strategy. In the context of the Central East Austin Master Plan, a wide range of project uses, scales, and potential tax payer and community benefits should be made eligible; clustering of small project sites with a common private developer/lender team, including a community-based organization co-applicant, should be allowed.
  - ☐ Minimum periods of 15 years should be used for estimating total economic/fiscal returns for both the tax payers and private investors. This amount of time is consistent with requirements for reaching normal private investment profitability in weak market contexts, as well as corresponding to typical periods for amortization of second mortgage loans and refinancing of permanent mortgages. Amounts of public debt financing to be offered should be based on realistic prospects for all types of revenues during the bond retirement period, using a minimum 1.25 coverage factor for annual revenues over debt service requirements; any surpluses during and beyond the bond amortization period should be returned to general government budget purposes.
  - ☐ Negotiation of public-private investment agreements for specific projects could be based on variable leveraging ratios, reflecting both the feasibility of the private investment and the types and scales of benefits offered through partnership co-financing efforts. The national experience with the HUD UDAG program points to a desirable range of public-private dollar multipliers from 1:2 for projects emphasizing affordable housing or small business tenant assistance, up to 1:5 for major commercial and mixed-use developments with market-rate tenants.
- **(2) Private Sector Small Business Programs.** New organizational initiatives and related small business venture capital financing and technical assistance (TA) resources should be established to operate in tandem with City of Austin economic development project financing initiatives, looking to private industry and corporate investors and donors to assume the primary program management and funding responsibilities.

In supporting the Central East Austin economic development agenda, the small business program sponsors should define specific resources and incentives to be made available, as well as procedures for small business applications and qualification. The eligible clientele should include: entrepreneurs

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<sup>3</sup> See the memorandum of 8/6/98 by Austan S. Librach, Ass't Director of PECSD to the Mayor and City Council, "Results of the Austin Marketplace Evaluation."

with prior or current business experience in the East Austin market; other Austin area businesses seeking relocation or expansion options; and new start-up enterprises, especially those which can help position the East Austin area in future regional growth industries.

Complementary small business development priorities and strategies should be supported in this inner city sub-market, generally defined as follows: first, facilitation of relatively conventional service industries and job opportunities, usually within pre-defined redevelopment and land use modernization sites; and, second, promotion of new technologies and value-added production industries associated with the regional economy, with small business development projects often leading the way toward the search for sites and facilities reinvestment. In the first case, small business program management should work closely with ARA and City agencies in conducting competitive offerings of small business opportunities in new or renovated construction projects with other sources of financing, following market-based implementation of retail, eating, entertainment, business, and professional tenant mixes. Small business financing for these activities could support such items as: tenant improvements; relocation expenses equipment and start-up inventory purchases; and early operating and marketing costs. Financing recipients could be further supported with management and TA workshops and individual business review/advice from successful operators.

With regard to the most promising regional economic growth clusters identified in the "Next Century Economy" report, complementary small business assistance strategies should serve to connect specific market demand niches with capable entrepreneurs and site/facilities in Central East Austin. The Master Plan's mixed-use redevelopment corridors and opportunity sites are conveniently located with regard to leading engineering/science research institutions, major health care centers, and Downtown/Capitol Hill visitor activity magnets. These locational advantages may point to small business market opportunities in the following emerging industry and technology clusters identified in the report: music and film, bio-medical products; multi-media; and transaction services. A specific example is the CRP redevelopment proposal to establish a music-based entertainment center on East 11<sup>th</sup> Street, coupled with such businesses as photography and recording studios, CD and film sales, and electronic equipment services (see Section 4.2).

The assistance provided to small light industries seeking positions in emerging technologies and production fields must be assessed on a case by case basis, possibly involving the following types of support: equity financing from a local venture capital fund; commercial bank loans with loan guarantees from a third-party source; industry-specific management and technical assistance; and facilitation of contracts with major industries for product out-sourcing and/or services. If a specific business prospect requires site acquisition and construction support, the small business program sponsors should work with ARA, the City, and appropriate property owners/developers to meet these needs.

Private and public sector small business development programs in other cities should be considered in the establishment of organizations and operating strategies tailored to the needs of the Austin area. Typically, the administrative coordination and information clearing house for small business assistance is vested in a division or subsidiary of the local chamber of commerce, or a downtown business community organization. Most programs are supported by a consortium of committed commercial lenders, often operating cooperatively with loan guarantees, equity financing, and TA offered through a small business investment corporation (SBIC); many of these partnership initiatives have been supported by the U.S. Small Business Administration (SBA) programs. More specialized industry



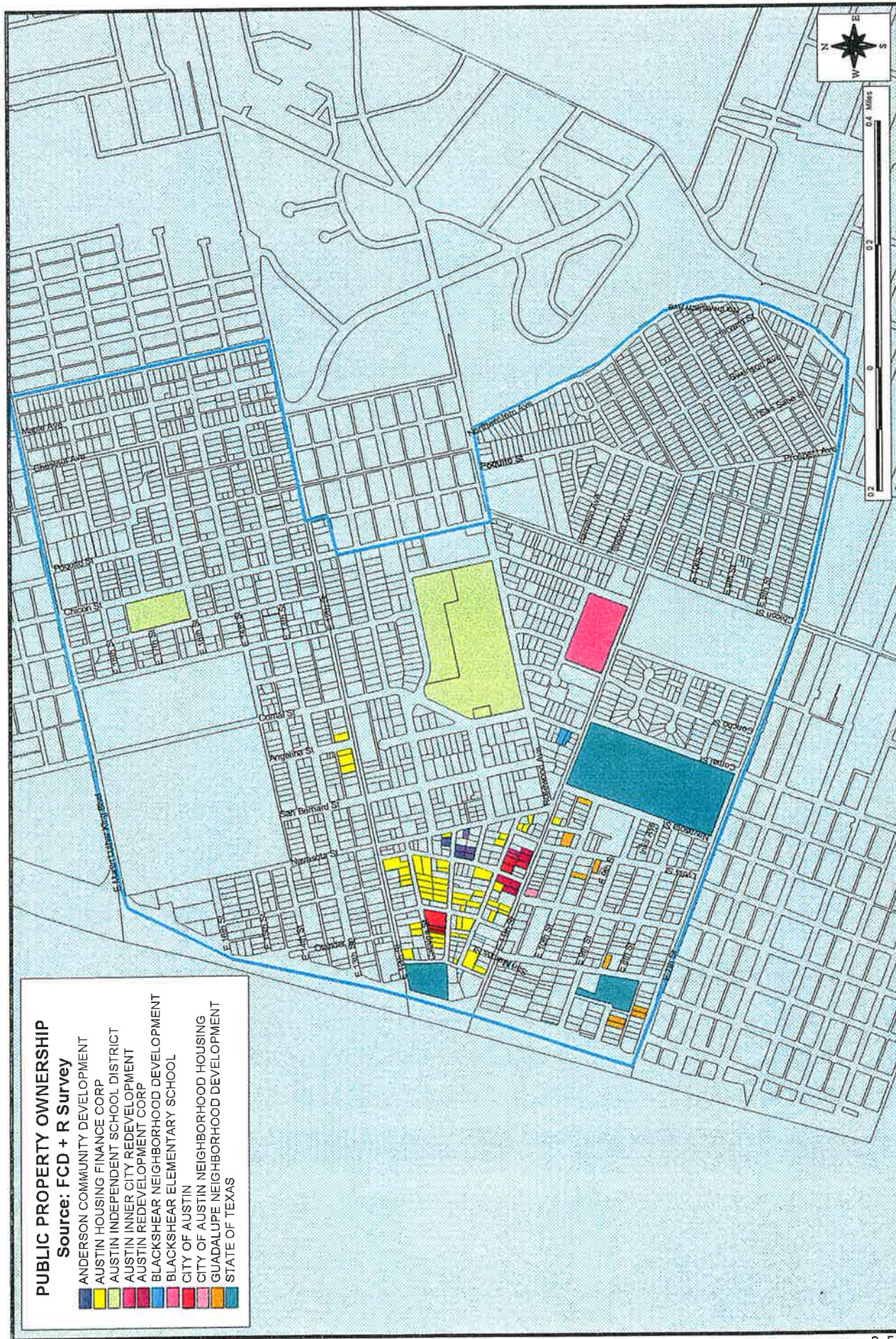
technology ventures are supported in some cities by corporate investors and donors through a venture capital fund. Finally, a varied range of private and public sources for funding and delivery of management advice and TA for small businesses have been used in different communities.

- **(3) Programs for Skills Training and Job Opportunities** Expanded options for economic development construction financing and small business development must be accompanied by more concentrated and better funded efforts to equip the East Austin and other inner city labor forces for effective participation in the future regional economy. These efforts could include: enhanced vocational education options for youth, including industry-specific on-the-job training; a variety of specialized job skills training and re-training for unemployed adults, including single parents on welfare; corporate hiring and on-the-job training programs; and targeting of job opportunities for community-based workers in publicly assisted development projects. While these programs should initially focus on the eradication of poverty in the Central East Austin neighborhoods, their fundamental priority must be to increase competitive access to employment opportunities throughout the urban core and greater Austin region. Conversely, a balanced mix of skilled and semi-skilled employment opportunities should become available to city-wide labor forces through the Central East Austin redevelopment projects.

It is assumed that the educational institutions and community-based participants in the East Side Story, which have previously supported skills training and jobs access programs, will have expanded program responsibilities, deeper funding and in-kind facilities and services support from governmental and corporate sources. The increased support from government should include the State of Texas, Travis County, the University of Texas, Austin Community College system, and the Austin Independent School System. Broader support from the private sector should be pursued through foundations, corporate donors, and a consortium of private companies that should be willing to undertake special hiring and on-the-job training programs for targeted groups of workers. The City and the ARA might enhance all these efforts by establishing a manpower and jobs information clearing house for the East Austin neighborhoods.

- **Other Site-Specific Economic Development Partnerships** The City of Austin should engage other local and state government agencies, foundations, major business firms, and community-based institutions in the Central East Austin economic development agenda, focusing on specific sites and projects which serve their interests. These opportunities can be illustrated as follows.
  - Contributions (or investments) of surplus public properties for beneficial private economic development projects; as well as economic reinvestment of non-profit organization properties acquired through previous City-sponsored redevelopment programs. The accompanying map of publicly-owned properties, Figure 3-17, shows some of the vacant and/or under-used properties in the Master Plan/CRP area. The public redevelopment proposals defined in Part 4.0, rely upon low-cost acquisition and re-use of existing properties in the East 11<sup>th</sup> and East 12<sup>th</sup> Street corridors, which are variously owned by the City, the Austin Housing Finance Corporation, Austin Inter-City Redevelopment, and the Austin Redevelopment Corporation. A particularly important potential redevelopment resource is the State Service Center property along the IH-35 frontage south of East 12<sup>th</sup> Street, formerly occupied by an obsolescent supermarket. If the State is willing to relocate the current operations, the site could be used as a leveraged disposition of land and cooperative State and City development assistance for private land assemblage and development of a mixed-use center facing Capitol Hill.





**Figure 3-17: Public Property Ownership**



Other useful purposes for inter-governmental and corporate sponsorship and funding of economic development projects include: (i.) establishment of a small business incubator and technology-based, on-the-job skills training center; (ii.) joint-venture redevelopment, financing, and risk underwriting for projects which will provide significant retail facilities for the combined Downtown, Capitol Hill, and East Austin community markets; and (iii.) similar joint-venture support for site acquisition, construction financing, and major industry linkups for small production industries to be located in the Master Plan area.

### **Historic Resources Conservation and Re-Use**

As previously discussed, the Central East Austin Community Planning Council attaches considerable priority to the preservation, rehabilitation, and adaptive re-use of the area's many historic sites and facilities (see Sections 1.3 and 3.1). Numerous preservation and regulatory bodies in the private/non-profit sector, City of Austin, Travis County, and State government have been active in historic asset surveys, local and national landmarking efforts, and protection of specific properties from adverse development impacts. Because of the Master Plan/CRP area's associations with federal funding resources, the City will be required to conduct development impact surveys, under the federal Section 106 historic preservation guidelines for all buildings of 50-year or older vintage, prior to expending any of the funds for demolition, relocation, or construction activities; approved impact mitigation actions for sites/facilities identified as culturally significant will also be required.

However, there is a significant dilemma of insufficient funding to enable serious restoration and adaptive re-use initiatives by either non-profit bodies or private developers/investors. Based on City staff information, the following resources are currently available from non-City sources: (i.) the Texas Historical Commission, providing several types of grants on a competitive basis for historic surveys, community planning, and site-specific architecture and planning, with a total of up to \$300,000 annually on a state-wide basis; (ii.) the Austin Heritage Society's low interest loan revolving fund for facade restorations, up to \$55,000 per structure, with approximately 3 to 4 loans outstanding at this time; (iii.) the Austin Convention and Visitors Bureau grant program for landmarks which are dedicated to public or non-profit uses, open to the public, and identified as local tourist attractions offering up to \$35,000 per structure each year, from the hotel/motel tax and requiring matching investments; and (iv.) small grants for emergency building stabilization, historic surveys, and research offered by the Austin Community Foundation and the Junior League.

The Austin Landmarks Commission and City staff have identified a number of future preservation action priorities, including new concepts for funding, local tax incentives, development fee waivers, updated cultural resources surveys, and establishment of additional local register historic districts with zoning and design guidelines. The East Austin area is seen as a key target area for these initiatives, but proposals have not been formalized for City Council consideration.

The experience in other cities with rich historical heritages points to the need for linking landmarking and regulatory control processes with significant economic incentives for private sector conservation and adaptive re-use initiatives. While early models of historic restoration, such as Williamsburg, VA or Charleston, SC, were based on resources of private foundations and wealthy individuals, the Boston Redevelopment Authority led the way during the 1960's in using public redevelopment funding, zoning



flexibility, and tax incentives to attract commercial developers into the conservation and adaptive re-use agenda. This local model soon led to national incentives such as the historic restoration investment tax credit for private developers and other programs that have been applied in many cities; the large number of older buildings that have been renovated in Boston and other older cities have proven to be important assets for the local conventions/tourism economy, as well as general residential and business revitalization in the urban core.

The redevelopment and urban design concepts for the East 11<sup>th</sup> and East 12<sup>th</sup> Street corridors (detailed in Part. 4.0) follow similar principles for linking heritage preservation with specific economic re-use opportunities for private redevelopers. A related measure calls for incorporation of commemorative signs and exhibits relating to East Austin's multi-ethnic heritage within the proposed East 11<sup>th</sup> Street pedestrian streetscape enhancement. These proposals depend upon allocations of economic development assistance funds from the Section 108 Loan and Livable Communities Initiative matching grants previously committed by the City and Capital Metro; completion of this heritage preservation agenda within later CRP redevelopment sites and other Master Plan subareas will depend on additional dedications of funding and other incentives.

The City should offer leadership for additional economic incentives for heritage preservation and adaptive re-uses of meritorious older buildings. However, it should use its own commitments to leverage serious new resource contributions from Travis County, Capitol Metro, the State of Texas, and private charitable institutions. The new resources and tools could usefully focus on the Central East Austin community heritage in the early stages, going on to other community revitalization priorities as the level of resources and operating experience permit. The following are preliminary/conceptual proposals for consideration of the Mayor, the City Council, and other interested leadership in the public and private sectors.

- **(1.) Establish an "Austin Heritage Preservation Challenge Fund"** This pool of resources could be managed as a public trust fund offering low cost loans and guarantees for private bank loans -- i.e., on a revolving fund basis -- to support private conservation and adaptive re-use projects. Varied terms of loan and loan guarantee assistance should be followed to meet the different needs of owner-occupied housing restoration, multi-family housing and commercial renovation, and conservation projects for public or non-profit uses. All commitments from the Challenge Fund should be based on leveraging other types of public assistance and private investment commitments. A small share of the total funds could be offered in the form of grants where required for project feasibility. It is here envisioned that annual matching fund contributions to the Challenge Fund should be pledged over a period of some years by the City and some or all of the following: Travis County, Austin Convention and Visitors Bureau, Capitol Metro, and the State of Texas. Major grants should also be sought from local and national foundations and major corporations.
- **(2.) Establish local tax and development permitting incentives** These incentives could include historic conservation property tax abatements by the City of Austin and Travis County and waivers of certain development fees as required by the City of Austin LDC. These incentives could be quite useful in offsetting private renovation costs and reducing the amounts of debt financing required from private and public loan funds. The consideration of new City and Travis County legislation should include alternative terms of effective assistance to be provided for owner-occupied renovations of historic homes versus the needs of multi-family and commercial re-use projects.

- **(3.) Seek project-specific funding for the French Legation as a major heritage center** As detailed in Sections 3.2 and 4.2, the overall design framework of the Master Plan/CRP provides for improved access and environmental surroundings for the historic French Legation site, as well as proposals for on-site landscaping and building improvements. The Central East Austin citizens envision that some of the surplus, State-owned acreage in the French Legation property could be used for construction of a small conference center, along with artistic exhibits commemorating the early heritage of Austin's founding, establishment of the State Capital, and multi-ethnic settlement and cultural heritage of the East Austin community. These proposed enhancements of the French Legation are viewed as an important attraction for Capitol Hill and East Austin visitor activities, with obvious economic benefits for both areas. It is here recommended that the State of Texas leadership be called on to provide funding for the proposed conference center, site landscaping, improved pedestrian and vehicle access, and public environment. This should reinforce the investment the State has already made in the improvements to the State Cemetery. The City and State authorities may wish to seek matching fund commitments from corporate donors and/or foundations.

### **Capital Improvements Program Budgeting**

It will be important for the City and the community-based organizations to work out a formal administrative arrangement and procedures by which Master Plan/CRP implementation funding priorities are identified and coordinated in formal requests, for support in the City's annual Operating Budget and 5-year Capital Improvement Program (C.I.P) update reviews and decision-making processes. These monies can be particularly helpful in the areas of continued public improvements. It is here recommended that the City look to the Austin Revitalization Authority (ARA) and the Central East Austin Community Redevelopment Board (CRB) as the primary organizations to consider, evaluate, and prioritize these requests, as detailed administratively in Part 5.0.

## **PART 4.0 EAST 11<sup>TH</sup> & 12<sup>TH</sup> STREETS COMMUNITY REDEVELOPMENT PLAN (CRP)**

Conceptual approaches and strategies for the entire Central East Austin area were defined as part of the Central East Austin Master Plan ("Master Plan") description in Part 3.0. Two critical Subareas of the Master Plan are the East 11<sup>th</sup> and 12<sup>th</sup> Street Corridors, which are to be the location of much of the new commercial/office redevelopment called for in the Master Plan. The City of Austin has designated these corridors as Urban Redevelopment Areas. Under Texas redevelopment law, the Urban Renewal Board is granted a series of redevelopment roles and responsibilities regarding Urban Redevelopment Areas including approval of projects for compliance with the CRP and the use of eminent domain powers. Part 4.0 defines specific redevelopment projects and associated regulatory controls intended to assure quality, compatible, mixed-use development along these critical commercial arteries.

### **4.1 CRP Purposes, Authority and Scope**

The East 11<sup>th</sup> and 12<sup>th</sup> Streets Community Redevelopment Plan (CRP), is a comprehensive technical document defining the official public policy guidelines of the City of Austin (COA) for the conduct of public and private redevelopment actions of the East 11<sup>th</sup> and 12<sup>th</sup> Street corridors in compliance with Texas Local Government Code, Chapter 374. The CRP as represented by this report was prepared by representative members and organizations of the Central East Austin community with the professional and technical assistance of the Crane Urban Design Team and the Austin Revitalization Authority (ARA). As such, this document also represents the official redevelopment policy guidelines of the East Austin community and provides for a continual mechanism for community-based participation in the ongoing implementation of all redevelopment actions.

The CRP is intended to identify and implement mechanisms to eliminate the negative forces of urban blight, distress, and impaired development within the area and to pursue a fresh, self-determined vision of East Austin as a self-sustaining, progressive community for the 21st century. The overall goals and action priorities of this CRP reflect a broad consensus of residents, businesses, property owners, institutions, and community activists. This consensus is the result of substantial cumulative planning and revitalization efforts over a period of three years. The fundamental purpose of this plan is to empower community-based groups and individuals to participate as strong and equal partners of the City of Austin in carrying out all of the action programs and public and private improvements which will result in the realization of Austin's long-term community vision.

Under Texas Local Government Code, Chapter 374, Urban Renewal in Municipalities, upon the completion and adoption of the CRP, the City will gain the authority to apply special urban renewal powers and tools to address existing "slum" and/or "blight" conditions that have been found to threaten the public safety, health, and welfare, and which act as impediments to sound private investment, stable property values, and viable conditions of rendering public services. This urban renewal authority and the public purposes it fulfills, extend well beyond the levels of public intervention that can occur through normal City development regulations, housing and community development assistance, or capital improvement programs. The following is a summary listing of typical local government tools and tactics that are widely employed in responsive, preservation-oriented redevelopment implementation strategies in many local jurisdictions throughout the U.S.:



- a. Urban renewal plan/development controls: These may include: areas within the redevelopment area that are set up as zoning districts; reducing land uses that are incompatible with the accepted development standards; restriction of parking and access to properties; guidelines which restrict design within the development area; and project review and approval procedures.
- b. Public improvements and area redevelopment financing: A varied range of tax-exempt public and private financing mechanisms can be devised to support infrastructure and public facility improvements, property acquisition, site preparation, and other temporary or permanent redevelopment costs. Examples include Section 108 loan funds; G.O. Bonds; and tax-exempt revenue bonds.
- c. Special private development incentives: These may include financing, tax, and regulatory incentives linked with economic development, affordable housing, historic preservation and other public contributions keyed to revitalization of a blighted area. The Austin Central Urban Redevelopment Combining District (CURE) program is a zoning program which relaxes some of the normal zoning requirements and offers waivers of some development fees. The Neighborhood Conservation Combining District is a zoning overlay that modifies zoning requirements in its specific area.
- d. Property acquisition for public and private re-use sites: This tool includes options for public acquisition for fair market value (FMV) by negotiated or eminent domain procedures; special provisions can be designed to encourage private land assembly and/or development project participation by existing property owners and other community-based interests.
- e. Property disposition and long-term covenants: Orderly processes of project construction and long-term use agreements can be tailored to circumstances of any projects where public development assistance is provided.

## **4.2 CRP Illustrative Design Plan**

The formal boundaries of the CRP are shown in Figure 4-1, including the previously defined Phase I and Phase II areas. The official boundaries for these areas are as follows:

The East 11<sup>th</sup> Street Corridor, beginning at the centerpoint of the intersection of East 11<sup>th</sup> Street and Branch Street going in a northeasterly direction to the intersection of Juniper Street and Branch Street, then proceeding in a southeasterly direction along Juniper to include one-half block of the north frontage of East 11<sup>th</sup> and south frontage of Juniper Street, from Branch Street on the west to Navasota on the east.

The East 12<sup>th</sup> Street Corridor, beginning at the centerpoint of the intersection of the East 12<sup>th</sup> Street and the IH-35 N. Service Road, going northwesterly to the alley located between 12<sup>th</sup> Street and 13<sup>th</sup> Street then proceeding in a northeasterly direction to include properties within one-half block of the north frontage of East 12<sup>th</sup> between the IH-35 N. Service Road on the west to Poquito Street on the east; and continuing in a southeasterly direction along Poquito Street to include properties within one half block of the south frontage of East 12<sup>th</sup> between Branch Street on the West and Poquito Street on the east.

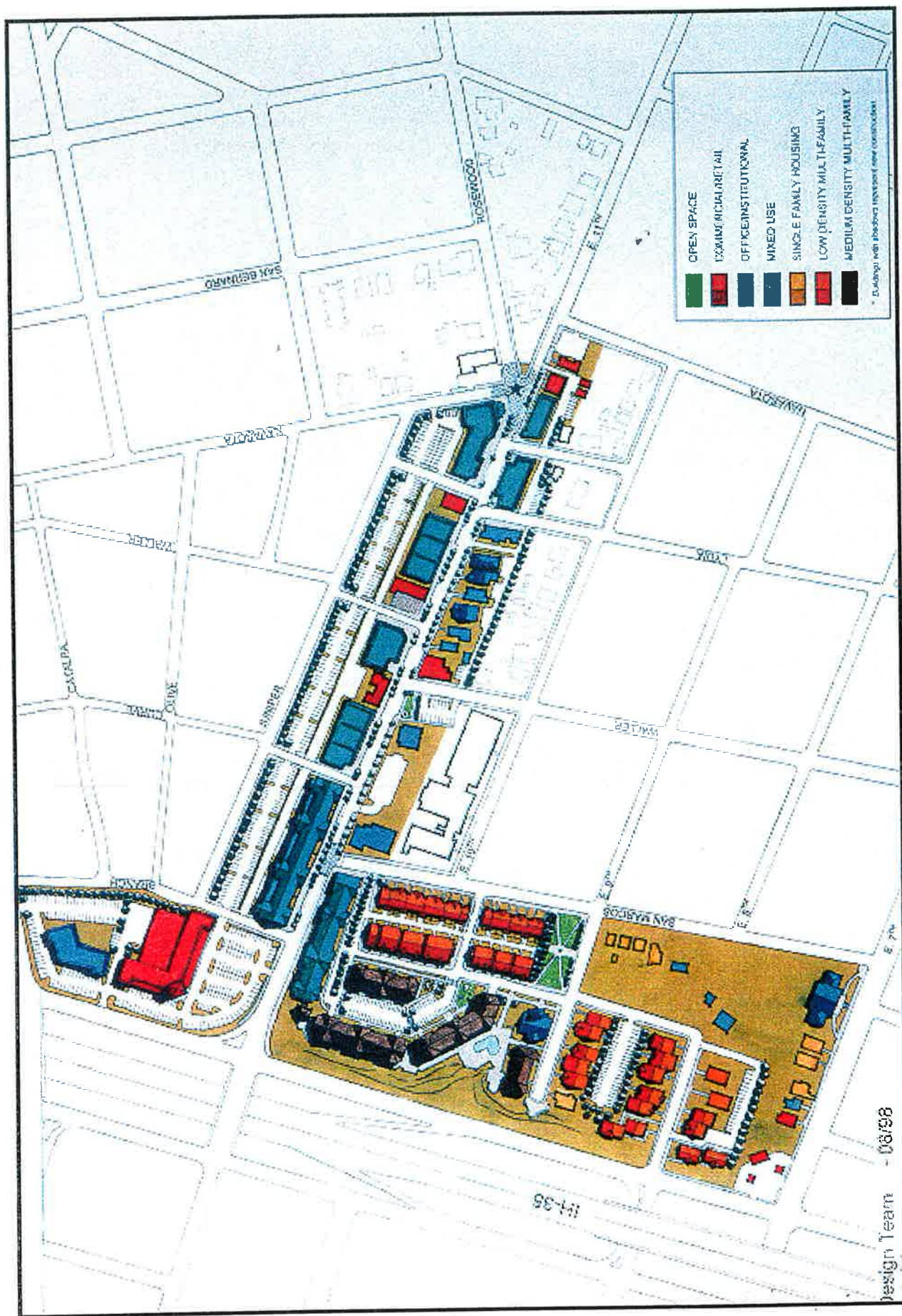
Figures 4-2 and 4-3 illustrate proposed overall development concepts for both the East 11<sup>th</sup> and 12<sup>th</sup> Street Corridors. Effort was made to group like uses into “nodes” of complimentary development that could benefit from economies of scale and proximity, such as a series of complementary restaurants.





**Figure 4-1: Urban Redevelopment Area Boundaries**





**Figure 4-2: CRP Illustrative Design Plan - 11th Street**

**NEW VISIONS OF EAST AUSTIN: Master Plan and East 11th & 12th Streets CRP**

**Austin Revitalization Authority**



East 11th Street has been conceptualized as the place for higher-intensity, mixed-use development. In this way, new development can build on the present and historical strengths of the corridor for the creation of a dynamic entertainment/retail/housing area. The north side of East 11<sup>th</sup> Street, with its abundance of vacant land and land in public/quasi-public ownership, offers opportunity for new development of entire blocks and the benefit of locating cooperative parking to the rear of new establishments to further enhance the pedestrian-friendly nature of the East 11th Street area.

In particular, the blocks between Curve and Lydia, are considered to be the logical location for an entertainment/retail node of restaurants, nightclubs, clothing stores, and antique stores that may draw from a large consumer base as a primary entertainment destination. Complementing this node is a series of live-work offices and studios geared towards the entertainment/visual arts/performing arts communities. Potential new developments in this area, on the south side of 11<sup>th</sup> Street between Waller and Lydia, could include photography studios and recording studios.

On the westernmost portion of East 11th Street, physical topography and market demands are such that opportunities exist for development of mixed-use retail and housing on the north and south side of the street. New development could include bookstores, eateries, coffeehouses, and other like uses on the ground floor, with two stories of housing units above.

The other end of East 11<sup>th</sup> Street, near Navasota, serves as an eastern gateway into the East 11th Street corridor. Already, a smaller-scaled office and retail node has begun to develop in this area, with several opportunities for further office/retail development.

In contrast, East 12<sup>th</sup> Street has been conceived as a more residentially compatible opportunity for neighborhood-based retail, small-scale offices, and housing. Consistency with existing housing is of primary importance. The design of the corridor includes efforts aimed at maintaining existing setbacks, street greenways, and architectural detail. Examples of potential development include doctors and lawyer's offices, a laundry, convenience stores, bed and breakfasts, duplexes, and townhomes. The expressed community desire includes encouraging as much retail development as possible along East 12<sup>th</sup> Street. To address market questions pertaining to the magnitude of new retail that can be supported -- even within a revitalized study area -- most development areas along East 12<sup>th</sup> Street contain flexible controls to allow for commercial development of a certain character as market forces allow. Specifically prohibited, however, are liquor stores and automotive-related uses.

The areas located in close proximity to Downtown, the State Capitol, and the University of Texas represent the greatest opportunities for office development. In addition, Anderson Hill CDC has acquired several properties on the south side of East 12<sup>th</sup> Street between Curve and Navasota and on the north side of 12<sup>th</sup> Street near Chicon for the construction of new townhomes. The City of Austin and the U.S. Department of Housing and Urban Development (HUD) plan renovations to the existing Marshall Arms Apartments near the intersection of 12<sup>th</sup> and Chicon Street. Remaining project areas are directed towards small-scale retail establishments and/or duplexes and quadruplexes complimentary to existing housing.

### **4.3 Summary of CRP Projects**

To further develop project controls and regulatory changes, the East 11<sup>th</sup> and 12<sup>th</sup> Street CRP is divided into (22) distinct project areas for description (Figure 4-4). Redevelopment Project Controls include a general description of each project area, its size, the type and quantity of new development, and necessary demolitions and relocations if applicable. CRP projects on both East 11<sup>th</sup> and 12<sup>th</sup> Streets are summarized in Table 4-1. Total CRP program targets for each corridor are shown in Table 4-2 and individual redevelopment project areas are profiled in Figures 4-5 through 4-26.

These redevelopment controls are intended as the primary regulatory controls for the East 11<sup>th</sup> and 12<sup>th</sup> Street CRP areas and will guide all formal CRP procedures for property acquisition, disposition, and development. As detailed in Part 3.0, modifications to both the C.U.R.E district overlay and the N.C.C.D. district overlay are recommended to accomplish the overall goals of the Master Plan. As it specifically pertains to the redevelopment corridors, the zoning recommendations seek to expand and modify the current East 11<sup>th</sup> Street NCCD consistent with the redevelopment controls contained herein.

The redevelopment Project Controls annunciated for each project should provide substantial direction to prospective developers when conceiving projects for the East 11<sup>th</sup> and 12<sup>th</sup> Street Corridors. However, because the Project Controls are subject to changing market and financial feasibility, a process for necessary flexibility in these project controls is further detailed in Part 5.2. Major departures from the Project Controls would require amendments to the CRP, but administrative changes can be administered by the Austin Revitalization Authority and the Department of Housing and Neighborhood Conservation.

### **4.4 CRP Public Improvements Plan**

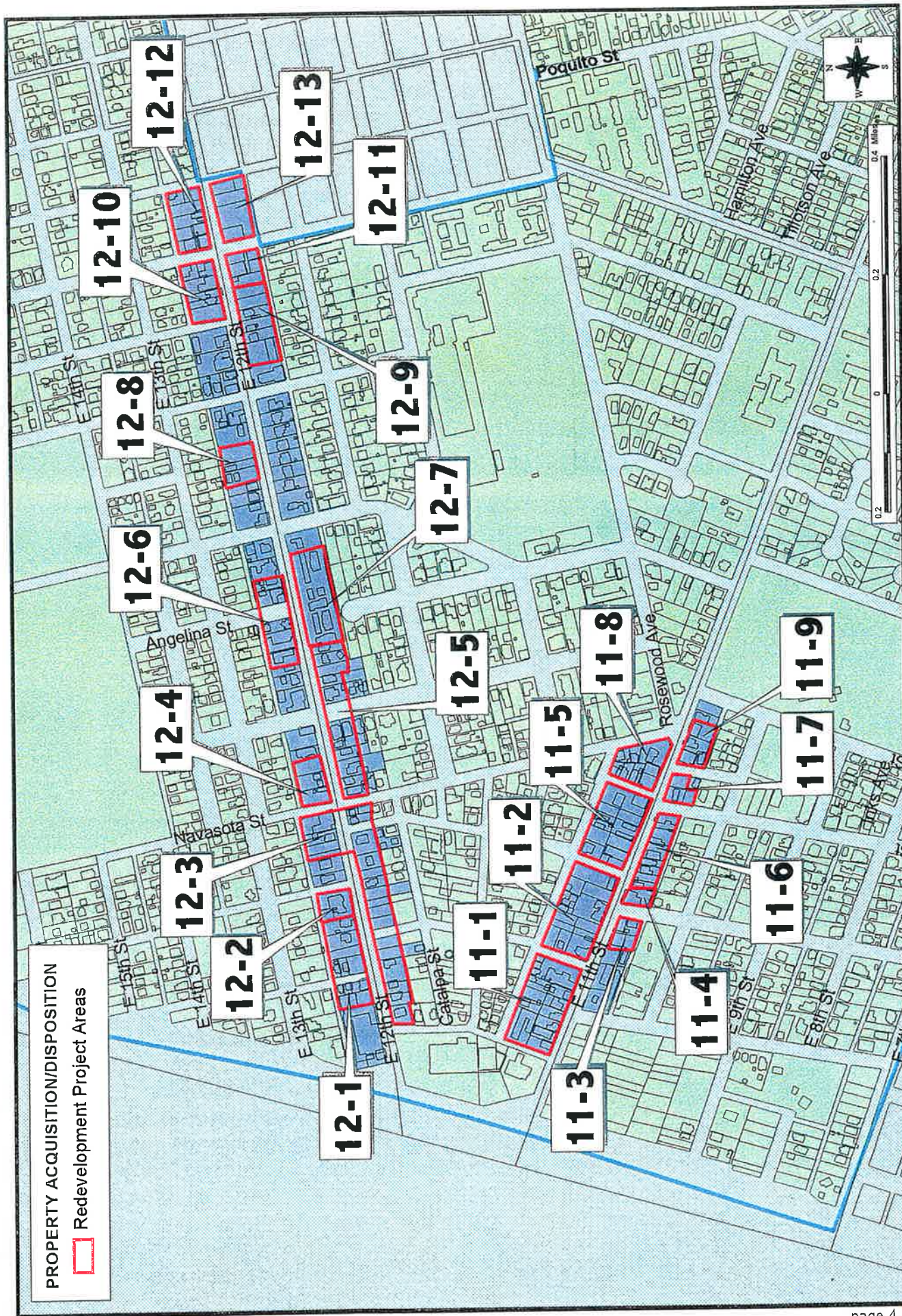
The redevelopment projects, identified for East 11<sup>th</sup> and 12<sup>th</sup> Streets, seek to re-establish a neighborhood-oriented, pedestrian-friendly location for convenience shopping, retail opportunities, office development, and entertainment. Part and parcel of such traditional notions of mixed-use, sustainable development is the importance it places on the public environment, particularly the pedestrian and transit environment.

As further described in Part 3.0, the CRP area is already serviced by local bus service provided by Capitol Metro. As noted, two possible future light rail transit lines are being researched in the study area proximity (see Figure 3-3).

Within the redevelopment areas along East 11<sup>th</sup> & 12<sup>th</sup> Streets, there are several necessary public improvements. To help accommodate potential future transit enhancements and create an attractive pedestrian environment, attention should be paid to improving the public infrastructure, particularly sidewalks, street lights, and landscaping along East 11<sup>th</sup> and 12<sup>th</sup> Streets as well as likely routes from the CRP area to potential light rail stations. In the Fall of 1998, Capitol Metro will begin design work on streetscape improvements for East 11th Street under the Livable Communities initiative. This work is planned to include new sidewalks, streetlights, landscaping, bus stops, and gateways for this critical corridor. Similar work in upgrading sidewalks, landscaping, and lighting is also needed on East 12th Street.

To enhance the pedestrian environment and to provide public open space within what is hoped to be a very active entertainment/retail area, a small new open space is proposed to be developed. This open space, to be developed directly west of Shorty's Bar, could be developed in conjunction with re-use of the historic Bailetti House (see Figures 4-7 and 4-8).





**Figure 4-4: Project Area Locations**



**Table 4-1 Summary of Redevelopment Project Area Characteristics/Controls**

11th and 12th Street Project Area Summaries	New Commercial/Office- Institutional Space			Renovated Commercial Space		Total New/Renovated Commercial Space		New Housing Units			Renovated Housing Units		New/Renovated Housing		Institutional Space		Parking Spaces		Single-Family Demolitions			Multi-Family Demolitions			Commercial/Office- Institutional Demolitions		
	30,000	40,000	0	3,500	3,000	4,000	29,500	20	0	20	0	0	0	0	0	85	4	1	1	0	0	0	0	2	7,100	2,500	0
11-1/Juniper Mixed-Use																											
11-2/Entertainment Retail																											
11-3/Lodge Revitalization																											
11-4/Shorty's																											
11-5/Entertainment Retail																											
11-6/Live-Work Studios																											
11-7/Lydia & 11th St. Mixed-Use																											
11-8/Navasota & 11th St. Mixed-Use																											
11-9/11th St. Retail																											
TOTAL	147,000	10,000	23,800	5,000	3,000	4,000	170,800	25	3	28	0	4	0	0	0	334	9	1	16	0	2	14,500	16	5,100	2,500	0	
12-1/12th St. Offices																											
12-2/12th St. Office Incubator																											
12-3/SCIP II Townhouses-South																											
12-4/Navasota St. Retail																											
12-5/12th St. Renovation																											
12-6/SCIP II Townhouses-North																											
12-7/12th St. Garden Apts																											
12-8/12th St. Duplexes																											
12-9/12th St. Mixed-Use																											
12-10/Chicon St. Retail Node																											
12-11/12th ST. Civic Node																											
12-12/Chicon St. Retail Node																											
12-13/Chicon St. Retail Node																											
TOTAL	46,750	9,700	41,000	1,000	11,000	13,500	77,250	48	48	96	4,500	0	0	0	0	527	7	16	1,500	16	5,100	16	5,100	1,500	0		

SOURCE: Crane Urban Design Team, FCCD+R Survey

NOTES:

- 1) Numbers correspond to project controls as illustrated in Figures 4-4 thru 4-25.
- 2) Single-Family Demolitions do not include attrition associated with conversion to non-residential uses

Table 4-2: CRP Program Targets

REDEVELOPMENT ACTIONS	CRP SUBAREAS		TOTAL	EST. COSTS	
	#7	#4		COST PER UNIT	TOTAL COST
	11th Street corridor	12th Street corridor			
FRONT-END REDEVELOPMENT					
RELOCATION	11	23	34	Varies	\$135,000
• Residential Relocation Households	14,500	5,100	19,600	\$2	\$39,200
• Non-Residential Relocation Square Feet					
PROPERTY ACQUISITION				Varies	\$5,115,823
• Property Acquisition	\$1,689,201	\$3,426,622	\$5,115,823	Varies	\$5,115,823
• Public Disposition (Land Sales Revenue)	(\$1,370,187)	(\$2,272,270)	(\$3,642,457)		(\$3,642,457)
ADMINISTRATION					\$793,504
NET FRONT-END REDEVELOPMENT COSTS					\$2,441,069
RESIDENTIAL ACTIONS					
PRESERVATION (Units - No Action Required)					
• Single-Family Units:	2	15	17	\$0	\$0
• Multi-Family Units:	0	0	0	\$0	\$0
REHABILITATION (Units)					
• Single-Family Units:	1	5	6	Varies	\$180,000
• Multi-Family Units:	0	38	38	Varies	\$380,000
NEW HOUSING CONSTRUCTION (Units)					
• Single-Family Infill Houses	0	0	0	\$75,000	\$0
• Single-Family Live/Work Mixed-Use	3	0	3	\$70,000	\$210,000
• Single-Family Townhomes	0	42	42	\$65,000	\$2,730,000
• Multi-Family Duplex Units	0	6	6	\$70,000	\$420,000
• Multi-Family Rental Flats	20	0	20	\$45,000	\$900,000
DEMOLITION/ATTRITION (Units)					
• Single-Family Demolitions	9	7	16	\$4,500	\$72,000
• Multi-family Demolitions	2	16	18	\$3,500	\$63,000
• Conversion to Non-Residential	0	4	4	\$0	\$0
HOUSING PROGRAM TOTALS:					
Total Inventory at Master Plan Build-Out	26	106	132		\$4,955,000
NON-RESIDENTIAL ACTIONS					
PRESERVATION (Square Feet - No Action Required)					
• Commercial	1,000	17,120	18,120	\$0	\$0
• Office/Institutional	3,000	13,270	16,270	\$0	\$0
• Mixed-Use Commercial	0	2,440	2,440	\$0	\$0
• Industrial/Commercial	0	2,270	2,270	\$0	\$0
REHABILITATION (Square Feet)					
• Commercial Rehab	20,300	31,700	52,000	\$70	\$3,640,000
• Office/Institutional Rehab	3,000	9,670	12,670	\$70	\$886,900
• Mixed-Use Rehab	0	13,580	13,580	\$70	\$950,600
• Conversion from Residential	4,000	4,950	8,950	\$80	\$716,000
NEW CONSTRUCTION (Square Feet)					
• Low-Density Commercial	84,500	35,500	120,000	\$100	\$12,000,000
• Low-Density Office	54,500	10,000	64,500	\$100	\$6,450,000
• Live/Work Mixed-Use	4,000	0	4,000	\$100	\$400,000
• Institutional/Civic	0	4,500	4,500	\$100	\$450,000
DEMOLITION (Square Feet)					
• Demolition Square Footage	14,500	5,100	19,600	\$2	\$39,200
NON-RESIDENTIAL TOTALS:					
Total Inventory at Master Plan Build-Out	174,300	143,000	319,300		\$25,532,700
PUBLIC IMPROVEMENTS					
• Transportation Improvements	\$1,282,732	TBD	\$1,282,732		\$1,282,732
• Open Space/Comm. Facilities	\$0	\$0	\$0		\$0
• Infrastructure Improvements	\$633,333	\$633,333	\$1,266,667		\$1,266,667
• Public Enhancements	\$15,200	\$848,000	\$863,200		\$863,200
PUBLIC IMPROVEMENT TOTALS	\$1,931,265	\$1,481,333	\$3,412,599		\$3,412,599
Total CRP Development Costs:					\$36,341,368
SUMMARY OF ADDITIONS TO CURRENT BUILDING INVENTORY (Net At CRP Build Out)					
	CRP SUBAREAS		TOTAL	ESTIMATED AVERAGE ABSORPTION DEMAND <sup>8</sup>	
	#7	#4		(For Entire Master Plan Area)	
NET NEW SINGLE-FAMILY UNITS	(4)	52	48	50-60 units/year	
NET NEW MULTI-FAMILY UNITS	17	41	58	75-85 units/year	
NET NEW COMMERCIAL/RETAIL SQ. FEET	90,778	84,538	175,316	13,100 sq.ft./year	
NET NEW OFFICE/INSTITUTIONAL SQ. FEET	60,500	37,440	97,940	11,300 sq.ft./year	

SOURCE: FGD<sup>1</sup> Survey; Capitol Market Research

## NOTES

1) Targets have been programmed based upon each individual redevelopment project area. See Table 4-1 and Figures 4-4 thru 4-25

2) See Table 4-4 for more details on estimated demolition and relocation

3) See Table 4-3 for more details on public property acquisition assumptions

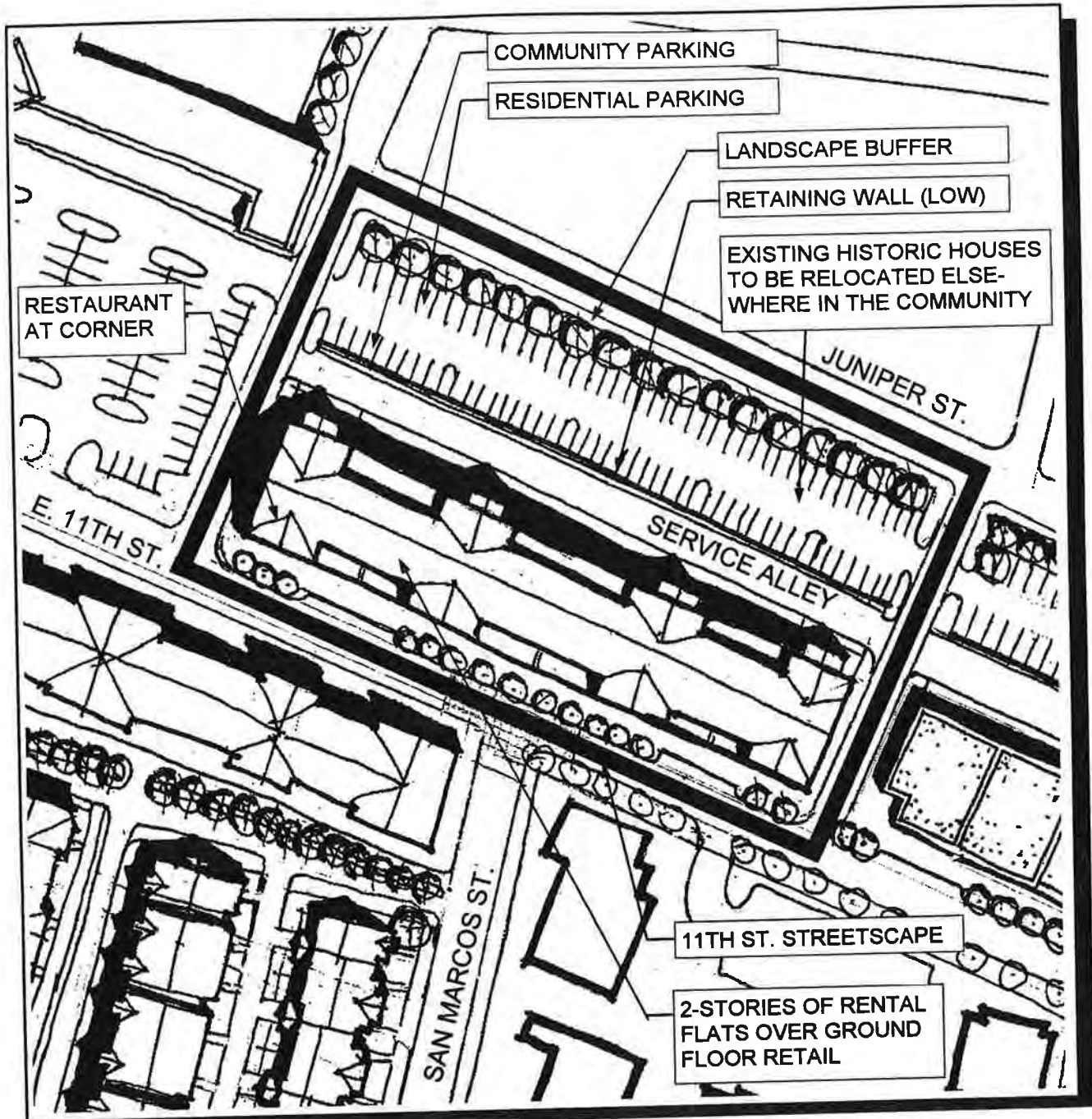
4) Front-end redevelopment includes program administration estimated at 15% of front-end public expenses (not including disposition proceeds)

5) See Table 3-1 for more details on public improvements

6) "Additions" are defined as new construction plus rehabilitation of unoccupied structures minus demolition of occupied buildings

7) Annual absorption estimates are as calculated by Capitol Market Research (CMR)

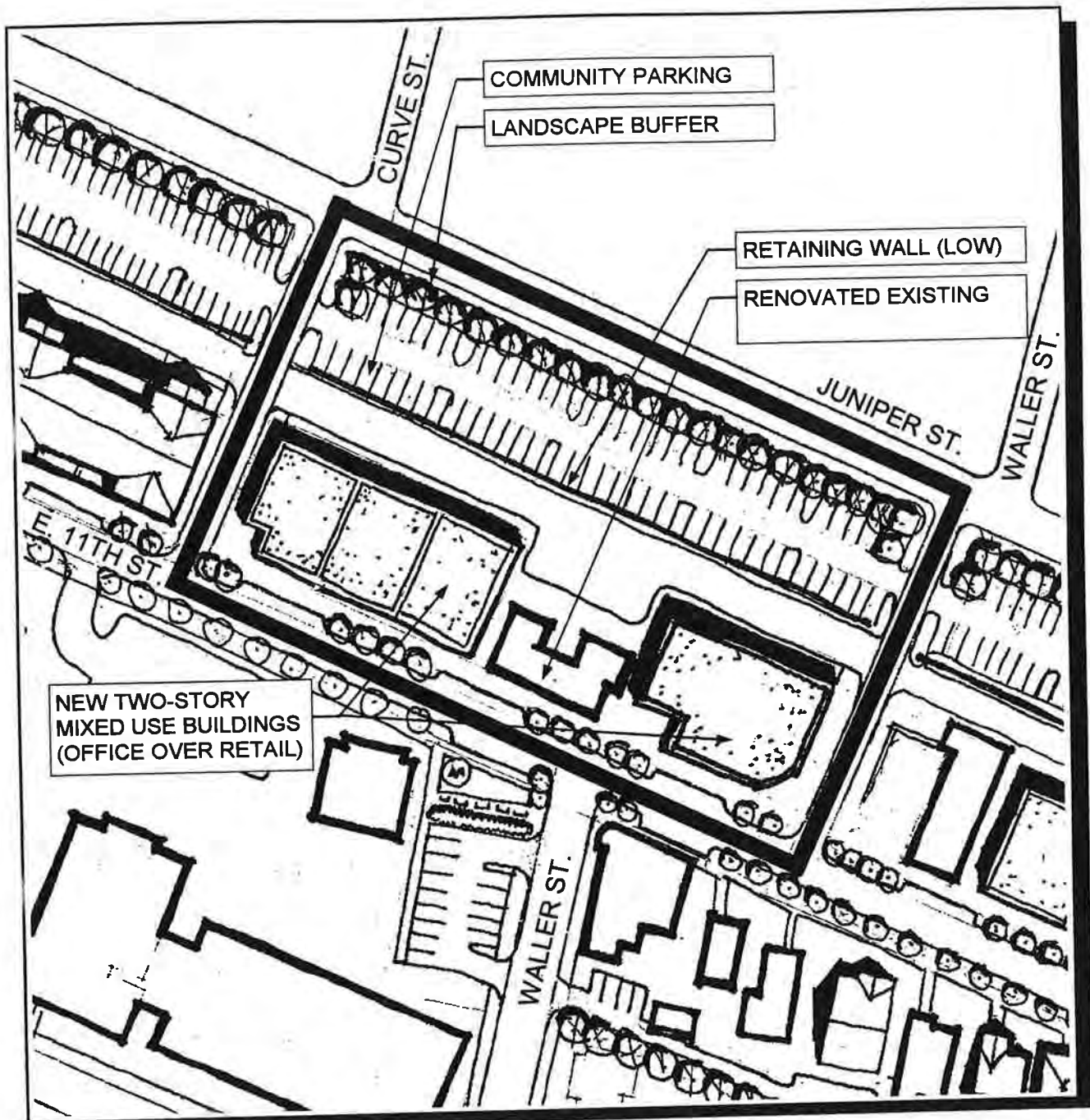
8) Annual average absorption estimates are for the entire Master Plan Area and assume a 15-year horizon



<b>PROJECT NUMBER/NAME:</b>	<b>11-1/JUNIPER MIXED-USE</b>
<b>Project Location:</b>	<b>North Side of 11th St. Between Branch &amp; Curve</b>
<b>Site Area:</b>	<b>2.0 Acres (0.99 Total FAR Proposed - 0.4 Commercial, 12.5 Units/Acre Residential)</b>
<b>Reuse Objective:</b>	<b>Provide New Mixed-Use Development (Residential and Non-Residential)</b>
<b>Project Controls:</b>	
Building Description:	3-story with rental lofts over ground floor retail
Building Height:	50 foot maximum (net)
New Commercial Space:	25-35,000 square feet (Downtown & entertainment oriented retail)
Commercial Space to be Preserved:	0
New Housing Units:	15-25 rental flats
Existing Housing to be Preserved:	0
Community Parking Spaces:	50-55 (limited on-street spaces available)
Residential Parking Spaces:	25-30
Demolition:	4 houses, 1 duplex (2 units) and $\pm$ 7,100 square feet of commercial/office (all occupied)

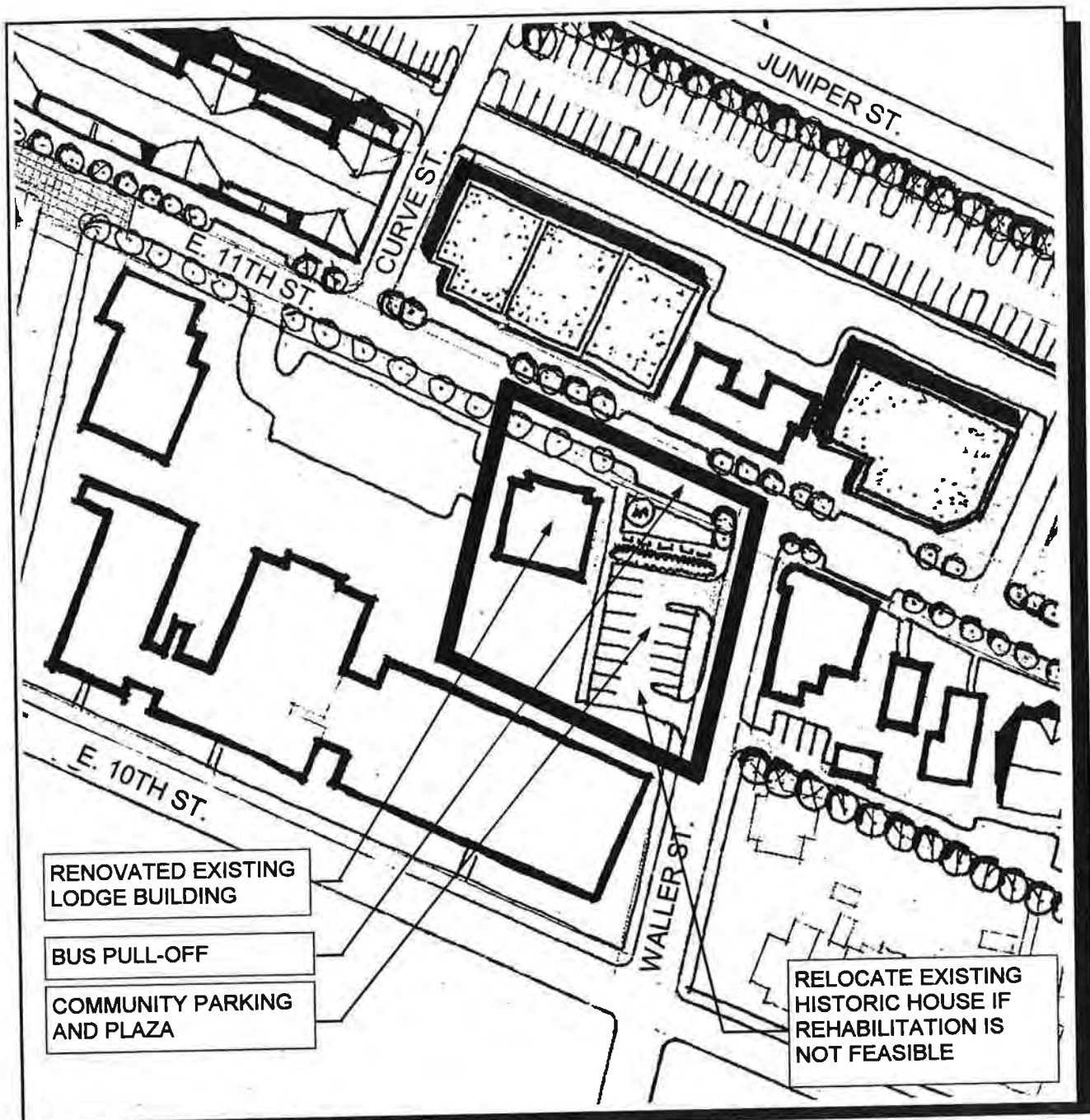
**Figure 4-5: Juniper Mixed-Use**





<b>PROJECT NUMBER/NAME:</b>	<b>11-2/11th ST. ENTERTAINMENT RETAIL</b>
<b>Project Location:</b>	<b>North Side of 11th St. Between Curve St. &amp; Waller St.</b>
<b>Site Area:</b>	<b>1.9 Acres (0.56 FAR Proposed)</b>
<b>Reuse Objective:</b>	<b>Create Retail &amp; Office Opportunities on 11th St.</b>
<b>Project Controls:</b>	
Building Description:	2-story mixed use
Building Height:	50 foot maximum (net)
New Commercial Space:	35-45,000 square feet (Office over Downtown & entertainment oriented retail)
Commercial Space to be Preserved:	± 1,700 square feet rehabilitated (unoccupied)
New Housing Units:	0
Existing Housing to be Preserved:	0
Community Parking Spaces:	70-80 (limited on street spaces)
Residential Parking Spaces:	0
Demolition:	1 house and ±2,500 square feet of commercial/retail (occupied)

**Figure 4-6: 11th Street Entertainment Retail**

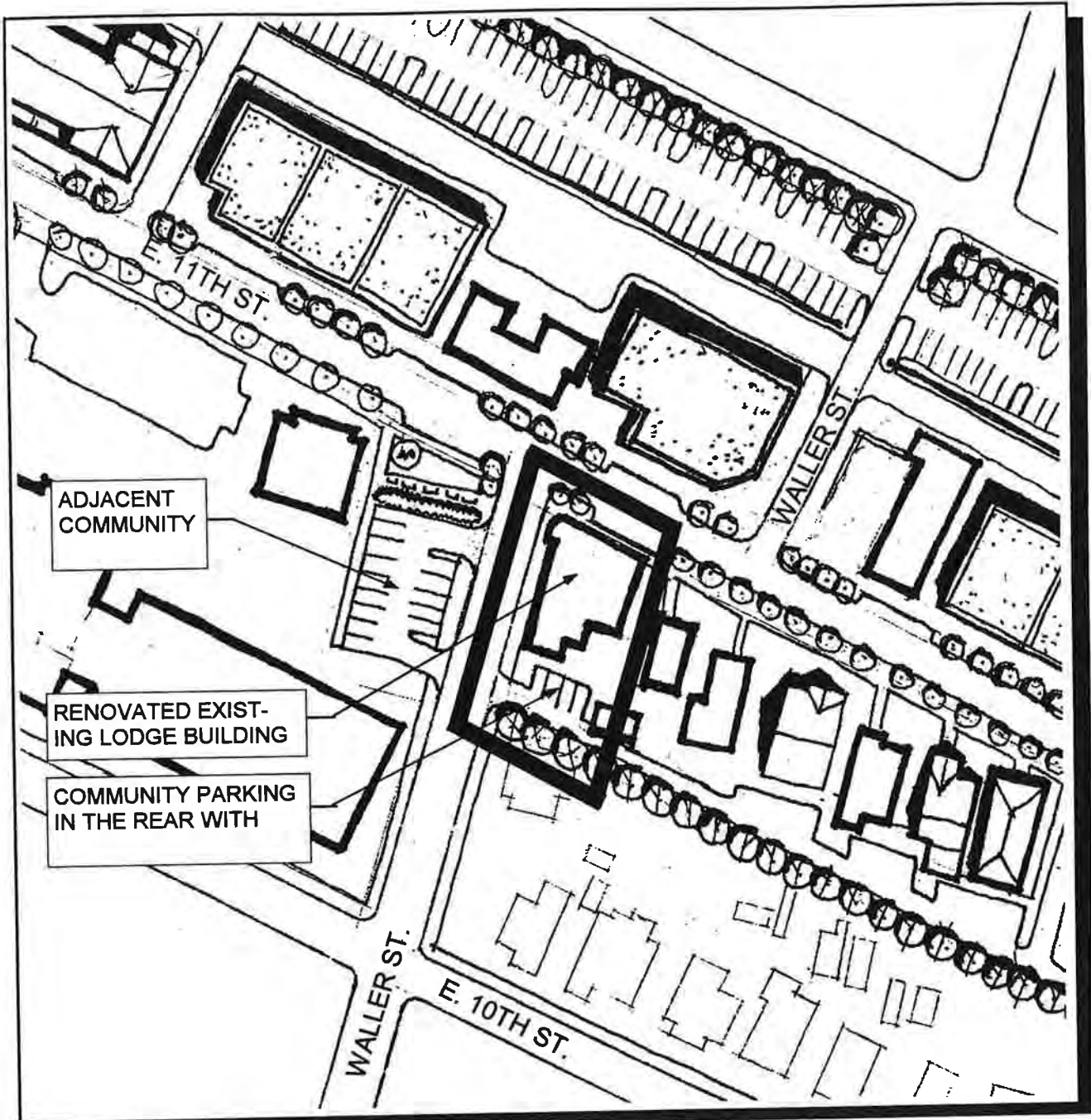


**PROJECT NUMBER/NAME:** 11-3/LODGE REVITALIZATION  
**Project Location:** South side of 11th St. at Waller St.  
**Site Area:** 0.4 Acres (Existing development)  
**Reuse Objective:** Provide Civic & Community Uses on 11th St.

**Project Controls:**

Building Description:	Existing
Building Height:	Existing
New Commercial Space:	0
Commercial Space to be Preserved:	± 6,440 square feet rehabilitated (lodge & civic uses with adjacent plaza, unoccupied)
New Housing Units:	0
Existing Housing to be Preserved:	0 (historic Bailetti House to be relocated off-site if rehabilitation is unfeasible)
Community Parking Spaces:	14-16 (6-8 spaces if historic Bailetti House is rehabilitated rather than relocated off-site)
Residential Parking Spaces:	0
Demolition:	0 (historic Bailetti House to be relocated off-site if rehabilitation is unfeasible)

**Figure 4-7: Lodge Revitalization**



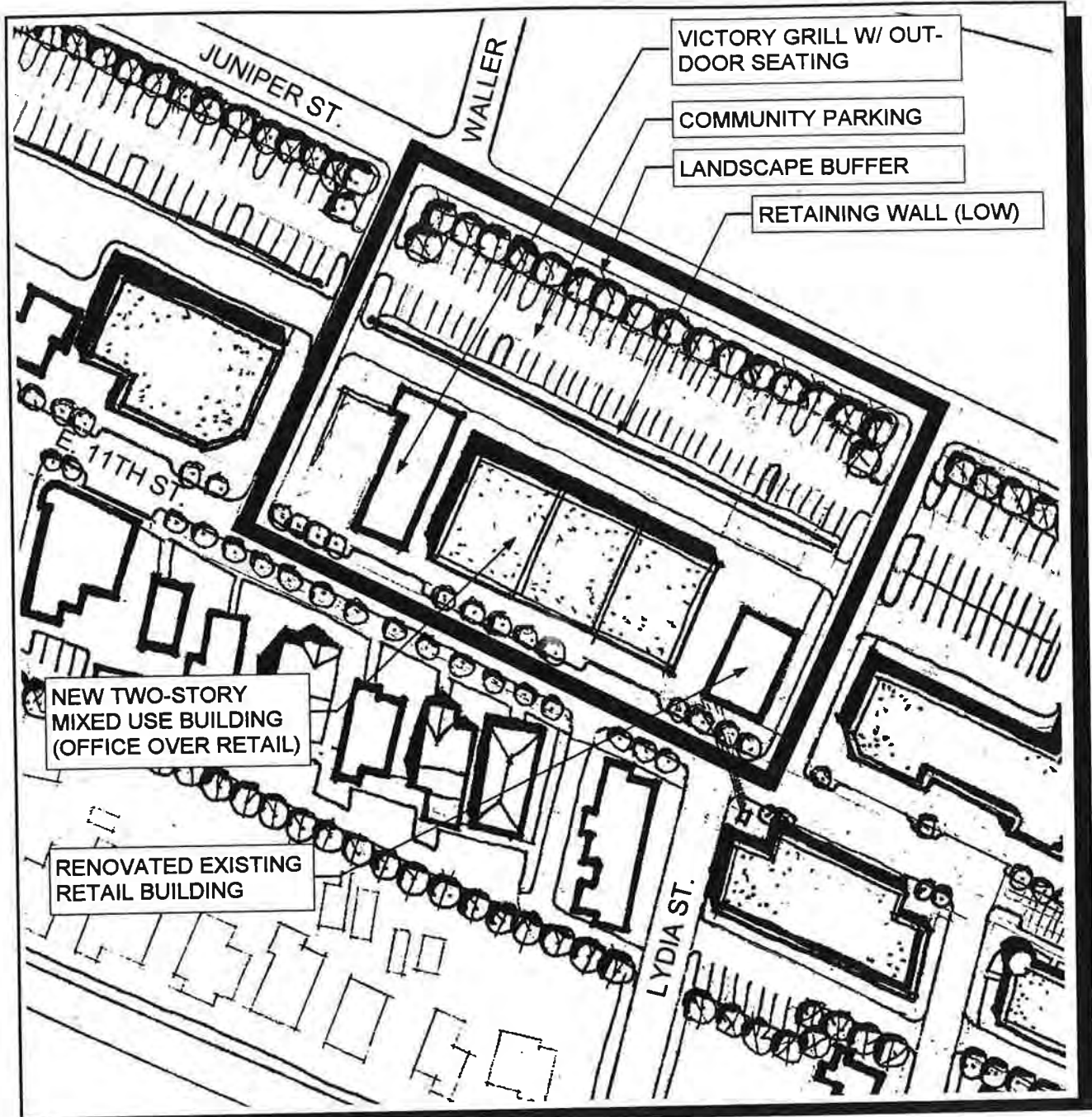
**PROJECT NUMBER/NAME:** 11-4/SHORTY'S  
**Project Location:** South Side of 11th St. at Waller St.  
**Site Area:** 0.2 Acres (Existing Development)  
**Reuse Objective:** Create Stand Alone Retail Opportunities on 11th St.

**Project Controls:**

Building Description:	2-story retail (existing)
Building Height:	Existing
New Commercial Space:	0
Commercial Space to be Preserved:	± 2,100 square feet rehabilitated (unoccupied, Downtown & entertainment oriented retail)
New Housing Units:	0
Existing Housing to be Preserved:	0
Community Parking Spaces:	4-6 (limited on street spaces available)
Residential Parking Spaces:	0
Demolition:	0

**Figure 4-8: Shorty's**



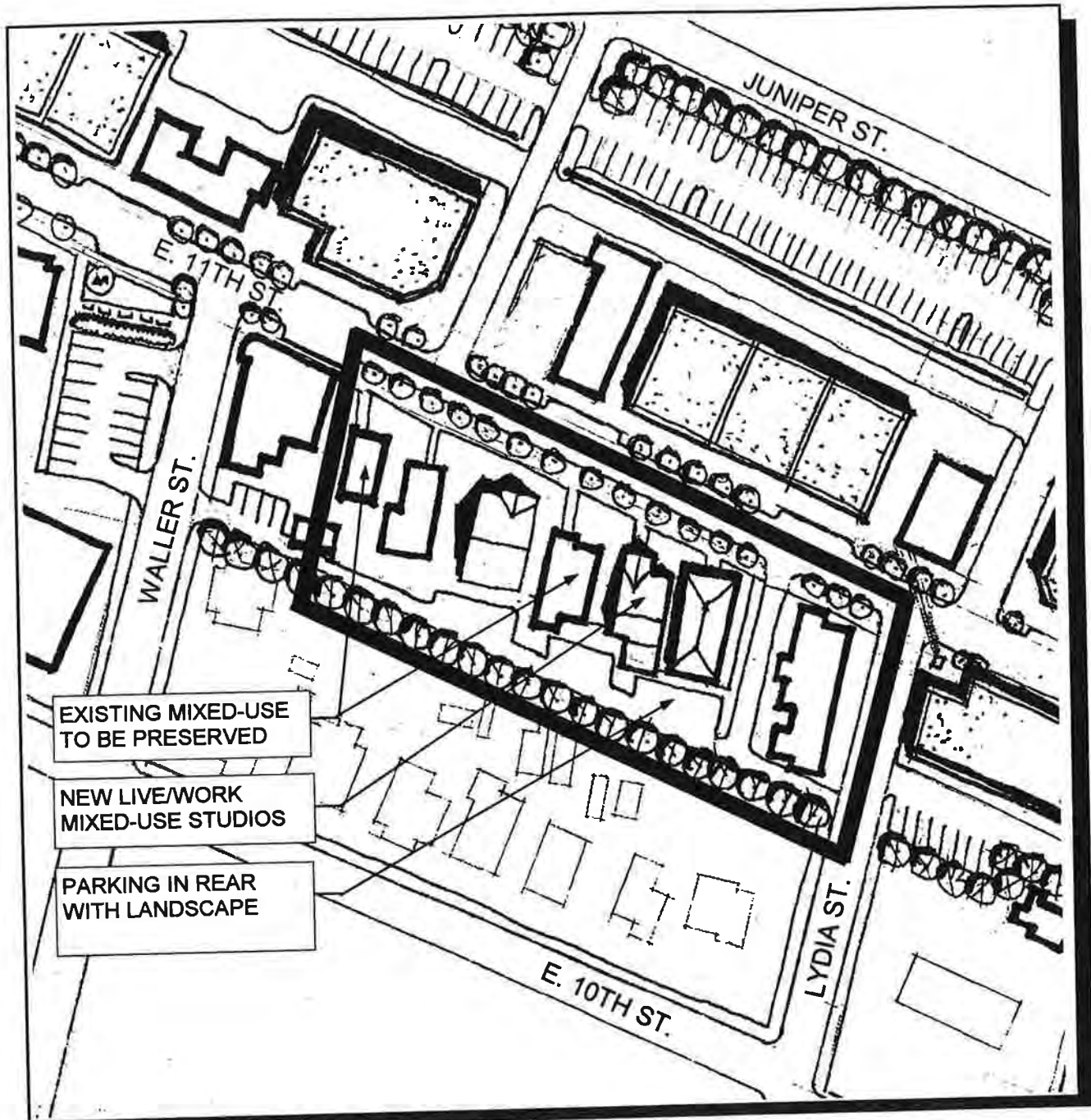


**PROJECT NUMBER/NAME:** 11-5/11th ST. ENTERTAINMENT RETAIL  
**Project Location:** North side of 11th St. between Lydia St. & Waller St.  
**Site Area:** 1.6 Acres (0.50 FAR Proposed)  
**Reuse Objective:** Create Retail & Office Opportunities on 11th St.

**Project Controls:**

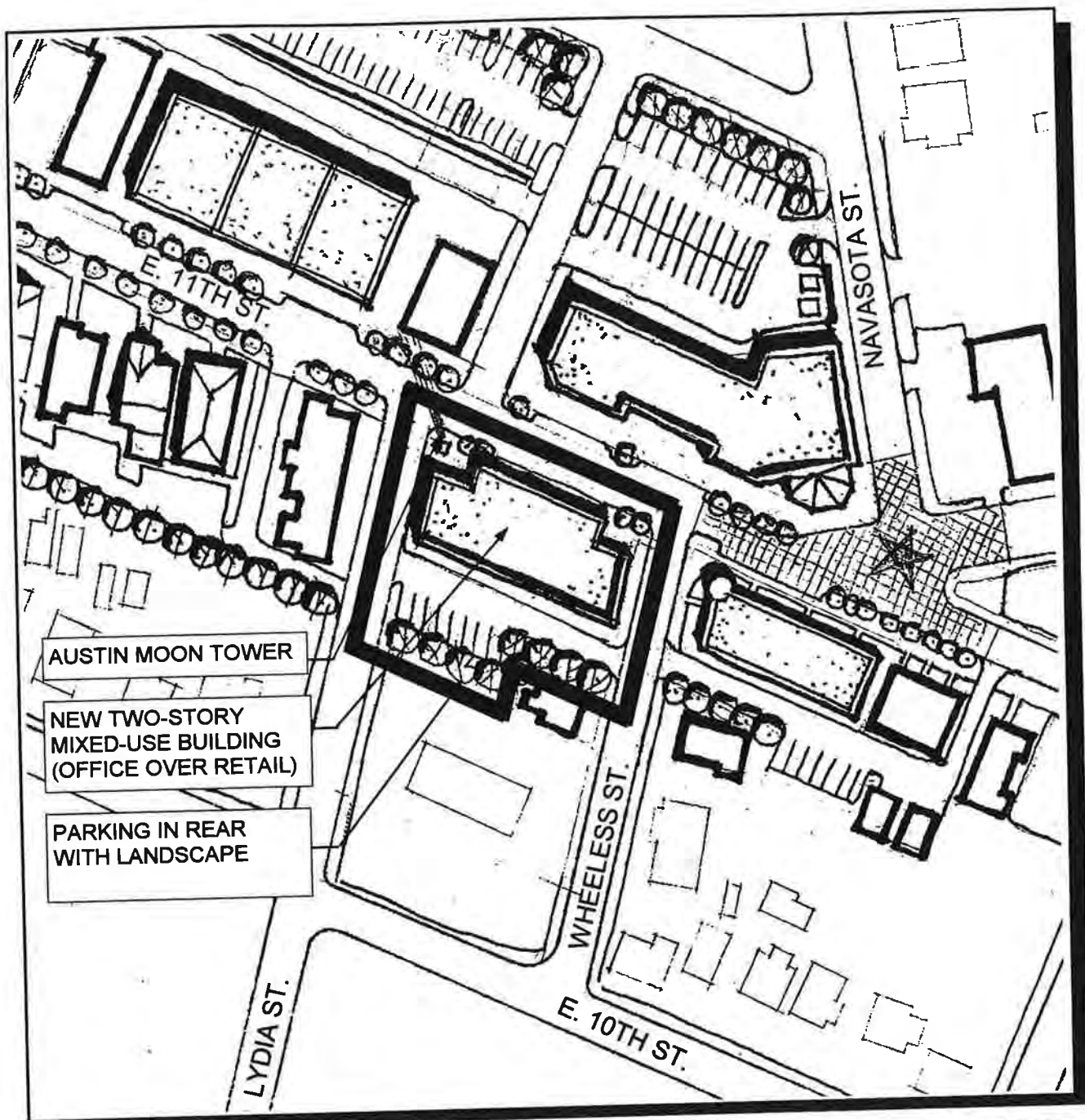
Building Description:	2-story mixed use
Building Height: Existing:	50 foot maximum (net)
New Commercial Space:	20-28,000 square feet (Office over Downtown & entertainment oriented retail)
Commercial Space to be Preserved:	± 5,900 square feet rehabilitated (occupied)
New Housing Units:	0
Existing Housing to be Preserved:	0
Community Parking Spaces:	75-80 (limited on street spaces available)
Residential Parking Spaces:	0
Demolition:	±2,000 square feet of commercial/retail (occupied)

**Figure 4-9: 11th Street Entertainment Retail**



<b>PROJECT NUMBER/NAME:</b>	<b>11-6/11th ST. LIVE-WORK STUDIOS</b>
<b>Project Location:</b>	<b>South Side of 11th St. Between Waller St. &amp; Lydia St.</b>
<b>Site Area:</b>	<b>0.8 Acres (0.70 Total FAR Proposed - 0.44 FAR Commercial, 11.25 Units/Acre Residential)</b>
<b>Reuse Objective:</b>	<b>Provide Opportunities For Artists' Studios and Residences</b>
<b>Project Controls:</b>	
Building Description:	2-story "house-like" studios
Building Height:	35 foot maximum (net)
New Commercial Space:	6-10,000 square feet (recording/artists studios)
Commercial Space to be Preserved:	± 5,300 square feet rehabilitated (3,100 square feet occupied)
New Housing Units:	4-6
Existing Housing to be Preserved:	3
Community Parking Spaces:	0 (parking accommodated in community lots elsewhere on 11th)
Residential Parking Spaces:	8-12
Demolition:	2 houses (occupied)

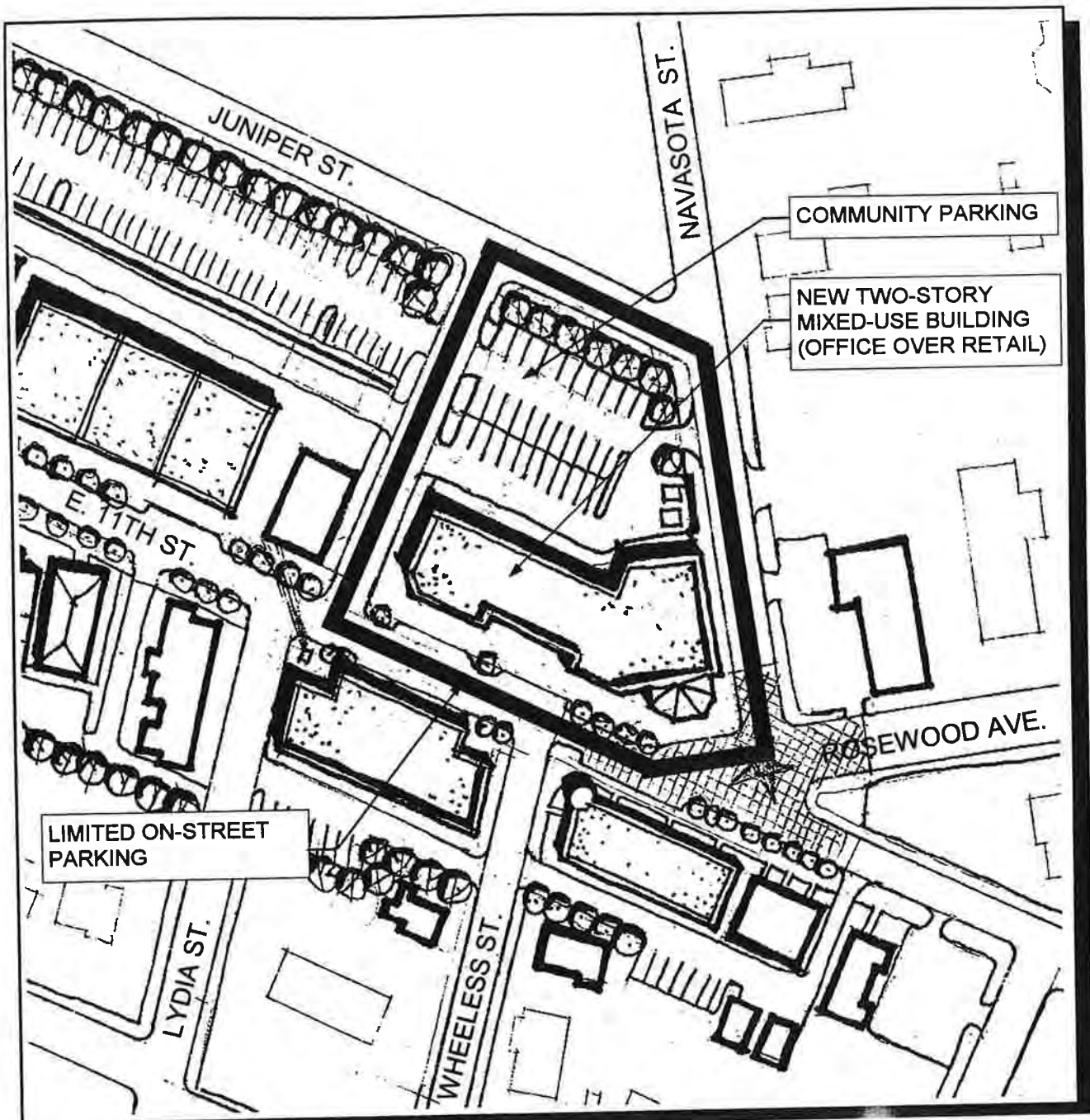
**Figure 4-10: 11th Street Live-Work Studios**



<b>PROJECT NUMBER/NAME:</b>	<b>11-7/LYDIA &amp; 11TH ST. MIXED-USE</b>
<b>Project Location:</b>	<b>South side of 11th St. between Lydia St. &amp; Wheelless St.</b>
<b>Site Area:</b>	<b>0.3 Acres (0.99 FAR Proposed)</b>
<b>Reuse Objective:</b>	<b>Create Retail &amp; Office Opportunities on 11th St.</b>
<b>Project Controls:</b>	
Building Description:	2-story mixed use
Building Height:	35 foot maximum (net)
New Commercial Space:	10-13,000 square feet (office over community/local services)
Commercial Space to be Preserved:	0
New Housing Units:	0
Existing Housing to be Preserved:	0
Community Parking Spaces:	8-10 (no on-street parking; additional parking accommodated elsewhere on 11th Street)
Residential Parking Spaces:	0
Demolition:	+900 square feet of commercial/retail (occupied)

**Figure 4-11: Lydia & 11th Street Mixed-Use**



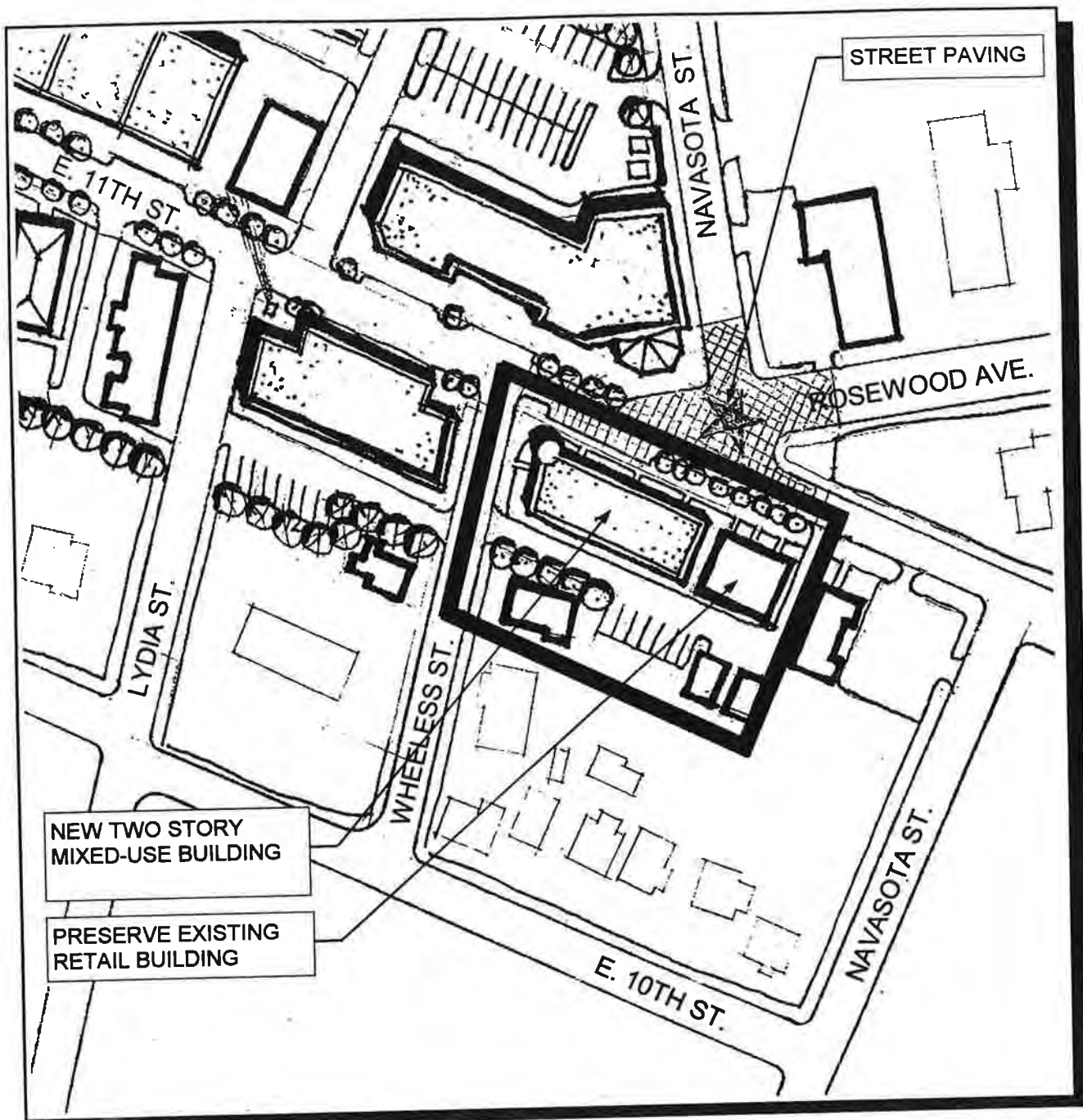


**PROJECT NUMBER/NAME:** 11-8/NAVASOTA St. & 11th St. MIXED USE  
**Project Location:** North side of 11th St. between Lydia St. & Navasota St.  
**Site Area:** 0.9 Acres (0.71 FAR Proposed)  
**Reuse Objective:** Provide New Mixed-Use Development on 11th St. (nonresidential)

**Project Controls:**

Building Description:	2-story non-residential with office space over ground floor retail
Building Height:	50 foot maximum (net)
New Commercial Space:	20-28,000 square feet (office; community/local services)
Commercial Space to be Preserved:	0
New Housing Units:	0
Existing Housing to be Preserved:	0
Community Parking Spaces:	30-35 (limited on street spaces available)
Residential Parking Spaces:	0
Demolition:	1 house and $\pm$ 2,000 square feet of commercial/retail (occupied)

**Figure 4-12: Navasota Street & 11th Street Mixed-Use**

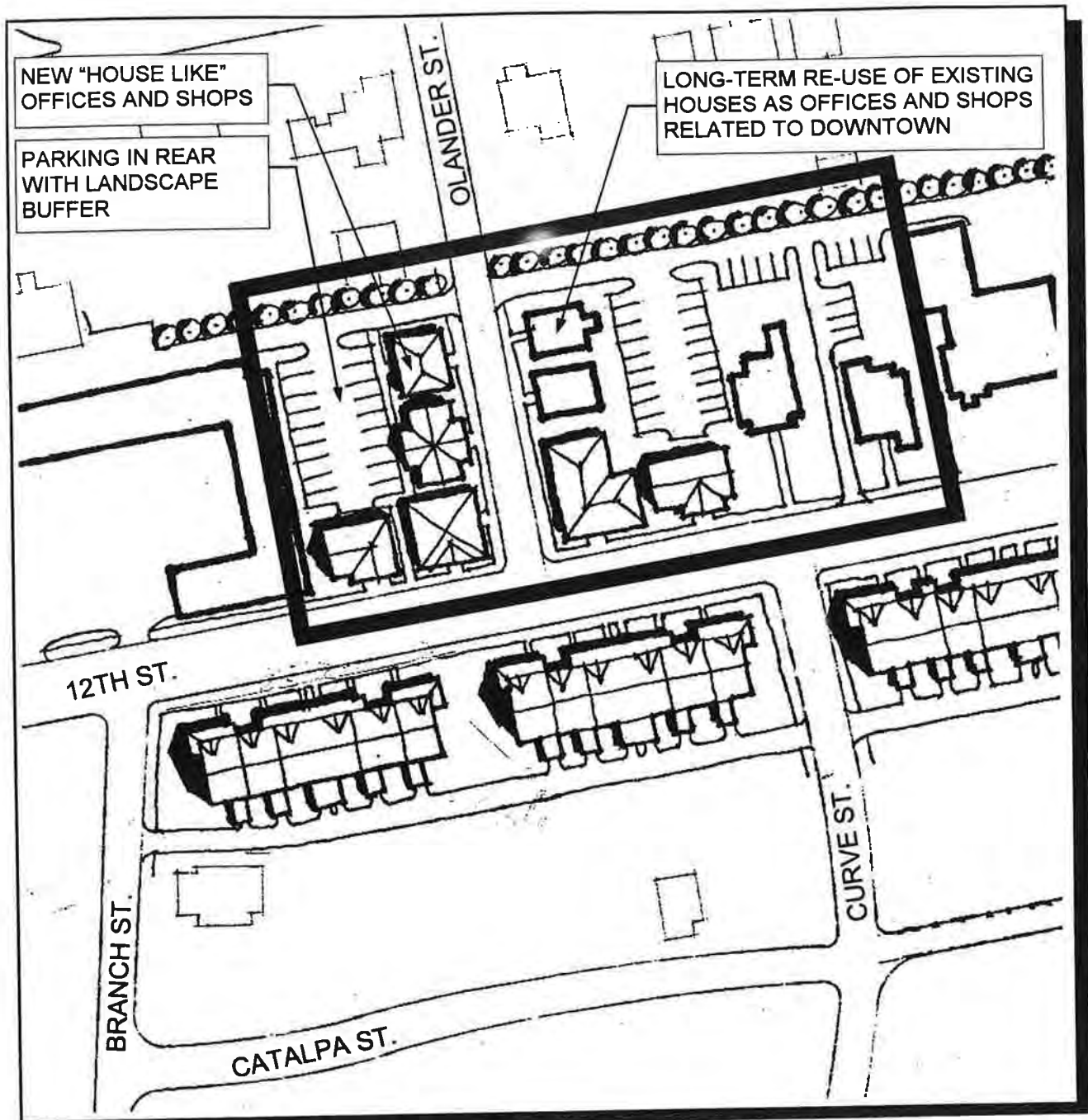


**PROJECT NUMBER/NAME:** 11-9/11th St. Retail  
**Project Location:** South side of 11th St. Between Wheless St. and Navasota St.  
**Site Area:** 0.5 Acres (0.57 FAR Proposed)  
**Reuse Objective:** Provide New Local-Serving Retail & Office Opportunities on 11th St.

**Project Controls:**

Building Description:	2-story mixed use buildings
Building Height:	35 foot maximum (net)
New Commercial Space:	6-10,000 square feet (office over community/local services)
Commercial Space to be Preserved:	± 2,500 square feet rehabilitated (occupied)
New Housing Units:	0
Existing Housing to be Preserved:	0
Community Parking Spaces:	6-10 (no on-street parking)
Residential Parking Spaces:	0
Demolition:	0

**Figure 4-13: 11th Street Retail**



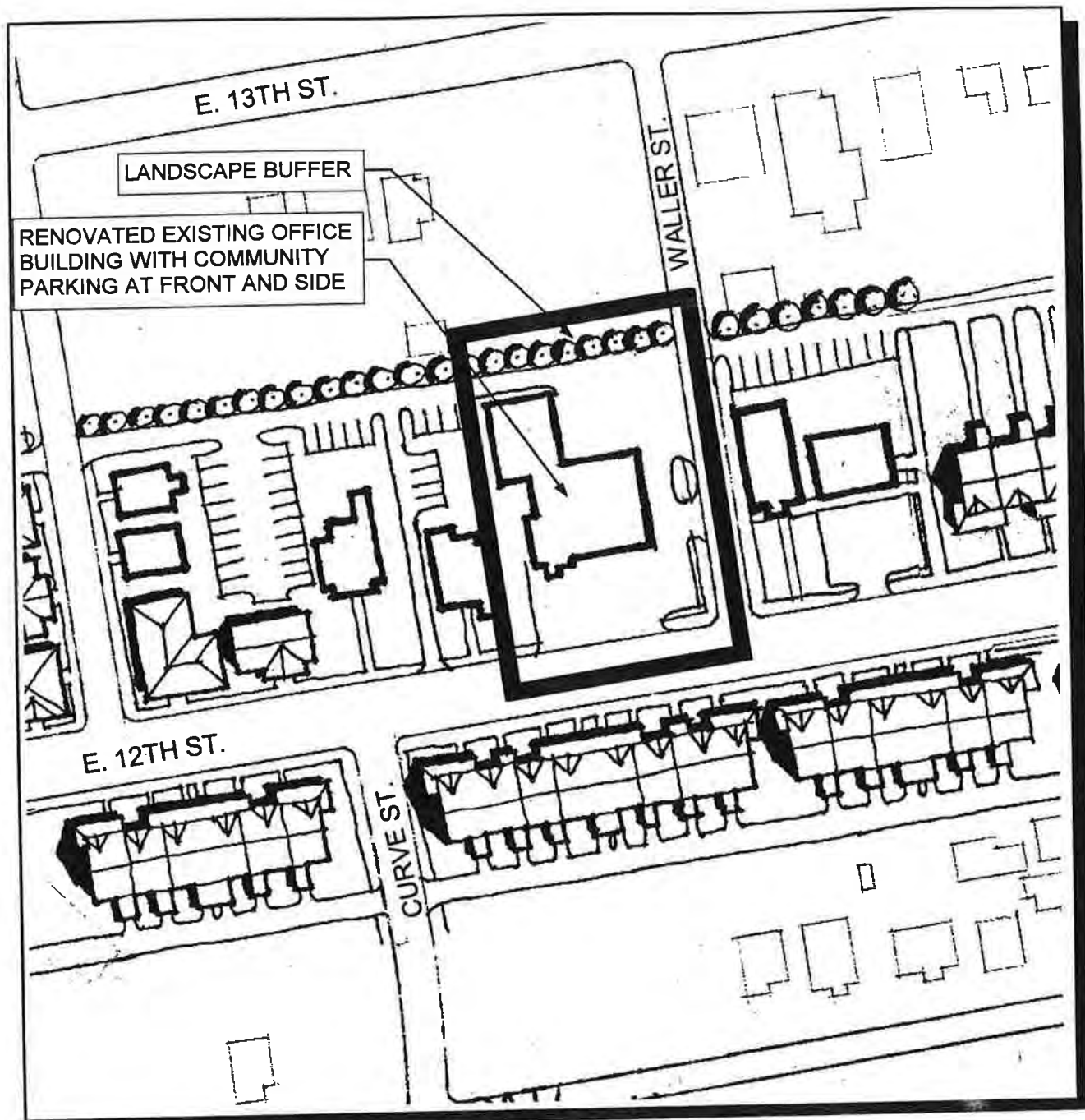
**PROJECT NUMBER/NAME:** 12-1/12th ST. OFFICES  
**Project Location:** North side of 12th St. at Olander St.  
**Site Area:** 1.3 Acres (0.30 FAR Proposed)  
**Reuse Objective:** Provide New Small-Scale Office Opportunities on 12th St.

**Project Controls:**

Building Description:	"Residential-scaled," 1 or 2-story office buildings
Building Height:	35 foot maximum (net)
New Commercial Space:	8-12,000 square feet (professional uses)
Commercial Space to be Preserved:	0 ( $\pm$ 5,000 square feet rehabilitated houses reused)
New Housing Units:	0 (mixed-use residential allowed but not programmed)
Existing Housing to be Preserved:	0 (4 occupied structures rehabilitated and reused)
Community Parking Spaces:	50-55
Residential Parking Spaces:	0
Demolition:	1 house (unoccupied) and 1 16-unit apartment building (occupied)

**Figure 4-14: 12th Street Offices**



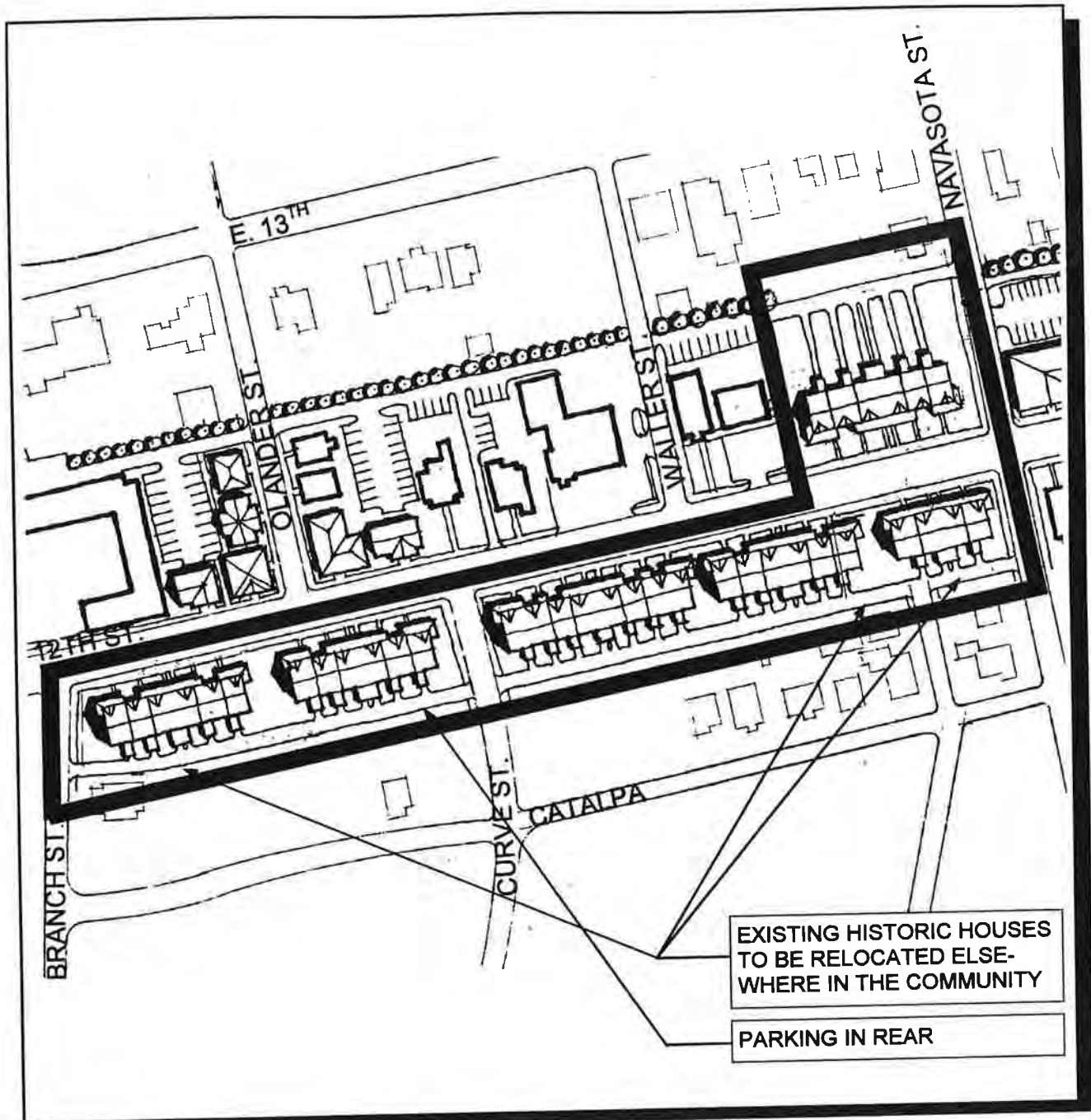


**PROJECT NUMBER/NAME:** 12-2/12th ST. OFFICE INCUBATOR  
**Project Location:** North side of 12th St. at Waller St.  
**Site Area:** 0.4 Acres (Existing development)  
**Reuse Objective:** Provide Office Incubator Space on 12th St.

**Project Controls:**

Building Description:	Existing office building
Building Height:	Existing
New Commercial Space:	0
Commercial Space to be Preserved:	± 9,000 square feet (occupied, rehabilitated incubator office space)
New Housing Units:	0 (mixed-use residential uses allowed but not programmed)
Existing Housing to be Preserved:	0
Community Parking Spaces:	Existing (10-20 spaces)
Residential Parking Spaces:	0
Demolition:	0

**Figure 4-15: 12th Street Office Incubator**

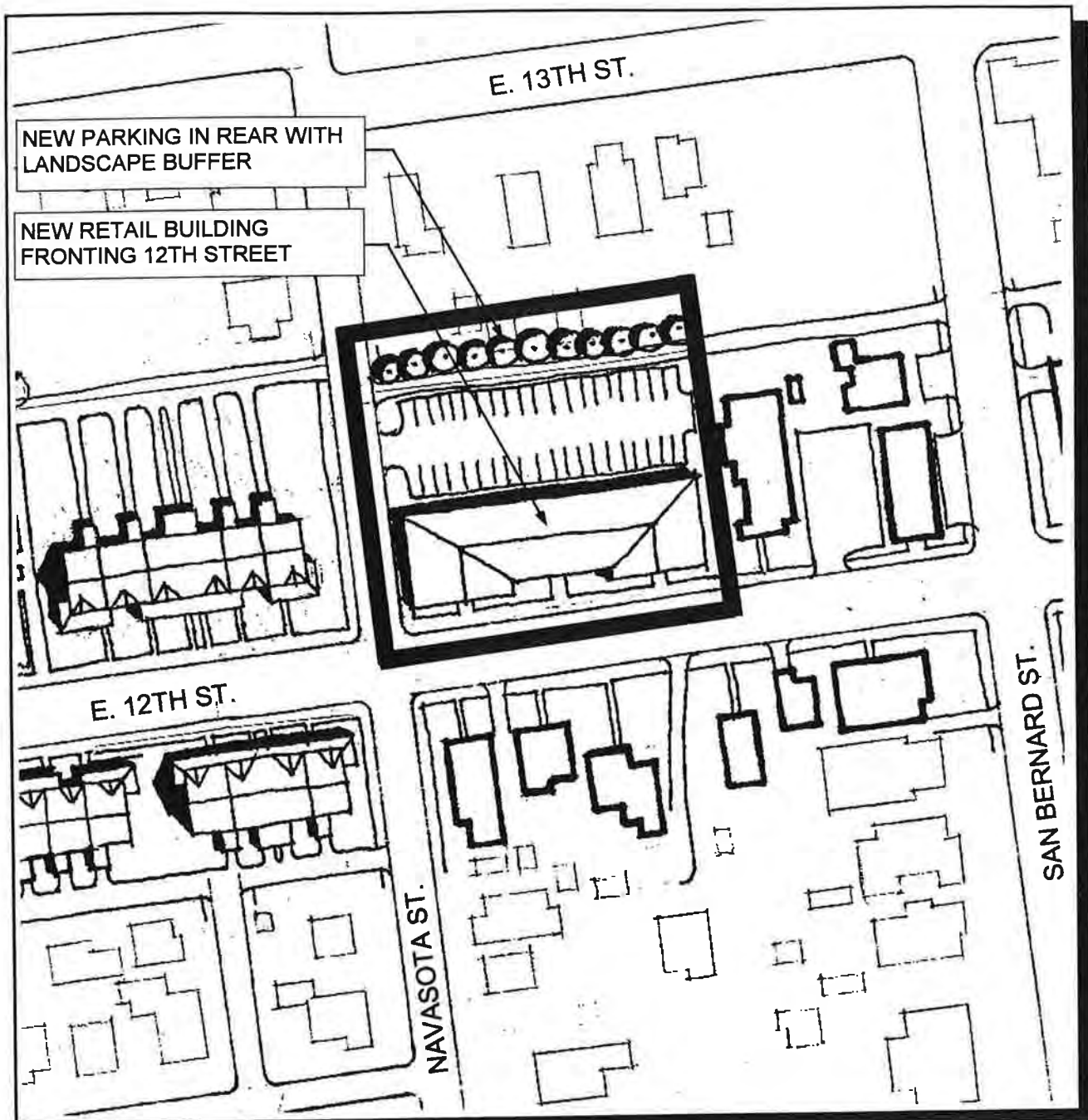


**PROJECT NUMBER/NAME:** 12-3/SCIP II TOWNHOUSES-SOUTH  
**Project Location:** South side of 12th St. between Waller St. and Branch St.  
**Site Area:** 3.2 Acres (0.36 FAR Proposed)  
**Reuse Objective:** Provide New Ownership Housing Opportunities on 12th St.

**Project Controls:**

Building Description:	2-story attached townhouses
Building Height:	35 foot maximum (net)
New Commercial Space:	0
Commercial Space to be Preserved:	0
New Housing Units:	30-36
Existing Housing to be Preserved:	0
Community Parking Spaces:	0
Residential Parking Spaces:	60-77 (2 spaces per unit)
Demolition:	6 houses (including relocation of 2 historic houses) and $\pm 1,400$ square feet of commercial/retail

**Figure 4-16: SCIP II Townhouses-South**



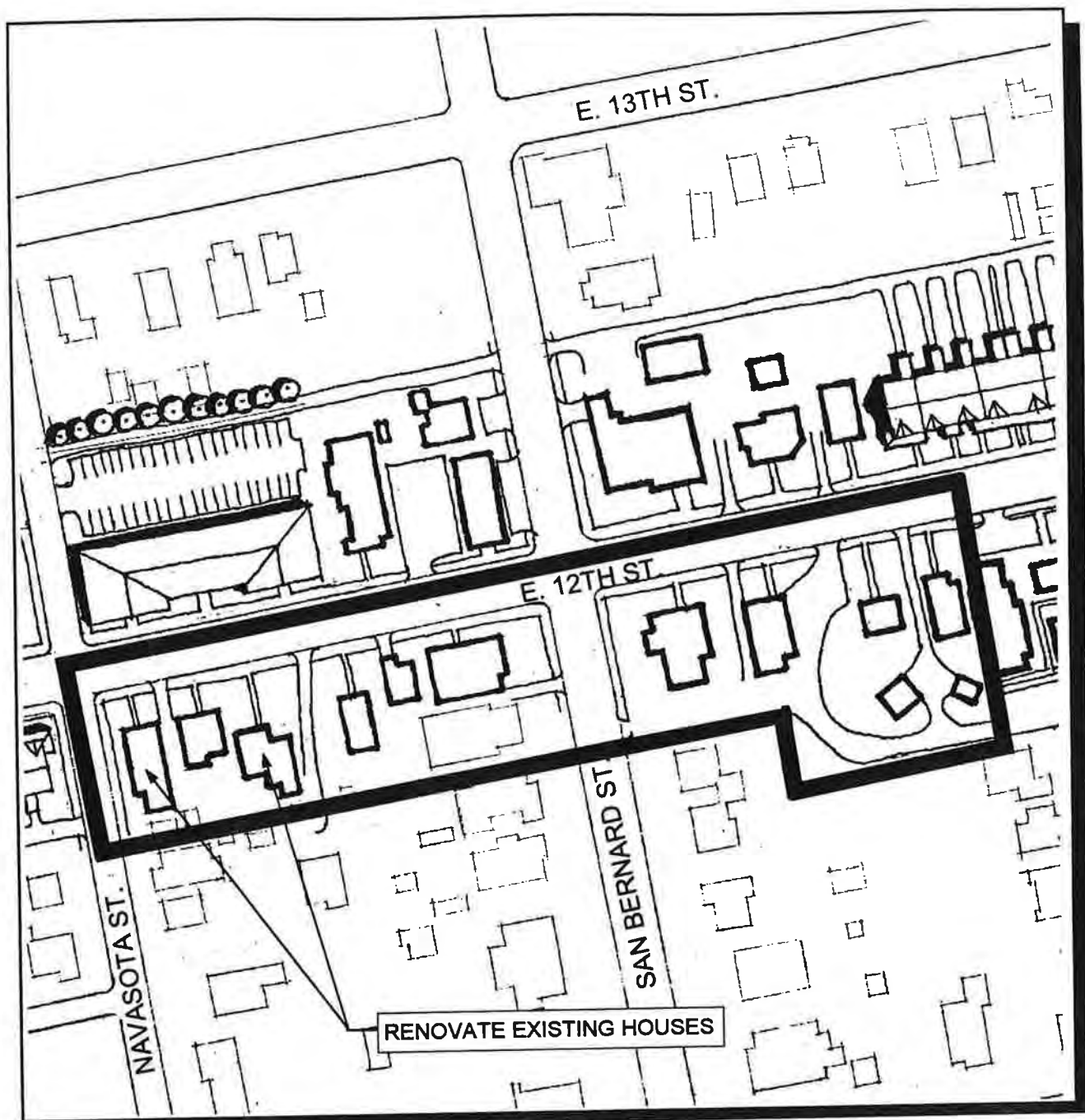
**PROJECT NUMBER/NAME:** 12-4/NAVASOTA ST. RETAIL  
**Project Location:** North side of 12th St. at Navasota St.  
**Site Area:** 0.6 Acres (0.46 FAR Proposed)  
**Reuse Objective:** Provide New Community Retail Opportunities

**Project Controls:**

Building Description:	"Residentially-scaled", 1-story retail
Building Height:	35 foot maximum (net)
New Commercial Space:	8-12,000 sq. ft. (community/local services)
Commercial Space to be Preserved:	0
New Housing Units:	0 (mixed-use residential allowed but not programmed)
Existing Housing to be Preserved:	0
Community Parking Spaces:	40-50
Residential Parking Spaces:	0
Demolition:	± 2,200 square feet of commercial/retail (occupied)

**Figure 4-17: Navasota Street Retail**



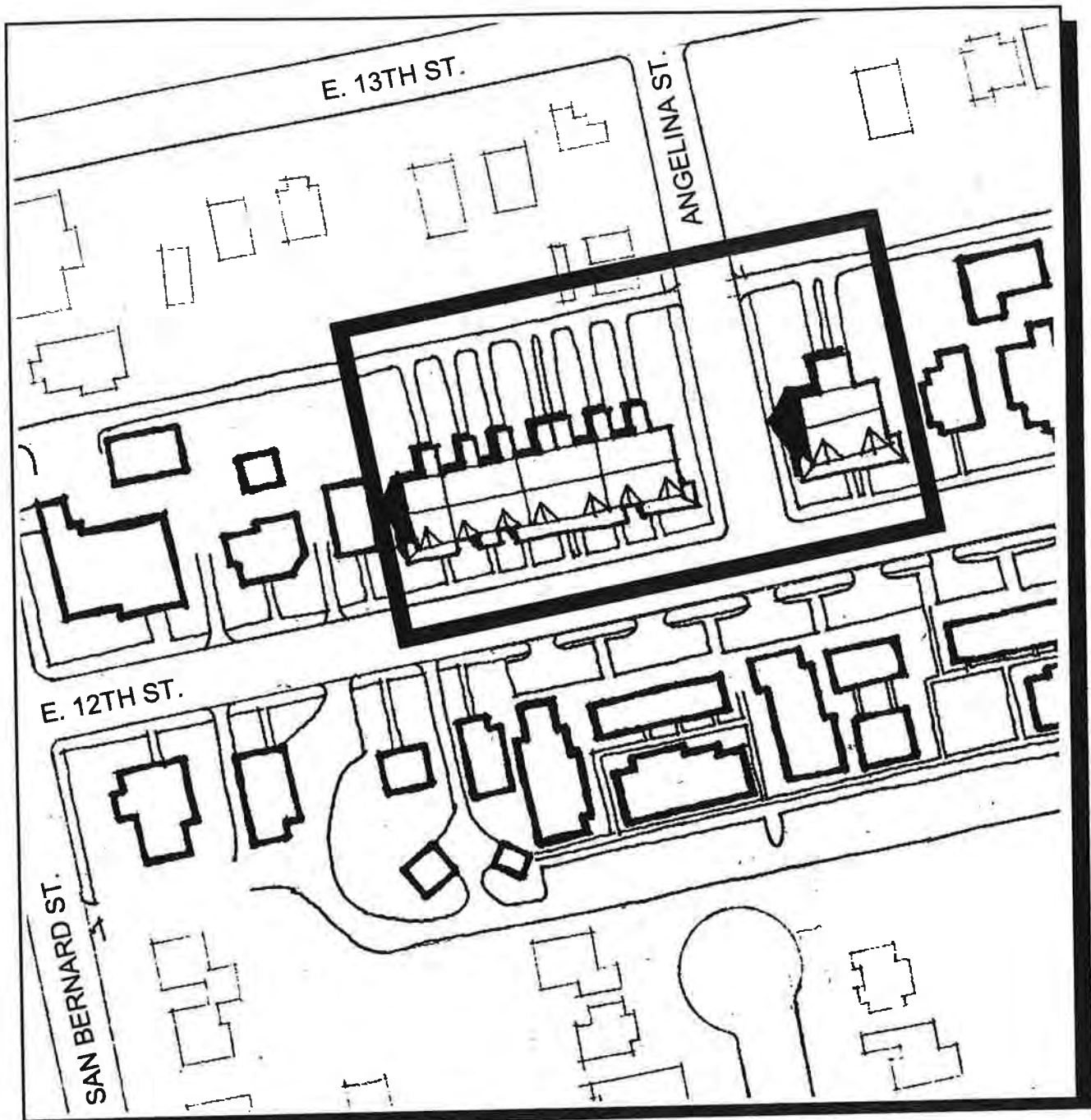


**PROJECT NUMBER/NAME:** 12-5/12th ST. RENOVATION  
**Project Location:** South side of 12th St. at San Bernard  
**Site Area:** 2.2 Acres (Existing development)  
**Reuse Objective:** Preserve Existing Housing Through Rehabilitation.

**Project Controls:**

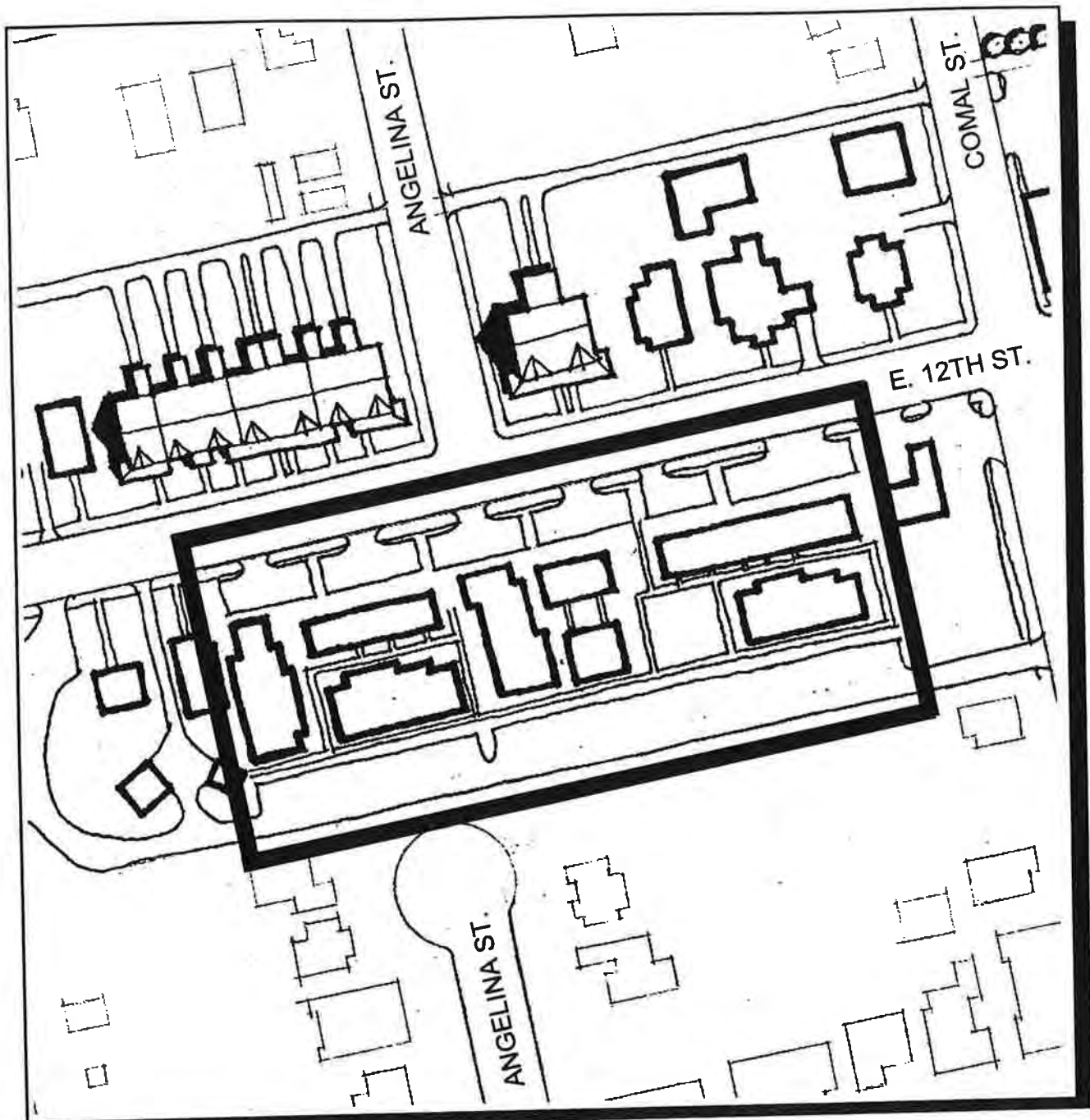
Building Description:	9 existing single-family houses
Building Height:	Existing
New Commercial Space:	0
Commercial Space to be Preserved:	± 1,520 square feet (1 existing occupied office building)
New Housing Units:	0
Existing Housing to be Preserved:	9 units (1 unoccupied)
Community Parking Spaces:	Existing (4-8 at existing office building)
Residential Parking Spaces:	Existing (15-20 at existing houses)
Demolition:	0

**Figure 4-18: 12th Street Renovation**



<b>PROJECT NUMBER/NAME:</b>	<b>12-6/SCIP II TOWNHOUSES-NORTH</b>
<b>Project Location:</b>	<b>North side of 12th St. at Angelina</b>
<b>Site Area:</b>	<b>1.0 Acres (.32 FAR Proposed)</b>
<b>Reuse Objective:</b>	<b>Provide New Ownership Housing Opportunities on 12th St.</b>
<b>Project Controls:</b>	
Building Description:	2-story attached townhouses
Building Height:	35 foot maximum (net)
New Commercial Space:	0
Commercial Space to be Preserved:	0
New Housing Units:	8-10
Existing Housing to be Preserved:	0
Community Parking Spaces:	0
Residential Parking Spaces:	16-20 (2 spaces per unit)
Demolition:	0

**Figure 4-19: SCIP II Townhouses-North**



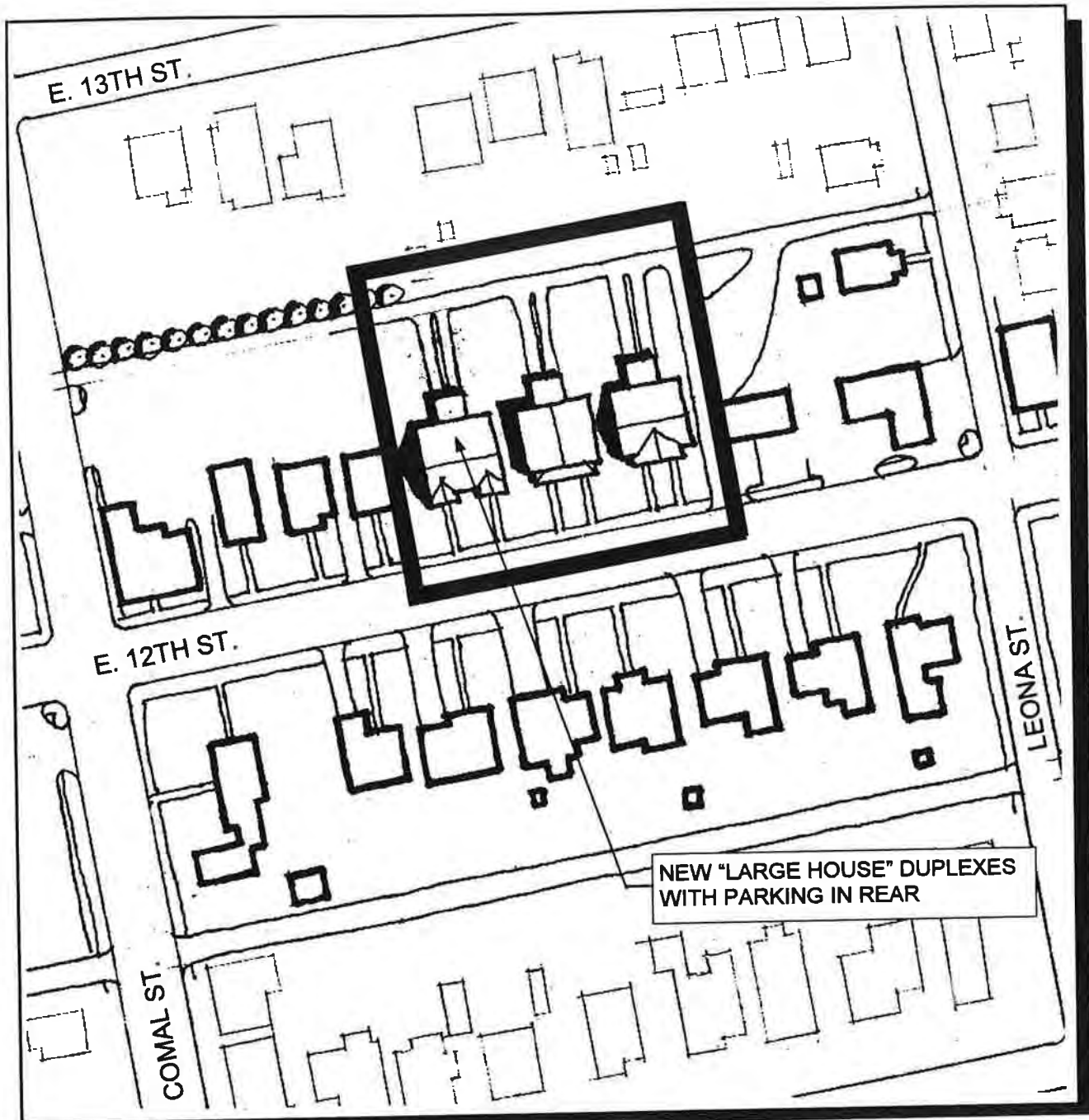
**PROJECT NUMBER/NAME:** 12-7/12th ST. GARDEN APARTMENTS  
**Project Location:** South Side of 12th St. Between Comal St. & Angelina St.  
**Site Area:** 1.4 Acres (Existing development)  
**Reuse Objective:** Provide New Housing Opportunities on 12th St.

**Project Controls:**

Building Description:	2-story garden apartments
Building Height:	Existing
New Commercial Space:	0
Commercial Space to be Preserved:	0
New Housing Units:	0
Existing Housing to be Preserved:	35 rental flats rehabilitated
Community Parking Spaces:	0
Residential Parking Spaces:	38-44 (existing)
Demolition:	0

**Figure 4-20: 12th Street Garden Apartments**



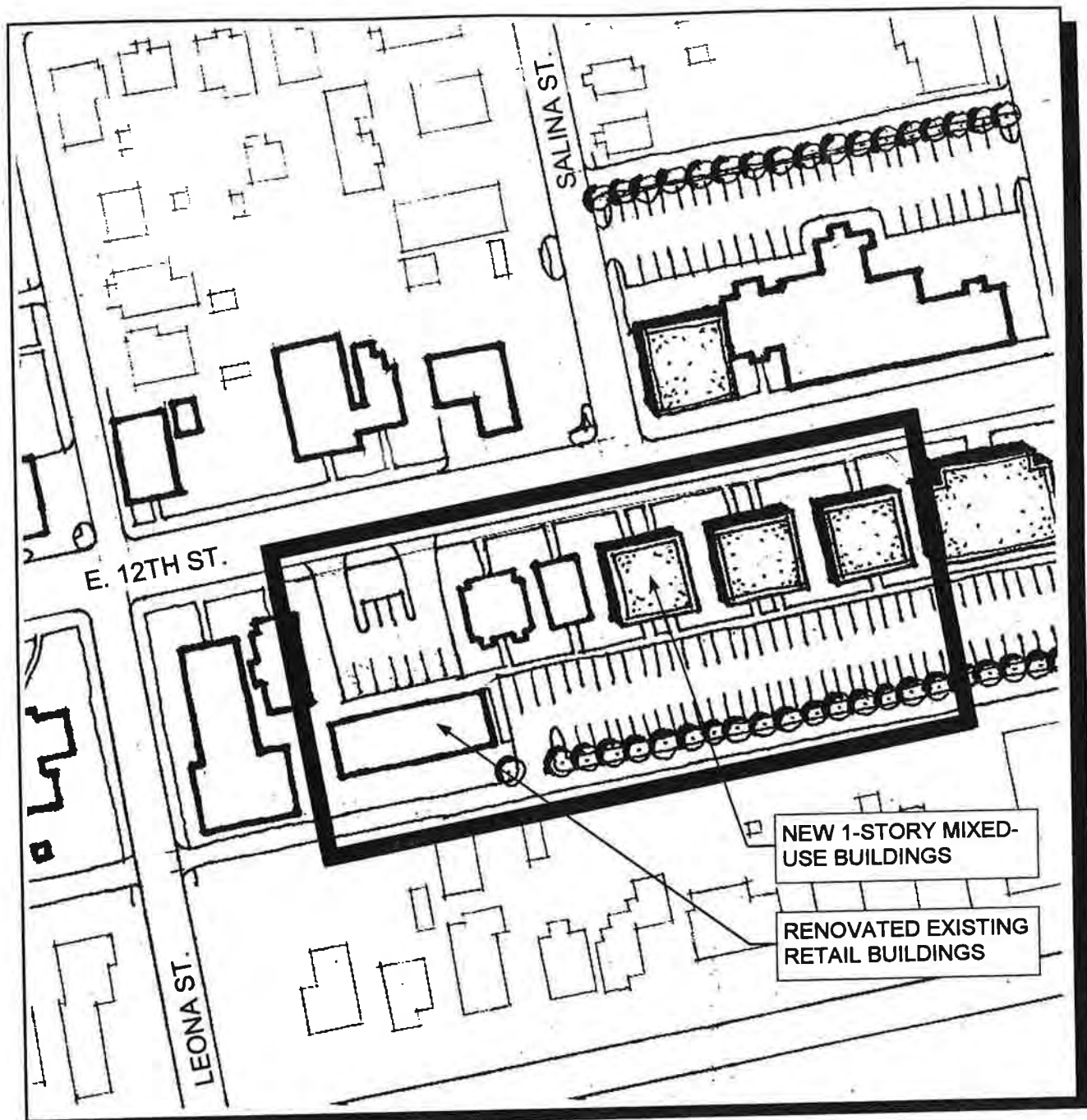


**PROJECT NUMBER/NAME:** 12-8/12th ST. DUPLEXES  
**Project Location:** North Side of 12th St. Between Comal St. & Leona St.  
**Site Area:** 0.7 Acres (.37 FAR Proposed)  
**Reuse Objective:** Provide New Housing Opportunities on 12th St.

**Project Controls:**

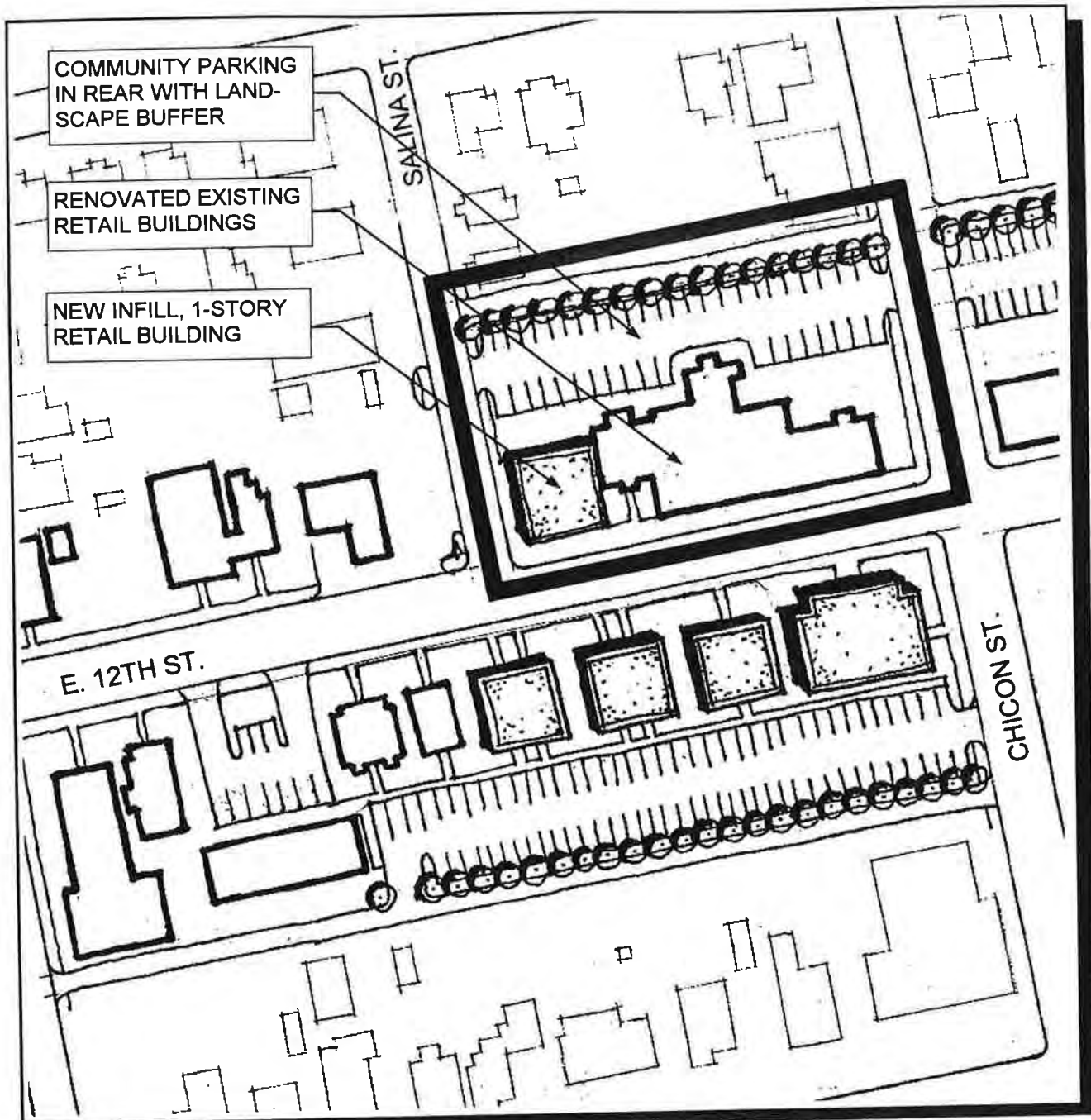
Building Description:	1 or 2-story residentially-scaled duplexes
Building Height:	35 foot maximum (net)
New Commercial Space:	0 (home office uses allowed)
Commercial Space to be Preserved:	0
New Housing Units:	4-8 rental duplexes
Existing Housing to be Preserved:	0
Community Parking Spaces:	0
Residential Parking Spaces:	8-16 (2 spaces per unit)
Demolition:	0

**Figure 4-21: 12th Street Duplexes**



<b>PROJECT NUMBER/NAME:</b>	<b>12-9/12th ST. MIXED-USE</b>
<b>Project Location:</b>	<b>South side of 12th St. Between Leona St. &amp; Chicon St.</b>
<b>Site Area:</b>	<b>1.2 Acres (0.29 FAR Proposed)</b>
<b>Reuse Objective:</b>	<b>Provide Opportunities for Local Serving Mixed-Use (Non-Residential)</b>
<b>Project Controls:</b>	
Building Description:	"Residential-Scaled," 1 or 2-story mixed-use structures; existing retail
Building Height:	35 foot maximum (net)
New Commercial Space:	6-10,000 square feet (local serving retail and offices)
Commercial Space to be Preserved:	± 5,000 square feet rehabilitated (local serving retail, occupied)
New Housing Units:	0 (mixed-use residential allowed but not programmed)
Existing Housing to be Preserved:	0
Community Parking Spaces:	60-65
Residential Parking Spaces:	0
Demolition:	1 house (occupied)

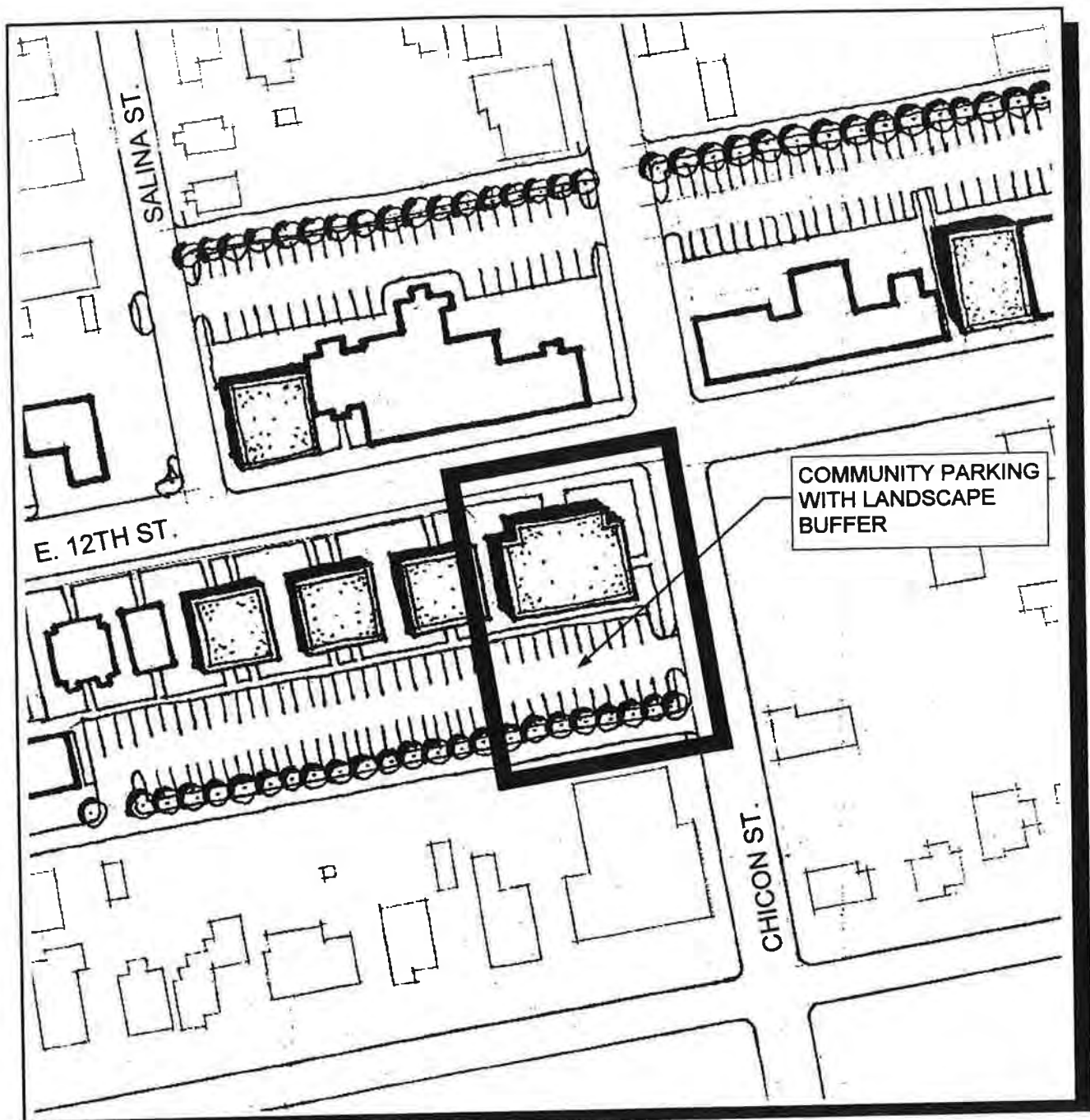
**Figure 4-22: 12th Street Mixed-Use**



<b>PROJECT NUMBER/NAME:</b>	<b>12-10/CHICON ST. RETAIL NODE</b>
<b>Project Location:</b>	<b>North side of 12th St. at Chicon St.</b>
<b>Site Area:</b>	<b>0.9 Acres (0.36 FAR Proposed)</b>
<b>Reuse Objective:</b>	<b>Stabilize Existing Retail Node</b>
<b>Project Controls:</b>	
Building Description:	1 and 2-story retail (mostly existing)
Building Height:	35 foot maximum (net)
New Commercial Space:	± 2-3,000 square feet (community/local services)
Commercial Space to be Preserved:	± 11,000 square feet rehabilitated (community/local services, 5,370 square feet unoccupied)
New Housing Units:	0 (mixed-use residential allowed but not programmed)
Existing Housing to be Preserved:	0
Community Parking Spaces:	40-45
Residential Parking Spaces:	0
Demolition:	0

**Figure 4-23: Chicon Street Retail Node**



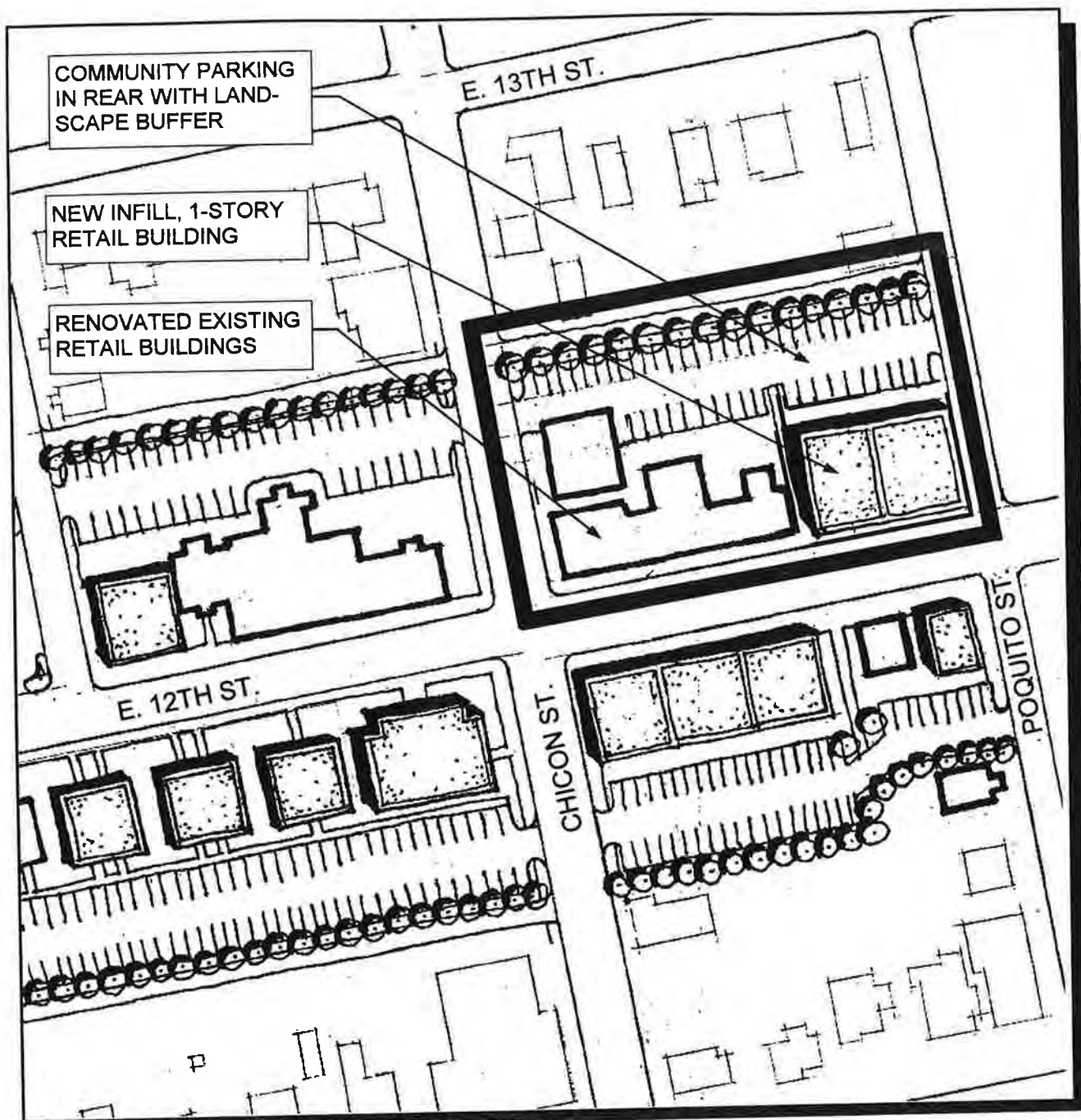


**PROJECT NUMBER/NAME:** 12-11/12th ST. CIVIC NODE  
**Project Location:** South side of 12th St. at Chicon St.  
**Site Area:** 0.5 Acres (0.23 FAR Proposed)  
**Reuse Objective:** Provide New Institutional, Civic and/or Religious Opportunities

**Project Controls:**

Building Description:	1-story civic building
Building Height:	35 foot maximum (not including spire or other decorative feature)(net)
New Commercial Space:	4-5,000 (institutional);
Commercial Space to be Preserved:	0
New Housing Units:	0
Existing Housing to be Preserved:	0
Community Parking Spaces:	18-24
Residential Parking Spaces:	0
Demolition:	0

**Figure 4-24 12th Street Civic Node**

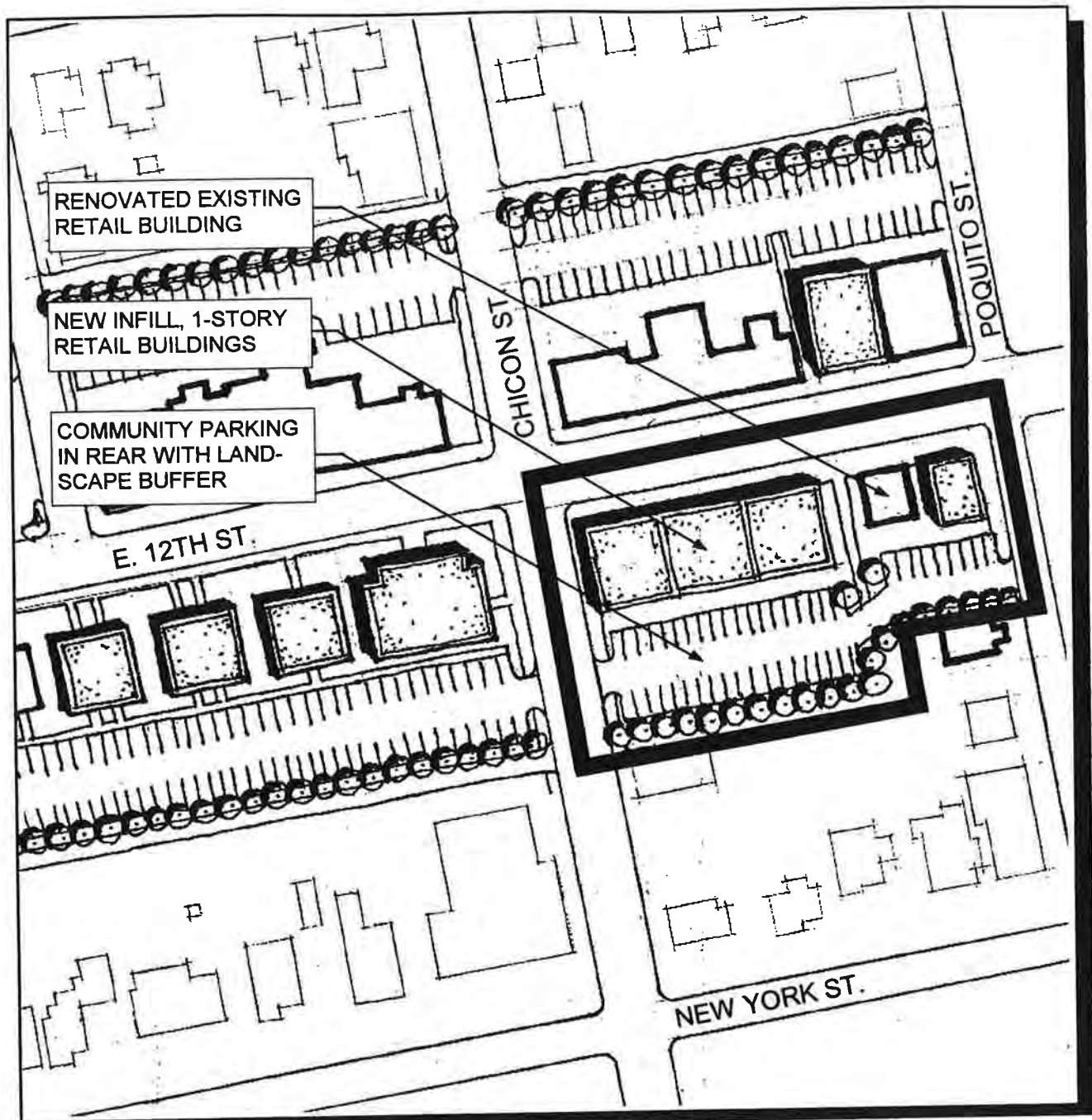


**PROJECT NUMBER/NAME:** 12-12/CHICON ST. RETAIL NODE  
**Project Location:** North side of 12th St. at Poquito St.  
**Site Area:** 0.9 Acres (0.40 FAR Proposed)  
**Reuse Objective:** Stabilize Existing Retail Node

**Project Controls:**

Building Description:	1 and 2-story retail (mostly existing)
Building Height:	35 foot maximum (net)
New Commercial Space:	± 4,000 – 5,600 square feet (community/local services)
Commercial Space to be Preserved:	± 10,000 square feet rehabilitated (community/local services, occupied)
New Housing Units:	0 (mixed-use residential allowed but not programmed)
Existing Housing to be Preserved:	0
Community Parking Spaces:	50-55
Residential Parking Spaces:	0
Demolition:	0

**Figure 4-25: Chicon Street Retail Node**



**PROJECT NUMBER/NAME:** 12-13/CHICON ST. RETAIL NODE  
**Project Location:** South side of 12th St. at Poquito St.  
**Site Area:** 0.9 Acres (0.29 FAR Proposed)  
**Reuse Objective:** Stabilize Existing Retail Node

**Project Controls:**

Building Description:	1 and 2-story retail (some existing)
Building Height:	35 foot maximum (net)
New Commercial Space:	± 8,500 – 10,500 square feet (community/local services)
Commercial Space to be Preserved:	± 1,000 square feet rehabilitated (community/local services)
New Housing Units:	0 (mixed-use residential allowed but not programmed)
Existing Housing to be Preserved:	0
Community Parking Spaces:	40-45
Residential Parking Spaces:	0
Demolition:	± 1,500 square feet (commercial)

**Figure 4-26: Chicon Street Retail Node**



In addition, the planned development along East 11th Street seeks to draw consumers from the greater Austin area, particularly the office/residential communities located in and around Downtown. Therefore, establishment of a rubber-based downtown shuttle could prove critical in linking the East 11<sup>th</sup>/12<sup>th</sup> Street area with potential commercial consumers. Table 3-1 details all proposed CRP public improvements in bold type.

#### **4.5 CRP Acquisition Plan**

Under provisions of this CRP element, cooperative acquisition and redevelopment initiatives of the City/ARA and other participants to be designated by the City/ARA will address physical and economic blight, impaired private market and development activity, and environmental, economic, and social distress. The location of anticipated acquisition sites corresponds to the redevelopment project areas shown in Figure 4-27.

Property acquisition within the CRP area will be undertaken on a contingent basis, depending upon the specific circumstances of current ownership, site uses, and the ability of property owners to conform to the redevelopment controls. Property acquisition will be selectively conducted within the redevelopment areas shown in the Acquisition/Disposition map based on the following criteria. These criteria focus on eliminating and preventing blighting conditions.

- Sites occupied by abandoned, "Dilapidated" structures often tax delinquent, which are unsafe and detrimental to the surrounding environment.
- Vacant and/or under-used sites which reflect patterns of impaired development, economic disinvestment and/or detrimental site uses. Sites classified as vacant and/or under-used include those with vacant structures or without any permanent building improvements, site uses for open storage or other non-intensive development inconsistent with East Austin's central urban location.
- Properties required to effectuate critically needed public buildings, parks, plazas, and traffic/pedestrian circulation and infrastructure improvements.
- Non-intensively developed, obsolescent, or underutilized commercial/industrial sites which contribute to traffic, land use, and environmental impacts on residential areas and which offer logical opportunities for conversion to more appropriate uses.
- Sites and structures of significant historical, cultural, or architectural distinction which reflect conditions of physical deterioration, vacancy or under-utilization, and/or inappropriate uses, i.e., conditions which can be remedied through high-priority preservation and adaptive re-use action programs.
- "Substandard" or "Deteriorated" residential structures which are capable of cost-effective rehabilitation through acquisition and reinvestment by alternative owners. The objective will be to remedy associated problems of vacant or crime-infested rental units and/or property tax delinquency while providing expanded home ownership opportunities or better managed rental housing. With regard to this criterion, additional public acquisition site designations will be made following internal code inspections of existing housing structures.







### **Guidelines for Acquisition**

Acquisition and redevelopment of the identified project areas will require strategies involving complementary roles and initiatives on the part of the community, ARA, the City of Austin, the Urban Renewal Agency of the City of Austin (Urban Renewal Agency), and the private sector. As a matter of policy, this CRP calls for a business-like containment of local government costs and risks associated with front-end property acquisition and initiation of project development. A key strategy is the sharing of front-end land assembly and project initiation responsibilities with pre-qualified private redevelopment teams approved by the City/ARA. Increased participation by current property owners, community-based organizations, private investors, and business operators during the initial stages of redevelopment, can provide a greater economic stake and social responsibility for redevelopment outcomes. At the same time, the front-end costs of redevelopment, to be financed by government will be reduced along with fewer short-term losses of tax revenues during acquisition, relocation, and site preparation phases.

The policy of shared acquisition and project initiation responsibilities grants the City/ARA/Urban Renewal Agency the authority to control future site re-uses and design qualities within targeted redevelopment sites as outlined in this CRP. The City/ARA retains the power to coordinate the provision of appropriate economic incentives for redevelopers and tenants, regardless of how the property is assembled. This policy also calls for the City/ARA to act as the land acquisition and disposition agency of last resort, where needed property redevelopment cannot be achieved through other parties. All property acquisition activities conducted by the City/ARA/Urban Renewal Agency should directly correspond to community-based priorities and be reviewed by appropriate community-based organizations. (See Part 5.0 for a full description of a proposed Community-Based Redevelopment Council - CRC.)

Three alternative levels for public acquisition and redevelopment intervention by the City/ARA/Urban Renewal Agency--all based on the City's eminent domain power—are proposed and will be determined on a site-by-site basis.

- **Tier I sites:** These sites represent the most direct and highest priority public acquisition and redevelopment initiatives including: properties required to effectuate public or area-wide improvements, properties with severe structural deficiencies (i.e., unsafe), or properties impinging upon larger-scale development.

The Tier I strategy will involve direct City/ARA/Urban Renewal acquisition initiatives for targeted properties through negotiated purchases from private owners; the Urban Renewal Agency's condemnation and acquisition procedures in the case of recalcitrant owners; and property transfer and/or redevelopment agreements with existing public owners. For the purposes of this CRP report, existing City-owned properties have been classified as Tier I sites. For other sites remaining to be acquired, the City/ARA/Urban Renewal Agency shall endeavor to obtain amicable purchase agreements with private owners, based on professional "fair market value" (FMV) appraisals, and shall resort to the Urban Renewal Agency's eminent domain proceedings only as a last resort and with CRB approval. In the Tier I priority sites, acquisition activities will be followed closely by relocation activities (when necessary), demolition, and site preparation. Additional and related property disposition and relocation procedures/policies are described later in this section.



- **Tier II sites:** These will be identified where private acquisition and currently planned private improvements may be assisted by the City/ARA/Urban Renewal Agency under specified procedures and guidelines. Private redevelopment teams in these areas may include current property owners, ARA, community-based institutions, and both existing and new business operators.

The Tier II strategy seeks to maximize participation for community-based organizations and existing property owners, as well as to attract project commitments from highly capable investors, redevelopers, or businesses not currently present within the area. Tier II acquisition can respond to challenges involving multiple property owners and subdivision and development constraints. Tier II acquisition will be implemented through designation of pre-qualified private development teams and investment partnerships. Collaborative joint venture participants may include the following: community-based nonprofit CDCs; community-based institutional sponsors; directly affected property owners and businesses; and external private investors and developers with demonstrated financial strengths and experience. All project teams will be required to demonstrate credible professional expertise in such fields as Architectural/Engineering design, development, marketing and project management.

Depending on the nature and scope of Tier II project opportunities, the City/ARA/Urban Renewal Agency may follow alternative procedures for pre-qualification and designation of a preferred redevelopment team. The options include: (1) competitive advertisement and selection based on specified qualifications; or (2) review and approval of a voluntary application from a group for "sole source" selection on the merits of community service track record, properties already controlled, financial and professional experience strengths, intended development program, and specific investment commitment. The City/ARA/Urban Renewal Agency may also reserve the authority to designate individual participants in Tier II project teams on a "sole source" basis, as required to guarantee attention to housing, economic opportunity, and/or community service benefits for neighborhood residents, or to fulfill conditions of public financing commitments. However, designations of "sole source" participants shall not interfere with the use of competitive procedures to obtain the highest quality private investment, design, and development through the Tier II land assembly strategy. Further, designated Tier II redevelopers must be pre-committed, in writing, to follow all applicable CRP planning and implementation goals, objectives and policies. The City/ARA/Urban Renewal Agency shall have discretionary control over the scope and duration of property acquisition and redevelopment rights to be granted in a Tier II project. It may approve large, multi-phase projects by a designated redeveloper, but time limits and performance controls for the continuance of such rights shall be defined in a Land Acquisition and Development Agreement. The City/ARA may provide a varied range of redevelopment assistance to enable successful and feasible completion of private land assembly and reinvestment obligations under the Tier II strategy, as described below.

**Supplementary property acquisition and disposition.** This includes public takings of residual hold-out properties that cannot be privately assembled and transfers of publicly owned properties for private redevelopment purposes. Supplementary land assembled and disposed of to Tier II redevelopers will be subject to the same public acquisition and disposition policies and procedures that govern Tier I redevelopment sites, except that the pre-qualified Tier II redeveloper will be a pre-determined redeveloper of any private re-use portions of publicly assembled properties. Supplementary public acquisition and disposition may be applied to any new and rehabilitated construction sites meeting the redevelopment site criteria described above.

**Relocation assistance.** Tier II private acquisition and redevelopment sites involving any displacement of existing households or businesses will be provided with a uniform standard of

relocation benefits and services as defined later in this section. The City/ARA/Urban Renewal Agency may enter into public cost-sharing agreements for relocation expenses to the extent required for the economic feasibility of the project and its long-term benefits to the City and the East Austin community.

**Other Tier II project assistance.** Where applicable and necessary to project feasibility, development assistance may include the following: public improvements; affordable housing development loans and grant assistance; economic development loans; historic building facade restoration grants; or impact fee concessions.

- **Tier III sites:** These sites are where public intervention will occur as a tool of last resort for enforcing corrective actions pertaining to code violations, tax delinquency, or nonconforming/conflicting land uses. There are two general classes of situations in which Tier III acquisitions may apply.

**Corrections of code violations and/or property tax delinquency.** Tier III acquisition may be applied to abandoned/unsafe buildings and other properties with substantial and persistent violations of the building code, housing occupancy code, health regulations, or other applicable codes and ordinances. Property owners will be notified of violations identified in concentrated code enforcement inspections and will be provided with reasonable time limits for corrective actions, as well as information on sources of assistance for property reinvestment. Property owner compliance, with applicable codes, will be verified by follow-up inspections. Tier III acquisition may also be applied to properties with repeated and continuing property tax delinquency, based on review of property tax records and due notice to the owners to remit back taxes. Failure of owners to make property improvements and/or tax payments after adequate notice will be sufficient cause for Urban Renewal Agency takings by condemnation. In the event of such takings, the amounts of overdue taxes and any expenses for demolition of abandoned or otherwise unsafe buildings shall be deducted from the purchase price of subject properties.

**Conformance of properties to CRP planning objectives.** Tier III public acquisition remedies may also be applied as a back-up tool for bringing obsolescent or conflicting site and building facilities or uses into compliance with current zoning provisions and/or the more particular CRP objectives for planning and design. Where appropriate and feasible, the CITY/ARA/Urban Renewal Agency may enter into proactive written agreements with such owners for cooperative private and public measures to bring facilities or uses into conformance and to meet any evident needs for relocation assistance to tenants; appropriate and reasonable time limits (e.g., one to ten years) shall be established for amortization of non-conforming facilities and realization of desired changes. In the event an owner is unable or unwilling to fulfill an executed written agreement for scheduled conformance of facilities and uses, a Tier III acquisition may be undertaken; negotiated purchase or condemnation methods may be used as justified by the specific circumstances.

All Tier III acquisitions will be subject to the provision of a uniform standard of relocation benefits and services will be subject to disposition procedures and covenants as described later in this section.

This Acquisition Plan is intended to provide the community, the Urban Renewal Agency, the City of Austin and ARA ample latitude for defining the operative policies and procedural guidelines under which public

acquisitions for Tiers I through III will occur. During implementation of this CRP element, the City/ARA/Urban Renewal Agency must promulgate clear procedural guidelines for public acquisition activities and related procedures for redeveloper designation and disposition of publicly acquired property. Before acquiring any parcel, the City/ARA/Urban Renewal Agency will obtain two separate appraisals of the parcel's market value, as determined by qualified appraisers. The City/ARA/Urban Renewal Agency will seek to acquire the parcel through negotiation, but, if necessary, the parcel can be acquired through the City's power of eminent domain. At all times, individual property rights will be protected to the full extent of the law. Current property owners will be provided considerable latitude to develop or conform properties consistent with CRP goals, objectives and re-use controls.

### **Estimated Acquisition Costs**

Table 4-3 offers a summary of property characteristics and an estimate of the likely need for public and private property acquisition. All project reference numbers are keyed to Figure 4-27. More detailed property characteristics are found in the Appendix. It is important to note that all characteristics shown in Table 4-3 refer to the entirety of properties included in the relevant redevelopment project area; many of the parcels are not likely to be acquired and only a portion of the necessary acquisition will come from the public sector.

Acquisition estimates are based on fair market values (FMV) of all properties within the redevelopment project areas, and are shown in Table 4-3 along with estimates of the associated public cost. The estimated public cost of acquisition assumes that no front-end dollars will be incurred on property currently owned by public and quasi-public entities. However, it is assumed that approximately 80% of the value of those properties will be recovered in land sales to private redevelopment projects (often times resulting in a negative net public cost). In most cases, amounts shown for public acquisition of private properties reflect an assumed percentage of 30% of the total values of properties that must be assembled by public and private parties to complete redevelopment project purposes. As a fundamental principal, 100% of the public acquisition costs for private redevelopment will be recovered through land sales and contributed to revolving funds for property acquisition or private development assistance loans. The only public acquisition funds that will not be recoverable are Tier I sites necessary for public improvements (i.e., streetscapes and/or public plazas).

Total public acquisition outlays are estimated at just over \$3.6 million. Due to the large amount of public/quasi- public property, approximately 101% of the property values will be recoverable funds that can be recycled a number of times. These strategies have the net effect of drastically reducing front-end public acquisition costs well below the national norms for public redevelopment programs.

### **Early Land Control**

It is important to note that Tiers I and II property acquisition, as well as donations and temporary loans of property, must be employed at an early stage in CRP implementation in order to gain effective control over the blighting effects of vacant and/or poorly maintained land and abandoned/hazardous structures which are economically beyond repair. An additional concern is the need for temporary control and use of vacant property in order to avoid piece-meal or premature site development activities, which are out of phase with broader community-based improvement and marketing programs. Options for early land control include: donations of property from governmental or corporate owners; conveyance of temporary property



Table 4-3 Estimated Property Acquisition Costs

REDEVELOPMENT PROJECT AREAS	EXIST. CHARACTERISTICS		ACQUISITION ESTIMATES				
	Number of Parcels in Project Area (not all acquired)	Site Area (Ac)	Partial Acquisition Required (Fair Market Value)	Percent of Project Area to be Acquired	Front-End Public Cost	Public Sector Participation	Public Cost Recovery
<b>11TH STREET CORRIDOR</b>							
11-1/Jumper Mixed-Use	12	2.0	\$278,909	50%	\$97,618	35%	\$217,548.83
11-2/Entertainment Retail	13	1.9	\$106,396	25%	\$37,239	35%	\$202,152.88
11-3/Lodge Revitalization	3	0.4	\$245,000	100%	\$245,000	100%	\$35,000
11-4/Shorty's	1	0.2	\$137,500	100%	\$137,500	100%	\$27,500
11-5/Entertainment Retail	11	1.6	\$116,201	25%	\$40,670	35%	\$220,781.19
11-6/Live-Work Studios	7	0.8	\$355,363	75%	\$124,377	35%	\$106,608.94
11-7/Lydia & 11th St. Mixed-Use	3	0.3	\$52,910	100%	\$39,683	75%	\$34,013.57
11-8/Navasota & 11th St. Mixed-Use	8	0.9	\$221,150	50%	\$143,748	65%	\$158,596.14
11-9/11th St. Retail	4	0.5	\$175,773	100%	\$87,886	50%	\$110,485.57
<b>SUB TOTAL:</b>	<b>62</b>	<b>8.6</b>	<b>\$1,689,201</b>	<b>57%</b>	<b>\$953,720</b>	<b>56%</b>	<b>\$1,370,187</b>
<b>12TH STREET CORRIDOR</b>							
12-1/12th St. Offices	10	1.3	\$370,935	55%	\$129,827	35%	\$111,281
12-2/12th St. Office Incubator	1	0.4	\$858,033	100%	\$858,033	100%	\$735,456
12-3/SCP II Townhouses-South	20	3.2	\$934,750	100%	\$934,750	100%	\$801,214
12-4/Navasota St. Retail	3	0.6	\$115,893	55%	\$40,563	35%	\$34,768
12-5/12th St. Renovation	11	2.2	\$96,577	10%	\$96,577	100%	\$82,781
12-6/SCP II Townhouses-North	5	1.0	\$148,628	100%	\$148,628	100%	\$127,395
12-7/12th St. Garden Apts	1	1.4	\$0	0%	\$0	0%	\$0
12-8/12th St. Duplexes	3	0.7	\$57,287	55%	\$20,050	35%	\$17,186
12-9/12th St. Mixed-Use	6	1.2	\$242,864	55%	\$85,002	35%	\$72,859
12-10/Chicon St. Retail Node	6	0.9	\$224,026	55%	\$78,409	35%	\$67,208
12-11/12th St. Civic Node	3	0.5	\$195,343	100%	\$195,343	100%	\$167,436
12-12/Chicon St. Retail Node	8	0.9	\$175,168	55%	\$61,309	35%	\$52,550
12-13/Chicon St. Retail Node	5	0.9	\$7,120	55%	\$2,492	35%	\$2,136
<b>SUB TOTAL:</b>	<b>82</b>	<b>15.3</b>	<b>\$3,426,622</b>	<b>51%</b>	<b>\$2,650,982</b>	<b>77%</b>	<b>\$2,272,270</b>
<b>TOTAL:</b>	<b>144</b>	<b>23.9</b>	<b>\$5,115,823</b>	<b>53%</b>	<b>\$3,604,702</b>	<b>70%</b>	<b>\$3,642,457</b>
							<b>(\$37,755)</b>

SOURCE: Crane Urban Design Team, 1999 Tax Digest Update

NOTES

- 1) Property acquisition will vary from project area to project area depending upon participation of existing owners and the amount of property that is, currently in public ownership. Acquisition numbers are included here as rule of thumb estimates only.
- 2) Estimated Fair Market Value was determined by multiplying total assessed value by 2.5. Actual acquisition dollars paid during implementation will be determined by third party appraisals as outlined in the text.
- 3) "Partial Acquisition Required" assumes that current public/quasi public property does not need to be acquired and further assumes there will be some equity participation/redevelopment by current property owners.
- 4) In some cases "Public Sector Participation" will be less than 100%. This assumes that public funds will be recycled and/or that private developers will participate in front-end acquisition.
- 5) As an allowance, it is assumed that 5% of all project areas will include some Tier I acquisitions for public improvements, open space, etc. (not specifically designated). The remaining property to be acquired will generally fall in the Tier II strategy.
- 6) Public Cost Recovery assumes the following returns upon disposition: 100% for all Tier I sites, 40% for all current public/quasi public property and 0% for all Tier I acquisitions.
- 7) Net Public Cost represents the difference between: Public Sector Participation and Public Cost Recovery. Negative net costs reflect the recovery of land values that are currently public/quasi public as described above.

improvement and use rights from civic-minded owners; nonprofit CDC acquisitions of tax delinquent properties at discounted prices; and other public and private cash acquisitions as required to cover essential vacant sites and properties with abandoned/hazardous structures. It is further worth noting that operations for early control will not in any way alter the authority to designate redevelopers and control the disposition and re-use of properties under either the Tier I or Tier II redevelopment methods defined in this section.

#### **4.6 CRP Property Disposition & Re-Use**

The Property Disposition and Re-Use Plan identifies project-specific site and building re-use objectives and other controls. The disposition of publicly acquired property and the allocation of redevelopment rights is subject to provisions of Texas' redevelopment statutes, especially the Texas Local Government Code, Chapter 374 Urban Renewal Law; the policy and procedural guidelines defined in this section are consistent with these statutory requirements. The Property Acquisition/Disposition Map (Figure 4-27) correlates generic disposition policies and procedures as defined in this section with specific redevelopment project areas (Figures 4-5 through 4-26). Each redevelopment project area contains specific property re-use objectives and controls that will serve as the basis for all property dispositions. Policy and procedural guidelines for the conduct of property disposition and controls will be administered by the City/ARA/Urban Renewal Agency. These policies and procedures are intended to protect the interests of the general public and the East Austin community as well as to encourage and promote high quality private development through a variety of coordinated incentives. The property disposition/re-use process is the key mechanism in the overall redevelopment plan for effecting desirable land use changes, preserving and adaptively re-using historic structures, providing open space and other public amenities, delivering economic opportunity and housing benefits for the community, capturing fiscal benefits for taxpayers, and assuring design excellence in all rehabilitation and construction activity.

The scope of land assemblages and magnitudes of new and rehabilitated construction to be undertaken in these projects vary widely and are generally summarized in Table 4-1. These factors as well as current economic conditions and market demands will be taken into consideration in scheduling announcements of different project opportunities/priorities, as well as specific designations of project development rights and performance requirements for private redevelopment teams. All proposed re-uses must be regarded as preferred re-uses, though specific programmatic variations may be approved by the City/ARA/Urban Renewal Agency during property disposition and project design review. Where an alternate use is chosen, the City/ARA/Urban Renewal Agency may approve such use after review and comment by the East Austin Community Redevelopment Council (CRC).

In addition to these site-specific re-use objectives, all projects will be subject to relevant City zoning provisions as modified in conformance with the CRP. The property disposition and project review procedures described in this section will ensure compliance of all projects with other regulations.

#### **Disposition Policies and Incentives**

The property disposition policy endorses community redevelopment practices, which are based on public and private co-investment and risk-sharing transactions, offering high probability of equitable returns for all parties. Two fundamental principles will guide public resource commitments: *leveraging* of private investment and *recoverability* of invested public resources. In return for commitments of public resources--such as exclusive land development rights, project financing assistance, zoning concessions, or supportive

public improvements--projects must generally show ratios of public-private investment dollar leveraging in the range of 1:2 to 1:5, along with contributions toward tangible fiscal, economic, and social benefits for the general public and East Austin community interests.

The following property disposition policies and private redevelopment incentives are intended to balance the respective interests of local taxpayers, Central East Austin citizens, private investors, developers, and current property owners.

- **Emphasis on property tax base gains/long-term revenue pay-backs:** Emphasis is placed on expanding the taxable private property base through conversion of non-taxable property, where appropriate, as well as through transfer of fee simple title (rather than use of long-term ground leases) to publicly acquired property. Wherever possible, common open spaces of limited size, off-street parking facilities, or other facilities for community use will be accomplished within privately owned and maintained properties. Review and approval of project plans must emphasize long-term fiscal returns.
- **Full property acquisition cost recovery and recycling of funds:** The City/ARA/Urban Renewal Agency will seek to recover the full public acquisition cost of sites and/or buildings for private re-use, including costs of appraisals, title certificates, property surveys, and closing fees. Sale prices and cost reimbursements will be based on fair market value of the real property for private re-uses in accordance with provisions of the CRP and all relevant project controls and covenants. The full property acquisition cost recovery policy is intended to provide public land sale revenues that can be recycled for other public investment initiatives within Central East Austin. Recovered land sale revenues could be assigned to a property acquisition revolving fund or to loan funds supporting economic development or affordable housing purposes.
- **Uniform support of relocation activity for private and public redevelopment sites:** Given the important Tier II land assembly and redevelopment role assigned to the private sector by this CRP, the cost reduction incentive of public relocation assistance will be equally available to all acquisition/disposition sites as needed. A uniform standard of residential and business relocation benefits and services within the target area is an essential means of providing equitable treatment of impacted residents and businesses.
- **Coordinated timing and support of public improvements and common facilities:** The coordinated timing and funding support for streets/walks improvements, landscaped open space, off-street parking, and other common facility improvements, will enhance the marketability and financing of private projects. Projects offering significant economic development and affordable housing benefits will receive proactive consideration for public financing to support on-site open space, access and parking improvements.
- **Economic development financing incentives:** Most projects in the target area will be eligible for economic development financing assistance. Proactive efforts will be made to marshal economic development financing resources including tax-exempt and redevelopment bond financing. Economic development assistance will emphasize recoverable second mortgage loans and loan guarantees, with payments of principal and interest into permanent revolving funds. Such financing will be highly leveraged against equity and first mortgage financing from private sources. Specific amounts and



types of assistance will be tailored to site-specific occupancy and marketing objectives, as well as to project cost and risk conditions.

- **Impact fee waivers for affordable housing projects:** Where appropriate, waivers of governmental impact fees for economic development projects will be used to encourage quality development and maximize participation of community interests.
- **Private redevelopment obligations for replacement housing and business facilities:** All projects receiving substantial redevelopment assistance may be obligated to set aside facilities to meet residential or business replacement needs. Such obligations will be determined by negotiations and agreement with the City/ARA/Urban Renewal Agency based on practical circumstances of project size, uses, locations, and construction phasing.
- **Community-based employment and business participation obligations:** Any publicly assisted redevelopment projects may be obligated to meet objectives relating to community-based residents employment and small business participation opportunities. These objectives will be determined on a project-specific basis through the City/ARA/Urban Renewal Agency project review process and negotiations with the redeveloper for appropriate types of incentives and obligations.
- **Deed-restricted covenants to protect public and community benefits:** Restrictive covenants running with the land will be employed to guarantee the continuity of general public and community benefits of redevelopment projects, i.e., notwithstanding potential re-financing or ownership changes of assisted projects. The continued access of eligible groups to business facilities, and employment opportunities for community residents will be assured against potential impacts of economic gentrification. Tier I and Tier II acquisition/disposition projects will be protected, where and as appropriate, with: permanent easements for public access, open space, and landscaping; future site and building space use control; historic preservation mechanisms; and other relevant major design controls such as building height, footprint, setbacks, and materials/colors affecting appearance. Future major changes of use or design will be subject to the City/ARA and CRB review and approval.

The following procedures for the conduct of property disposition activities are defined as general guidelines for public and private participants in targeted redevelopment projects. It is assumed that the City/ARA/Urban Renewal Agency, will have ample authority to conduct these activities with a high degree of professional objectivity, as well as the discretionary flexibility required to offer reliable public commitments for timely and successful completion of projects.

The following general protocol for project review, negotiations and commitments will guide projects of significant scope. A community-based review board (CRC) shall be provided timely opportunities for review and comment at all major phases of project review, consistent with the requirements for impartial public decision-making by the City/ARA/Urban Renewal Agency and the confidentiality of certain information provided by private investors and competitors.

**Redeveloper qualification and designation.** Designation of a qualified redevelopment team will be accomplished without heavy expenditures for competitive proposals. In the Tier I acquisition/disposition method, redeveloper selection will follow public assemblage of the site but may overlap relocation and site preparation schedules. By contrast, Tier II redevelopment will

require pre-qualification and designation of a preferred redeveloper consortium prior to land assembly.

The City/ARA/Urban Renewal Agency will advertise and solicit competitive proposals from potential redevelopers under both Tier I and Tier II processes. It may also respond to unsolicited proposals from existing property owners, community-based organizations, and committed project investors. Depending upon the merits of such proposals and the qualifications of suggested teams, certain "sole source" participants in the project may be designated. Solicitation of proposals will clearly define property characteristics, project re-use objectives, essential team composition and qualifications, criteria and schedules for selection, and proposal submittal requirements. Simple submittal requirements will emphasize documentation of organizational experience and capabilities; available and committed professional personnel; financial assets and project management strengths; statements of redevelopment program objectives; and proposed project planning process and schedule. (concept plans and illustrative design materials will be requested only for special major projects.) The City/ARA/Urban Renewal Agency may also require bidding document fees and good faith/refundable deposits with submitted proposals.

The most qualified redeveloper will be selected by an executive committee of individuals from the City, Urban Renewal Agency and ARA based on objective professional staff evaluations of competing proposals. The City/ARA/Urban Renewal Agency may require the selected redeveloper to provide a performance bond, or letter of credit, for a reasonable percentage of the anticipated total project investment. Where a Tier I acquisition has been made for re-use of a public entity, disposition of the property may be accomplished non-competitively.

A non-profit community development corporation (CDC), operating as a principal in a private redevelopment team, may be exempted from certain financial assurances. However, CDC's will be subject to all other CRP policies and procedures (e. g. design review or jobs allocation, etc.) which support community and general public benefits.

**Preliminary project review and principles of agreement.** During the preliminary project review phase, the redeveloper, the City/ARA/Urban Renewal Agency and the CRB will work to reach agreement in principle as to the following issues:

- Building space uses, site and building design concepts.
- Marketing objectives.
- Special program needs (e.g., accommodation of relocatees, community jobs, etc.).
- Project compliance with zoning and other redevelopment plan controls.
- Private equity and loan requirements and steps to achieve firm commitments.
- Requirements for public financing and other supportive actions and justification for supplementary public acquisition of property (i.e., in a Tier II area).
- General principles for the legal transfer of any publicly acquired property.

Redeveloper submittal requirements and work schedules in this period will be governed by the first two steps of the typical phased Design Review Process, i.e., the Pre-Design Program and Site Use Concept and the Schematic Design Phase reviews and approvals. Other private-public development packaging, negotiations, and agreements in principle on the financial, marketing, and public/community benefit aspects of the project will proceed concurrent with review. Upon

successful conclusion of negotiations, the City/ARA/Urban Renewal Agency will provide a conditional approval of the project and encourage other public and private parties to facilitate project implementation. The redeveloper will then be able to proceed with applications for: zoning permits; firm private lender commitments; applications for affordable housing or economic development financing assistance from appropriate agencies; and other types of project support. The parties will prepare a Draft Land Disposition and Development Agreement and other legal instruments to serve as the basis for mutual project implementation responsibilities. Mutually agreeable timetables for all phases of project implementation will be a key element of the Draft Agreement.

**Final project approval and commitments.** Final project approval will be conditioned upon the redeveloper's delivery of satisfactory Design Development Phase drawings and any other professional studies which may be required to demonstrate the economic and technical feasibility of proposed construction and marketing plans. Any previous contingencies--concerning regulatory approvals, private financing commitments, public support and financing assistance, and other private and public obligations for the project's success--will be removed. Upon successful conclusion of this work, the City/ARA/urban Renewal Agency will issue formal approval of the redevelopment program and design, and the parties will execute a binding Land Disposition and Development Agreement and other restrictive covenants.

**Pre-construction implementation.** The City/ARA/Urban Renewal Agency will monitor and provide coordination of all private and public commitments to enable a timely construction start. The redeveloper will deliver Final Construction Documents Phase products for City/ARA/Urban Renewal Agency and CRB design compliance review and endorsement of the redeveloper's applications for building permits and other fees and licenses. The City/ARA/Urban Renewal Agency will complete obligations for relocation and site preparation and will coordinate preparation of re-use property survey maps, transfer deeds, and other documents. Failure of the redeveloper to complete construction planning, financing, and other obligations on a timely basis, may offer cause for the City/ARA/Urban Renewal Agency to find the redeveloper in default, terminate development rights, and enforce the Performance Bond provisions.

**Property transfer, construction and implementation monitoring.** Title to publicly assembled properties should be transferred to the redeveloper prior to construction, contingent upon satisfaction of all pre-construction commitments. Major portions of the purchase price payment may be deferred until construction has been completed and permanent mortgage financing has been closed. Depending upon the economic and social benefits of the project and other merits, the City/ARA/Urban Renewal Agency may offer further extension of time.

A simpler disposition protocol may be established by the City/ARA/Urban Renewal Agency for transfers of land for public/institutional re-uses or for small private redevelopments. Throughout the construction period and after permanent financing has been closed, the City/ARA/Urban Renewal Agency will continue to monitor the performance of public and private obligations.

#### **4.7 CRP Relocation Assistance Plan**

This Relocation Assistance Plan addresses important requirements governing urban redevelopment, City policies for minimizing permanent displacement of neighborhood residents, and standards for the use of



federal funds for redevelopment activities. This section defines policies and standards of relocation assistance benefits for displaced residents and businesses and outlines procedures for delivering equitable relocation services. This discussion also offers a preliminary forecast of relocation workloads and costs and provides guidelines for determining actual needs and preferences of displaced parties. Relocation estimates are directly related to the proposed disposition re-uses as defined in the CRP Redevelopment Project Areas (Figures 4-5 through 4-26).

All relocation benefit standards and procedures for determination of relocation needs and eligibility will comply with federal administrative guidelines for implementing the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended. The most current administrative guidelines applicable to federally assisted programs, are identified in 49 CFR Part 24, issued by the U.S. Department of Transportation, March 2, 1989, and adopted by the U.S. Department of Housing and Urban Development (HUD) for all HUD-assisted community development and housing activities.

Although standards of relocation benefits prescribed in these guidelines are higher than most state and local government relocation policies, adoption of these standards will protect access to federal funding for CRP implementation. To promote private reinvestment, the costs of providing relocation benefits and services will usually be supported with public funds to the extent of availability. However, the responsibilities for providing timely, consistent and equitable treatment to impacted households or businesses will be shared by any private property owners, redevelopers, and/or community-based developers that participate in redevelopment projects assisted by public actions.

### **Business Relocation Needs**

A preliminary estimate of the numbers and sizes of existing businesses which may eventually be displaced by proposed redevelopment actions, are shown in Table 4-4. This includes 15,700 square feet of commercial space. Demolition estimates are based on surveys of external building conditions and occupancy levels and balanced against future development possibilities. More detailed interior code inspections of structures and surveys of business tenants, prior to implementation of physical improvement programs, will be required to refine this information as well as the estimated costs. Business relocation benefits and moving cost estimates are based on an assumed average of \$7.50 per square foot of space; the eligible costs will be refined on the basis of further surveys.

This Relocation Assistance Plan is based on the practical recognition that replacement facility and moving expense benefits allowed under federal guidelines are insufficient to compensate marginal small businesses for the hardships of relocation. Administration of business relocation benefits and services must be closely coordinated with other publicly assisted economic development and small business financing assistance, i.e., to provide feasible conditions for retention and improvement of existing businesses. The following types of relocation and improvement options may be offered to displaced business enterprises.

- Owners of obsolescent or inappropriately located businesses may phase out existing activities and/or sites and initiate new enterprises which are consistent with current market needs of the neighborhood. This option will require access to decent/affordable alternative space within the target area, access to venture capital beyond the dollar amounts of the relocation benefit, and business management and technical assistance.
- Owners of more viable enterprises may relocate in the target area as prime tenants or as principals in

**Table 4-4: Estimated Demolition and Relocation Assistance**

DEMOLITION & RELOCATION ACTIONS	CRP CORRIDORS			COSTS		
	11th STREET	12th STREET	TOTAL	COST PER UNIT	RELOCATION BENEFITS	TOTAL COST
<b>DEMOLITION COMPONENTS</b>						
						<i>Demolition Cost</i>
<b>RESIDENTIAL</b>						
SINGLE FAMILY HOUSING	9 units	7 units	16	\$4,500	NA	\$72,000
MULTI-FAMILY HOUSING	2 units	16 units	18	\$3,500	NA	\$63,000
<b>SUBTOTAL:</b>	<b>11 units</b>	<b>23 units</b>	<b>34</b>		<b>NA</b>	<b>\$135,000</b>
<b>NON-RESIDENTIAL</b>	<b>14,500 sq.ft.</b>	<b>5,100 sq.ft</b>	<b>19,600</b>	<b>\$ 2.00</b>	<b>NA</b>	<b>\$39,200</b>
<b>TOTAL DEMOLITION:</b>						<b>\$174,200</b>
<b>RELOCATION IMPACTS</b>						
						<i>Relocation Cost/Benefit</i>
<b>RESIDENTIAL</b>						
OCCUPIED SINGLE FAMILY	8 units	6 units	14	\$30,000		\$420,000
OCCUPIED MULTI-FAMILY	2 units	16 units	18	\$15,000		\$270,000
<b>SUBTOTAL:</b>	<b>10 units</b>	<b>22 units</b>	<b>32</b>		<b>\$0</b>	<b>\$690,000</b>
<b>NON-RESIDENTIAL</b>	<b>14,500 sq.ft.</b>	<b>1,200 sq.ft</b>	<b>15,700</b>	<b>\$7.50</b>		<b>\$117,750</b>
<b>TOTAL RELOCATION:</b>						<b>\$807,750</b>

SOURCE FCCD+R Survey Crane Urban Design Team

**NOTES**

- 1) Occupancy is based upon the FCCD+R Survey. All tenure and occupancy conditions will be verified prior to conducting any demolition.
- 2) Demolition is based upon the project designs and controls as spelled out in figures 4-4 through 4-25.
- 3) Relocation benefits will be based upon the Uniform Relocation Assistance Act. Benefit estimates are based on comparable experiences in other cities.

- publicly assisted private redevelopment projects. This option will require adequate lead-time for replacement facilities preparation as well as for the varied forms of economic development assistance.
- Business owners may choose to move out of East Austin if more suitable market, sites, and facility conditions for the particular enterprise can be identified.

Total estimated business demolition costs are \$39,200, with an associated relocation assistance impact totaling \$117,750. It is assumed that the cost of demolition will be borne privately through the cost of new development on the site, while relocation assistance costs will be supported completely by the public sector. These amounts of public and private expenditures are quite reasonable in terms of the projected net growth of new development.

### **Residential Relocation Needs**

A preliminary estimate of the number and housing tenure characteristics of households that may be displaced by proposed redevelopment initiatives is also shown in Table 4-4. These potentially impacted households currently occupy either structurally hazardous housing units, which cannot be repaired on an economical basis, or structures that may eventually be cleared for new infill housing or economic development. Of the 32 households likely to be displaced in the CRP project area, 10 are identified as single-family owners and 22 are multifamily renters.

According to the federal guidelines, displaced households are entitled to affordable replacement housing of standard condition in preferred locations, including available units outside the current living area if preferred. Providing decent and affordable replacement housing choices within East Austin will be a priority of the relocation program. Choices could include vacant private units in sound condition, as well as planned replacement units to be provided through rehabilitation and new construction in advance of relocation action. As mentioned earlier, the City/ARA may establish replacement housing set-aside targets as a condition of publicly assisted residential rehabilitation and new construction programs. In partnership with community-based organizations, the City/ARA will work to create a limited inventory of temporary housing to meet the needs of displaced households waiting to occupy rehabilitated and new units designated for permanent replacement housing.

The process of delivering residential relocation benefits and services will be carefully coordinated with other social and economic improvement objectives for current residents. Family counseling services may be made available, providing special attention to the needs of children and the elderly. Such counseling could result in access to education and skills training, job opportunities, health care, and substance abuse treatment programs.

Total residential demolition costs are estimated at \$135,000 with an assumed relocation assistance impact totaling \$690,000. These amounts of public and private expenditures are quite reasonable in terms of the projected net growth of new development.

### **Delivery of Relocation Assistance**

City staff and consultants will be principally responsible for the planning and delivery of relocation benefits and services within the framework of uniform standards for all public and private redevelopment projects. The active participation of the East Austin community, relevant social service agencies, economic development assistance organizations, real estate service firms, and community-based organizations will be



sought for various tasks and areas of expertise needed in the survey and planning phase, and in the actual delivery of benefits and services.

Detailed residential and business relocation surveys, followed by appropriate relocation assistance plans, budgets and schedules, will be carried out for specific phases and project areas prior to the expenditure of public funds for relocation expenses. These surveys will be coordinated with housing and building code inspections, rehabilitation work orders, and/or demolition permit applications. Specific characteristics of impacted households and businesses, and determinations of their replacement facility needs and preferences, will be defined in each sub-phase/project area relocation assistance survey and plan. Implementation of relocation will follow only after the appropriate reviews of completed plans.

#### **4.8 Duration and Modification of CRP Controls**

All the CRP redevelopment plan controls shall expire, and no longer be in force or effect, after December 31, 2018.

Until all of the saleable and buildable properties in the target area that are eventually acquired by the City have been disposed of, the controls may be amended or variances granted, provided that such changes do not impact the value of specific projects already completed without prior consent of owners or lessees of the impacted projects.

After all of the saleable and buildable property in the area owned by the City has been disposed of, the City shall file a certificate to that effect. Thereafter, upon the written request of the owner of any property, variances from the controls may be granted by the City with respect to such property in such manner as the Mayor and City Council may prescribe.

The Mayor and City Council shall promulgate the terms and procedures under which variances from the controls may be considered and permitted, as well as procedures for amendments to the CRP. The CRC shall be advisory to ARA in recommending projects and modifications to the Urban Renewal Board and the Urban Renewal Board will make recommendations to the Council. Minor amendments that do not cause any substantial alteration of the plan may be accomplished administratively through written action of the Mayor of the City of Austin.

## **PART 5.0 MASTER PLAN & CRP IMPLEMENTATION**

Successful and timely build-out of the vision supplied in this document is premised on identifying and establishing community-based public/private partnerships for project implementation. Redevelopment is inherently a process of timing, funding, and coordination framed by strategic decision-making. The plan is reliant upon development of individual projects that collectively begin to form the community vision, a process of incremental development building upon each previous success. This section attempts to layout needed financial resources, and public-private partnerships and processes for continued community oversight as redevelopment begins to accelerate within the Central East Austin area.

### **5.1 Implementation Program Summary**

Table 5-1 details commitments necessary for the effectuation of this plan and possible phasing of redevelopment activities. It relies on full participation from a host of City agencies and departments. It relies very heavily on leveraging private investment through public sector assistance and financial incentives. It relies on a relatively streamlined process of development review and permitting to attract private developers. Projects within the Master Plan, including the CRP, have been broken out by phase. The phasing breakout is meant as a method to focus initial efforts on catalytic projects that can take advantage of the strongest market forces. It would be difficult to tackle the entire program improvements all at once, so strategic decision-making is critical.

Phase I (1999-2005) should include conservation/preservation actions within the Private Reinvestment Support Area as well as catalytic project development along East 11<sup>th</sup> and 12<sup>th</sup> Streets. Within the Support Area, Phase I is a time of conservation and stabilization. Clean and green activities, particularly cleanup of vacant lots and community-based neighborhood clean-ups, should be important first steps that promote pride and ownership in local residents. All dilapidated structures should be removed immediately. Active and aggressive code enforcement should be teamed with rehabilitation assistance to provide financial assistance for local residents interested in making repairs. Finally, public/private monies for land acquisition and private participation in construction/mortgage financing programs should be important to help instigate private in-fill housing development. Phase I should include new single family and townhome development in SCIP II as well as renovation of the Marshall Arms Apartments on 12<sup>th</sup> Street.

While surrounding neighborhoods are being stabilized, the majority of redevelopment attention should be spent on re-creating an active and dynamic commercial corridor on East 11th Street. This should include initial public improvements as well as relatively small-scale retail and entertainment development, particularly in the central portion of East 11th Street, beginning in the node surrounding the Victory Grill and Shorty's Bar. It is expected that only a limited amount of new commercial development can be supported without increased population and spending power associated with new residents. Therefore, development of new housing, of which the largest opportunity lies on the IH-35 frontage (see Part 3.0 for possible project profiles), becomes incredibly important in Phase I. Phase I should also include all public improvements, including basic streetscape improvements to East 12th Street such as new sidewalks and uniform streetlighting. In addition, land acquisition of the important commercial property at the corner of Chicon and 12<sup>th</sup> may be considered.

Table 5-1: Master Plan/CRP Phasing Program

POSSIBLE SOURCES AND USES OF FUNDS (All Figures in 1998 Dollars)										
COST SUMMARY										
QUANTITY	ESTIMATED COST	PERCENT IN PHASE	SECTION 108 LOAN	CDBG/HOME FUNDS	FALL 1998 BOND REFERENDUM (Pending)	CITY OF AUSTIN	CAPITAL METRO	AUSTIN INDEPENDENT SCHOOL DISTRICT	TAX-FREE REVENUE BONDS	PRIVATE SECTOR
PHASE I: 1998-2005										
FRONT-END REDEVELOPMENT(CRP Areas Only)										
● RELOCATION		100%	\$174,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0
● PROPERTY ACQUISITION (Gross)		75%	\$3,604,702	\$232,166	\$0	\$0	\$0	\$0	\$0	\$0
● LAND SALES REVENUE (Net)		75%	(\$2,731,843)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
● ADMINISTRATION		100%	\$566,835	\$226,669	\$0	\$0	\$0	\$0	\$0	\$0
Phase I Front-End Redevelopment										
Subtotal:		85%	\$1,613,894	\$458,835	\$0	\$0	\$0	\$0	\$0	(\$1)
RESIDENTIAL ACTIONS (Units)										
● PRESERVATION		100%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
● REHABILITATION	1,166	75%	\$0	\$5,326,500	\$0	\$0	\$0	\$0	\$0	\$7,989,750
● NEW HOUSING CONST.	664	25%	\$0	\$155,869	\$0	\$1,804,186	\$0	\$0	\$155,869	\$8,275,327
● ATTRITION/DEMOLITION	169	100%	\$0	\$0	\$0	\$162,750	\$0	\$0	\$0	\$162,750
Phase I Housing Program										
Subtotal:	2,080	40%	\$0	\$5,482,369	\$0	\$1,966,936	\$0	\$0	\$155,869	\$10,427,827
NON-RESIDENTIAL ACTIONS (Sq.ft.)										
● PRESERVATION		100%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
● REHABILITATION	839,411	75%	\$0	\$0	\$0	\$0	\$0	\$0	\$2,489,355	808,495
● NEW CONSTRUCTION	119,250	50%	\$4,689,263	\$0	\$0	\$0	\$0	\$0	\$2,342,500	\$16,393,237
● DEMOLITION	234,250	100%	\$0	\$0	\$0	\$82,550	\$0	\$0	\$0	\$82,550
Phase I Economic Development										
Subtotal:	1,275,461	55%	\$4,689,263	\$0	\$0	\$82,550	\$0	\$0	\$4,831,855	\$22,284,282
PUBLIC IMPROVEMENTS										
● TRANSPORTATION IMPROVEMENTS		100%	\$0	\$0	\$256,547	\$1,026,185	\$0	\$0	\$0	\$0
● OPEN SPACE/COM. FACILITIES		100%	\$0	\$0	\$13,190,000	\$0	\$0	\$5,900,000	\$0	\$500,000
● INFRASTRUCTURE IMPS		100%	\$0	\$0	\$1,900,000	\$0	\$0	\$0	\$0	\$0
● PUBLIC ENHANCEMENTS		100%	\$0	\$0	\$0	\$4,911,615	\$0	\$0	\$0	\$0
Phase I Public Improvements										
Subtotal:		100%	\$0	\$0	\$15,090,000	\$5,168,162	\$1,026,185	\$5,900,000	\$0	\$500,000
PHASE I TOTALS										
		58%	\$9,035,000	\$5,941,204	\$15,090,000	\$7,217,648	\$1,026,185	\$5,900,000	\$4,987,724	\$39,212,108

(Not incl. Land sales)



Table 5-1: Master Plan/CRP Phasing Program (Continued)

## PHASE II: 2006-2013

	#1	#2	#3	#4	#5	#6	#7	#8
<b>FRONT-END REDEVELOPMENT(CRP Areas Only)</b>								
● RELOCATION		\$0	\$0	\$0	\$0	\$0	\$0	\$0
● PROPERTY ACQUISITION (Gross)		\$1,278,956	\$0	\$0	\$0	\$0	\$0	\$1,278,956
● LAND SALES REVENUE (Net)		(\$910,614)	\$0	\$0	\$0	\$0	\$0	(\$910,614)
● ADMINISTRATION		\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Phase I Front-End Redevelopment</b>								
<b>Subtotal:</b>		<b>\$368,341</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$368,341</b>
<b>RESIDENTIAL ACTIONS (Units)</b>								
● PRESERVATION	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
● REHABILITATION	221	\$4,438,750	\$887,750	\$0	\$0	\$0	\$0	\$3,551,000
● NEW HOUSING CONST.	507	\$31,173,750	\$0	\$0	\$0	\$0	\$311,738	\$30,862,013
● ATTRITION/DEMOLITION	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Phase II Housing Program</b>								
<b>Subtotal:</b>	<b>728</b>	<b>\$35,612,500</b>	<b>\$887,750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$311,738</b>	<b>\$34,413,013</b>
<b>NON-RESIDENTIAL ACTIONS (Sq. ft.)</b>								
● PRESERVATION	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
● REHABILITATION	39,750	\$2,765,950	\$0	\$0	\$0	\$0	\$276,595	\$2,489,355
● NEW CONSTRUCTION	234,250	\$23,425,000	\$0	\$0	\$0	\$0	\$1,171,250	\$22,253,750
● DEMOLITION	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Phase II Economic Development</b>								
<b>Subtotal:</b>	<b>274,000</b>	<b>\$26,190,950</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,447,845</b>	<b>\$24,743,105</b>
<b>PUBLIC IMPROVEMENTS</b>								
● TRANSPORTATION IMPR.		\$0	\$0	\$0	\$0	\$0	\$0	\$0
● OPEN SPACE/COM. FACILITIES		\$0	\$0	\$0	\$0	\$0	\$0	\$0
● INFRASTRUCTURE IMPR.		\$0	\$0	\$0	\$0	\$0	\$0	\$0
● PUBLIC ENHANCEMENTS		\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Phase II Public Improvements</b>								
<b>Subtotal:</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PHASE II TOTALS</b>		<b>\$62,171,791</b>	<b>\$887,750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,759,583</b>	<b>\$59,524,459</b>
<b>GRAND TOTALS</b>		<b>\$147,849,816</b>	<b>\$9,035,000</b>	<b>\$15,090,000</b>	<b>\$7,217,648</b>	<b>\$1,026,185</b>	<b>\$6,747,306</b>	<b>\$98,736,567</b>

SOURCE: Crane Urban Design Team, City of Austin, Capitol Metro

## NOTES/ASSUMPTIONS

- 1) Phasing estimates are generally based on the notion that significant corrective actions must occur to eliminate blighting factors. Therefore, most rehabilitation and all public improvements have been programmed for the first phase.
- 2) See Section 3.5 of this report for more details on various funding programs and mechanisms.
- 3) In general, it is assumed that the levels of public sector funding required will lessen over time as redevelopment efforts create a more positive private investment climate.
- 4) Cost sharing assumptions for residential rehabilitation are as follows: Phase I - 40% of Total Dev. Cost (TDC) from public sector sources; Phase 2 - 20% of TDC from public sector sources.
- 5) Cost sharing assumptions for non-residential rehabilitation are as follows: Phase I - 30% of Total Dev. Cost (TDC) from public sector sources; Phase 2 - 10% of TDC from public sector sources.
- 6) Cost sharing assumptions for non-residential construction are as follows: Phase I - 30% of Total Dev. Cost (TDC) from public sector sources; Phase 2 - 5% of TDC from public sector sources.
- 7) Cost sharing assumptions for non-residential construction will fund most public improvements (See Table 3.1). It is assumed that corporate sponsors will be relied upon for Pocket Park improvements.
- 8) It is assumed that governmental/quasi-governmental sources will fund most public improvements (See Table 3.1). It is assumed that corporate sponsors will be relied upon for Pocket Park improvements.
- 9) "Current & Future CDBG/Home" funds (Column #2) include "Livable Communities Initiative" funds currently committed to the 11th Street corridor improvements (\$1,026,185).
- 10) "City of Austin" funds (Column #4) include "Livable Communities Initiative" funds currently committed to the 11th Street corridor improvements (\$1,026,185).
- 11) "Capitol Metro" funds (Column #5) are currently committed to the 11th Street corridor improvements (\$1,026,185).
- 12) "Austin Independent School District" funds (Column #6) have been committed to Blackshear Elementary School improvements for 1998/99 through the "Functional Equity Program" (\$5.9 million).

Phase II (2006-2013) should involve full build-out of both the commercial corridors and the surrounding Support Area. As has been stressed throughout the Plan, new housing must come hand-in-hand with new commercial development if retail opportunities are to be sustained. Phase II is most likely the time of additional retail, office, and mixed-use development on East 11<sup>th</sup> Street and incremental new retail, office, and housing development on East 12<sup>th</sup> Street.

Many of the initial redevelopment projects are likely to include public participation through the secured Section 108 loan (\$9,035,000.) Although this loan application was programmed to stimulate approximately 40,000 sq.ft. of new development, it is thought that more effective leverage of private investment could generate more on the magnitude of 80,000 sq.ft. of new commercial/office development. Likely programs under the Section 108 should include: land acquisition, commercial loans, and other economic incentives. In general, the plan should anticipate an approximate 4 to 1 ratio of private investment versus public investment. Program revenue in successful development could hopefully be reused for additional projects as income begins to be generated. It should be noted that the Section 108 Loan was designated for projects within the Phase I project area. Nonetheless, it is the stated intent of ARA and the community to quickly secure additional funding sources to make certain that projects within Phase II become a reality.

Public funds currently programmed to the Central East Austin include: the Section 108 loan, CDBG funds, and bond funds. These funds are designated for infrastructure upgrades, housing development, commercial development, and school renovations. Table 5-1 details conceptual "sources and uses of funds" for implementation of the redevelopment program defined in this report. In addition, to typically committed public funds, such as CDBG, the Master Plan lays out strategies for leveraging private investment through issuance of tax-free revenue bonds tied to specific projects. The exact public/private ratio is programmed to vary by type of project and phasing of action. For instance, residential rehabilitation is envisioned to occur early and be subsidized at a relatively high percentage of 40 percent. Public subsidies will be most needed for residential rehabilitation/construction, and will be highest in the first years of project implementation.

A detailed analysis of possible funding sources, premised on leveraging private investment, is planned to be carried out by the National Development Council in the Fall of 1998. If this occurs, this more detailed financial analysis should be issued as a supplement to this Master Plan/CRP document. While this analysis will focus on specifically programming the Section 108 Loan, other possible funding sources include CDBG and HOME funds, and City/Capital Metro Capital Improvement dollars in addition to private investment.

## **5.2 Redevelopment Partnerships**

The redevelopment planning process for Central East Austin has been guided by the capable participation of local property owners, governmental and private sector representatives, faith-based institutions, and local residents within the Community Planning Council (CPC). Seeking to build upon the strengths of this group, it is recommended that the CPC be formalized for implementation as the Community Redevelopment Council (CRC). This group should include similar representation as the CPC, but allow for elected representatives to be determined on a periodic basis (see Appendix 1 for a listing of CPC members). The CRC should have the responsibility of reviewing all new proposed projects and making any necessary updates to the Master Plan/CRP. It should provide the critical mechanism for community-based decision-making as implementation proceeds.

The project controls for the East 11<sup>th</sup> and 12<sup>th</sup> Street projects are designed to be blueprints for the type and size of redevelopment projects, but they are intended to have flexibility to respond to changing market conditions. In general, administrative changes to the project controls for redevelopment projects, such as changing building size from 10,000 sq. ft. to 12,000 sq. ft., could be granted administratively by the Austin Revitalization Authority on advice from the Community Redevelopment Council. However, major changes to identified projects would require formal amendment of the CRP by the Austin City Council. "Major" changes are expected to be more formally defined in the future by the Community Redevelopment Council, but they would include:

- 1) Changes in project land use;
- 2) Significant changes in new investment value of individual projects;
- 3) Non-conformance with Design Guidelines, as detailed in Part 3.4;
- 4) Significant variance from detailed project controls, such as building height or parking.

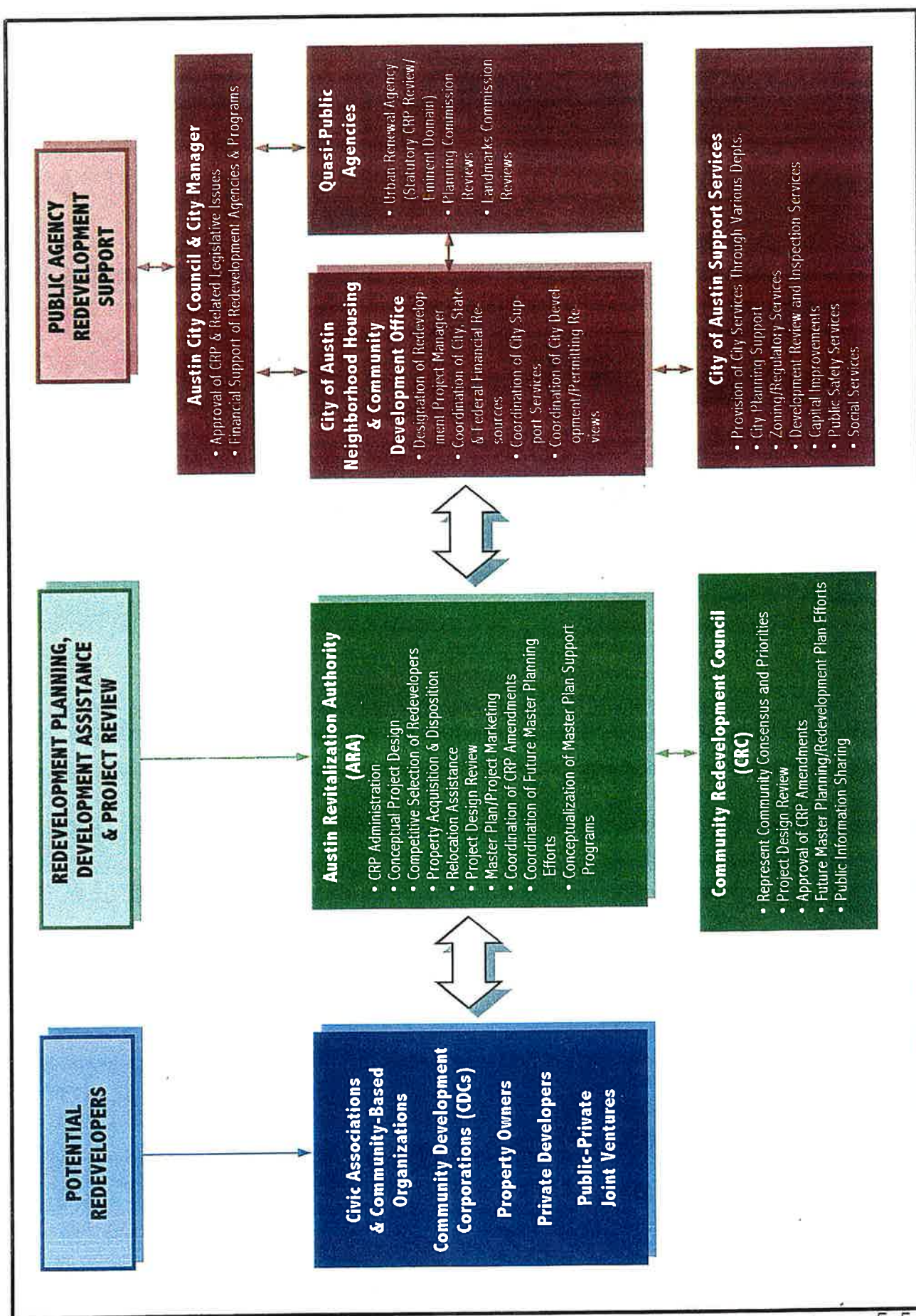
Figure 5-1 illustrates the redevelopment planning structure envisioned for project implementation. It also attempts to generally define roles and responsibilities of the various entities that should continue to be involved in direct administration of planning implementation.

First and foremost, it is envisioned that ARA can continue its role as facilitator of planning processes, a resource for development assistance, liaison to the City of Austin, coordinator of private financing programs, and disseminator of public information. It is thought that the bulk of new development should be initiated, particularly in the early phases by public/private partnerships, most times with local Community Development Corporations (CDC's). With three active CDC's already working in the Master Plan/CRP area, ARA can also continue to play a role in coordinating and ensuring consistency amongst the actions of respective community-based developers. Capacity building and technical resources will logically follow as important ARA responsibilities.

It is important to note that any potential developer, including community-based development partnerships, should demonstrate strong financial commitments, management and architectural/engineering expertise, and a commitment to the scale and type of development portrayed in the project summary sheets. Just as important as ARA becomes in coordinating various local development efforts, aimed toward the Master Plan/CRP's vision, it will be necessary to establish one Project Manager from the City of Austin to coordinate all likely public support services to potential projects. This project manager should ideally be located within the Office of Neighborhood Housing and Community Development (ONHCD), which has been given overall responsibility for implementation activities within Central East Austin. ONHCD and its Project Manager, should in turn, have to rely heavily on other City departments and agencies for critical support of planning, development review, and public improvements. In addition, specific redevelopment activities, particularly land acquisition and acquisition/rehabilitation/demolition of historic structures, will require regular review, input, and in some cases, approval from Urban Renewal Agency and the Landmarks Commission. Participation and commitments from other governmental entities, such as the State of Texas, University of Texas, the Austin Police Department and others will also be required.

Finally, the Master Plan/CRP will not succeed without private sector involvement. ARA can be an appropriate conduit to local business associations, such as the East 11<sup>th</sup> Street Village Association; city-wide business entities, such as the Chamber of Commerce; economic development entities, such as Eastside Story; and faith-based institutions.





**Figure 5-1: Master Plan/CRP Administrative Structure**