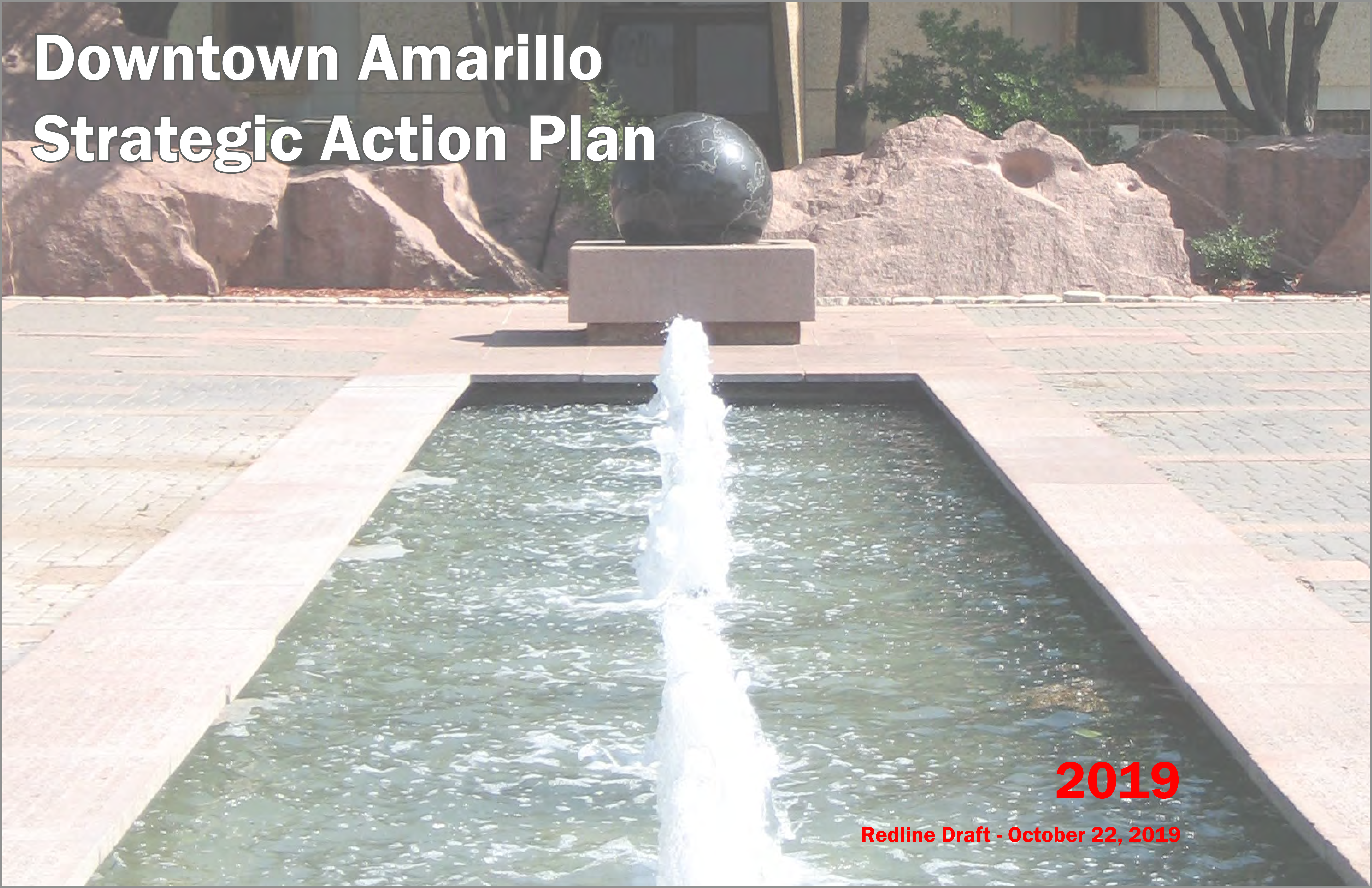
Downtown Amarillo Strategic Action Plan



2019

Redline Draft - October 22, 2019

Downtown Amarillo
Strategic Action Plan

March 2008
Updated 2019

originally prepared by

gideontoal

for

City of Amarillo &
Center City Amarillo

with updates by City of Amarillo

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Introduction

Introduction 8
Urban Resurgence 9
Planning Area 10
Planning Process 11

Downtown Market Analysis

Taxable Value Analysis 14
Psychographics 17
Retail Market Analysis 18
Residential Market Analysis 22
Hospitality Market Analysis 24

Physical Conditions & Land Use

Existing Infrastructure 28
Transportation & Circulation 29
Land Use 30
Zoning 31

Community Input

Workshops & Surveys 34

Redevelopment Plan

Vision & Key Goals 38
Overview of Zones 39
5 - to 10 - Minute Walk 40
Green Space Plan 41
Historic Preservation 42

Master Plan

Government & Civic Center 46
Warehouse District 49
Business & Financial Sector 52
South Gateway Zone 55
Southwest Zone 58
Northwest Zone 61

Implementation Plan

Economic Development 64
Public/Private Partnerships 65
Staff Level Point of Contact 66
Public Improvement District 67
Downtown Development Committee 68
Urban Design Guidelines 69

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Introduction

Introduction 8
Urban Resurgence 9
Planning Area 10
Planning Process 11

What is happening in downtown needs to signify out intent and meaning. Communities who assure that their city center is prepared for economic globalization, mitigates cultural globalization, and utilizes its diversity will be laying the groundwork to be economically competitive places in the 21st century.

- Donovan Rypkema

~~Over the next few years~~ Downtown Amarillo, and the immediate surrounding neighborhoods, have an enormous opportunity to attract major new investment and redevelopment. Downtown Amarillo can become a vibrant urban area where people live, work, play, and learn.

In a global and "knowledge age" society, it is very important that Amarillo offer a diverse array of urban and suburban lifestyles, cultural opportunities, business opportunities, and a high quality of life for all types of families and individuals. A vibrant Downtown is paramount to attain that goal.

Since adoption of the Downtown Amarillo Strategic Action Plan in 2008, much has been accomplished towards attainment of that goal. Visible signs of reinvestment have changed the perception of Downtown for residents and visitors alike. Momentum from these efforts must continue; the updates to this Plan are intended to both celebrate accomplishments and provide continued guidance for new investment and redevelopment.

Key achievements since 2008 include:

- Implementation of urban design and open space design standards to ensure that Downtown is a beautiful and comfortable area for all the residents and visitors. The Downtown Amarillo Urban Design Standards (DAUDS) were adopted in 2010 and amended again in 2014.
- Construction of a multi-purpose event venue, better known as Hodgetown, the downtown minor league ball park that is now home of the Sod Poodles. The Sodddies won the Texas League Championship in their inaugural 2019 season.
- Development of the Embassy Suites, a quality convention hotel to support the Civic Center area. This upscale hotel ensures that visitors and tourists will experience the true heart of Amarillo and also helps attract a wider array of conventions and conferences to Amarillo.

Strategies identified in the original plan continue to remain as key focus areas. These include:

- Maintain Downtown Amarillo as the financial, government, and civic center of Amarillo and the Panhandle. Amarillo City Hall, Potter County, and various federal offices have reinforced this initiative.
- Attract residential development that creates urban lifestyle living within Downtown and the adjacent areas.
  - This urban population naturally creates a 24-7 lifestyle stimulating market demand for new retail and entertainment, as well as certain key amenities like a downtown grocery store.
  - Urban mixed-use development has proven to be a successful trend all across the nation in both large and smaller communities.
  - Attracting people to live Downtown creates sustainable communities, and a strong tax base.
- Reinforce Downtown Amarillo as a key entertainment and retail center of the City to include cultural amenities, restaurants, night clubs, cinema theatres, civic events, festivals, and retail. The Globe News Center for the Performing Arts, Amarillo Civic Center, Library, and other venues have contributed to this goal.
- Attract more educational opportunities to Downtown including specialized curricula such as performing arts, medical, legal, and business. This could include the Amarillo ISD, Amarillo College, West Texas A&M, Texas Tech, and other colleges wishing to have a presence in Amarillo. Consider the possibility of Amarillo College creating an Educational Center.
- Attract family oriented venues, events and programs that bring groups to Downtown.

Ten Factors Responsible for Urban Resurgence

1. ***Changing Demographics, Baby Boomers, Generation Y, and Smaller Households***
   - *Baby boomers born between 1946 and 1964. This 43-year-old to 61-year-old cohort currently numbers 78 million. The older of these boomer households have adult children who are not living at home; many of these couples are choosing to downsize and return to more urban places either to buy or rent dwellings that offer the glamour and activities of the city or simply the convenience of urban living.*

2. ***Consumer Trends and Lifestyle Preferences***
   - *People moving into urban communities are looking for meaning in their environments, from religion to entertainment to shopping to art and culture. Americans also are beginning to value their own history. This trend is happening in both the suburbs and the cities. A growing snowball of adaptive use projects is finally changing the blandness of suburbia as the suburbs look to their own unique buildings and neighborhoods with history to explore.*

3. ***Payoff from 20 Years of Public Investment and Planning***
   - *Municipalities adopted urban renewal in the 1960s with a series of policies that razed whole downtown districts and destroyed much of the historic fabric of cities in deference to explosive development of the suburbs. The thinking was basically "newer is better" and little thought was given to renovation, adaptive use, or historic preservation. By the 1980s when many American downtowns had been decimated by these policies, the philosophy was seriously rethought and cities began reworking their master plans to promote incremental growth and sustainable development. Mixed use and vertical high-density development, which had always been the backbone of American downtowns, was in vogue again.*

4. ***Immigration—Resettling of Undesirable Urban Areas by Industrious Hardworking New Arrivals***
   - *Immigrants help to stabilize big city centers, while people moving around the country continue to push out the metropolitan fringes. Big counties depend increasingly on immigration to supplant emigrating native-born populations. Between 2000 and 2004, the total U.S. population grew 4.3 percent to about 294 million. While the African American population increased 5.7 percent, the Asian population increased 16.2 percent and the Hispanic population rose 17 percent. Most of this growth is concentrated in urban areas.*

5. ***Smart Growth Initiatives, Sustainable Development Movement***
   - *Smart growth in the United States is defined as environmentally sensitive land development whose goals are to minimize dependence on automobile transportation, reduce air pollution, and make infrastructure investment more efficient. Recently the National Center for Smart Growth Research and Education at the University of Maryland published the ten principles of smart growth, all of which support the development and resurgence of American cities. The principles endorse mixed-land uses, compact building design with vertical configuration, housing opportunities and choices, walkable communities, a strong sense of place, a variety of transportation choices, preservation of open space, preservation of existing buildings and communities, cost effectiveness, and collaboration with stakeholders and the community.*

6. ***Innovative Financing (TIFs, BIDs, GO Bonds, and Market-Based Financing Solutions)***
   - *A range of innovative public/private financing tools has evolved in recent years that were unavailable in previous waves of urban revitalization. These tools have resulted in higher-quality, more sustainable development solutions that often have district wide effects. Most downtowns have taken advantage of tax increment financing (TIF), which is one of the most widely used forms of development finance in reviving downtowns. Forty-nine states now have enabling legislation for TIF, a mechanism to capture the future tax benefits of real estate improvements to pay the present cost of those improvements.*

7. Lack of Investment in Infrastructure (Transportation, Power, Oil and Gas, Education, Utilities) Congestion
   - From 1950 through 1970, the United States invested heavily in public infrastructure in response to its strong population surge. The nation experienced an economic boom in the 1950s as soldiers returned from war and industry growth continued over the first half century. After the 1970s, this commitment to infrastructure funding slowed. Capital investment dried up as skepticism toward public spending grew. The United States faces a daunting infrastructure challenge with inadequate highway, water, electrical, oil and gas, and educational systems and resources.

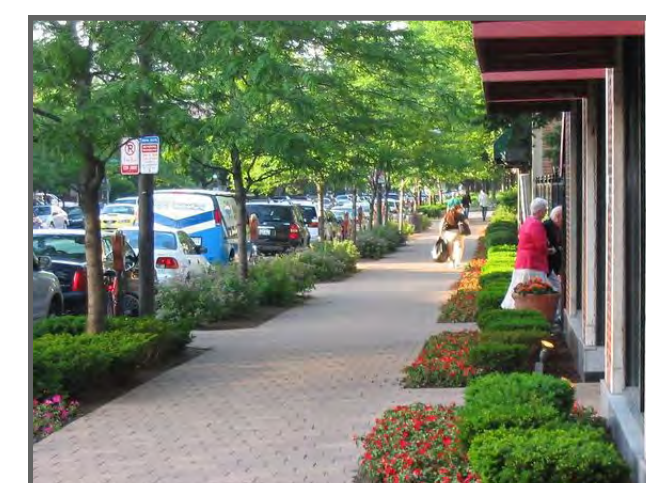
8. Regulations/Approvals at the Fringe (NIMBYs)
   - Smart growth regulations and development policies that reflect the real costs of new development at the fringe are leveling the playing field and leading many developers back to urban areas where governments are encouraging development. Market demand indicates that a large segment of the population prefers to live near a thriving urban center in which residents can enjoy vibrant job markets, short commutes, good pay, and a wide variety of leisure-oriented diversions.

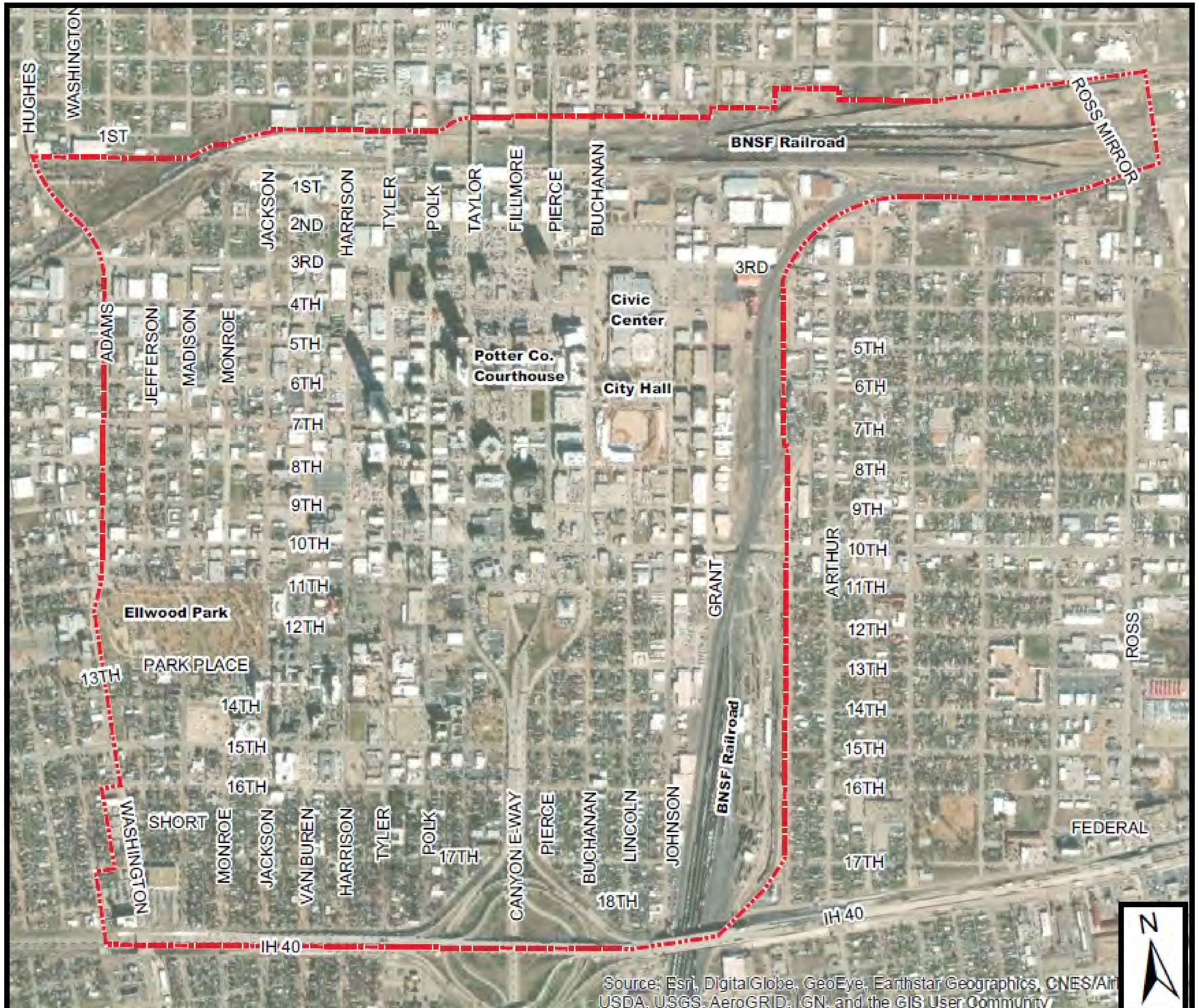
9. Changing Economics of Residential versus Office Development
   - In many American urban centers, the economics of housing values compared with office values have led to a shift in development to residential uses rather than office uses. All over American downtowns, historic office and industrial buildings that have lain uncultivated for years in undesirable districts are being adaptively used and turned into stylish upscale lofts.

10. The Urbanization Trend Worldwide
    - A century ago, about 10 percent of the world's population lived in cities. That figure has risen to 50 percent and is expected to rise to 75 percent by 2050. Most of the development problems facing American cities are universal, and the inefficiency of traditional suburban development patterns is becoming more apparent in the face of increasing energy costs, decreasing energy availability, accumulating infrastructure needs, traffic congestion, environmental degradation, and global warming.

Jill Bensley and Michael Beyard
Revival of the American City
Urban Land: April 2007

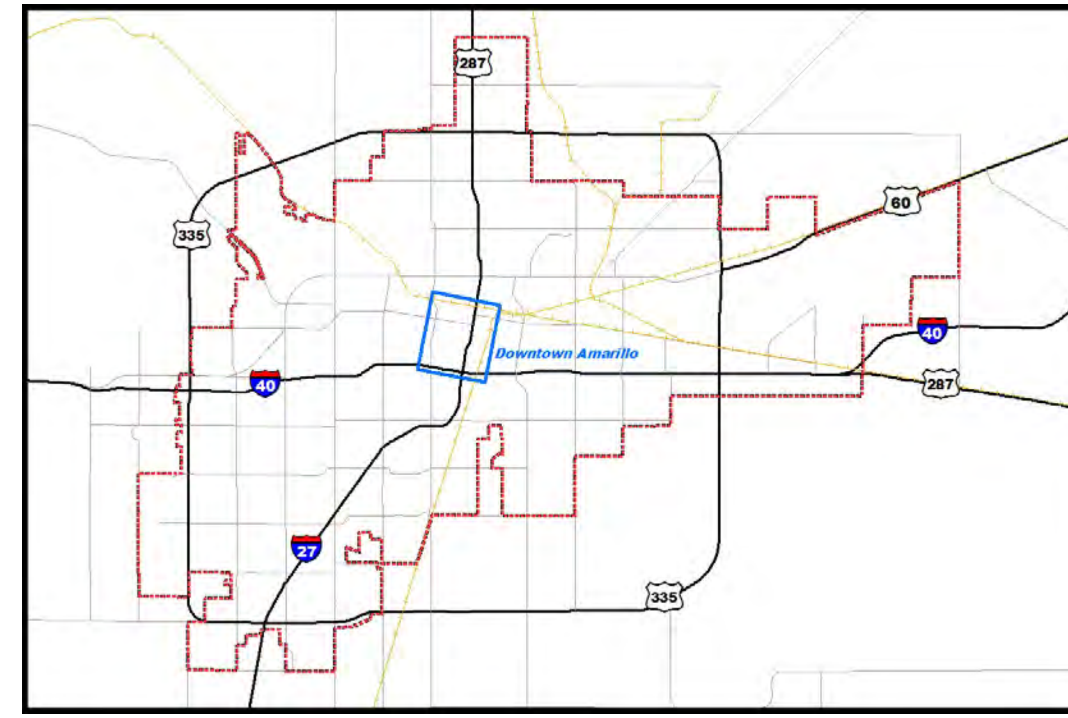
The Downtown Plan recommendations embody the "Ten Factors Responsible for Urban Resurgence" as outlined above.



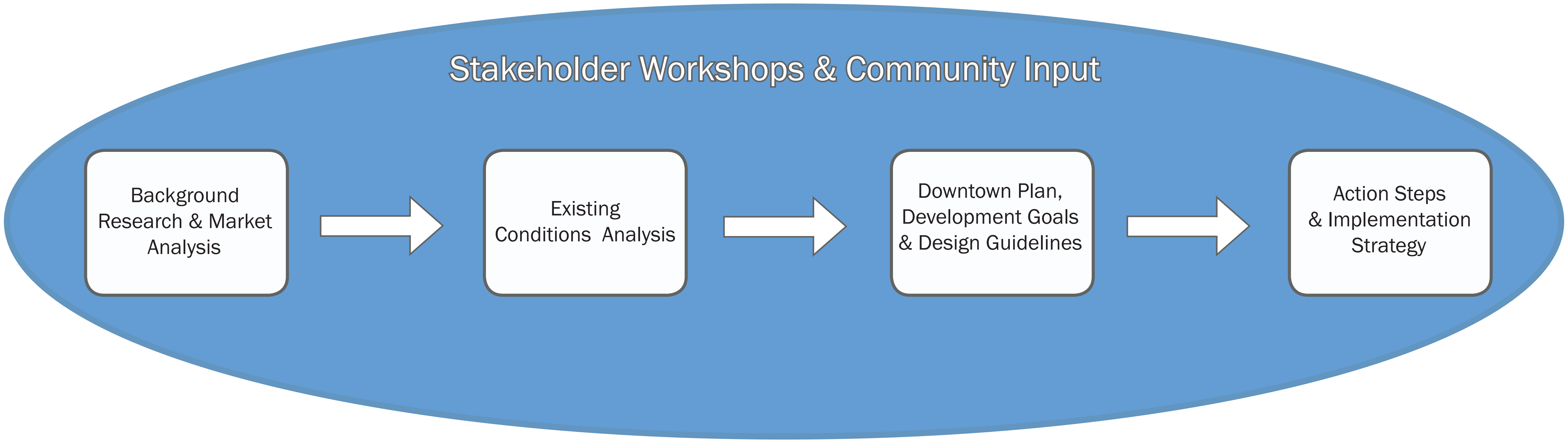


Downtown Amarillo Planning Area

Images Updated 2019



Downtown Amarillo is the business, financial, cultural, civic, and government center for the entire Panhandle Region of Texas. Located at the intersection of Interstate 40 and Interstate 27, Downtown Amarillo offers excellent access to a multi-state area.




Stakeholder Workshop

2008 Process

The diagram above depicts the four major steps behind the Amarillo Downtown Strategic Action Plan, with input from community workshops and stakeholder groups influencing each step. This process was used to ensure recommendations met community expectations and were attendant to the community's vision and goals for Downtown Amarillo. The Strategic Action Plan mirrors this process.

2019 Process

In early 2019, a committee was created to review progress, identify aspects of the plan that were no longer relevant, and articulate any new goals and strategies. The committee included membership from City Council, Planning and Zoning, Center City, Center City TIRZ, Downtown Amarillo Inc. and the Landmarks, Historic Districts and Downtown Design Review Board. A public input session was held in September 2019 to share the proposed updates. All partners remain active participants for implementation.

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Downtown Market Analysis

Taxable Value Analysis 14
Walkway Improvements 16
Psychographics 17
Retail Market Analysis 18
Residential Market Analysis 22
Hospitality Market Analysis 24

Only good analysis enables a community to test its aspirations against the constraints of reality. A good strategy is realistic. It places high priority on those objectives and actions that are feasible and can make a positive difference in the community's well-being. Analysis should be thorough enough to help a community create an action program rather than a wish list.

- Robert Bosscher and Kenneth Voytek

Over the past 50 years, downtowns across the country have experienced decline and in extreme cases abandonment. Despite this growing problem the full extent of the decline is often hard to pinpoint outside of vacant buildings or falling rental rates. One important measure of the lack of investment in downtown is a review of the taxable value of properties within downtown. This helps to quantify the extent of decline that the urban core of the city has experienced.

~~Illustrated on the page 15 is a historical taxable value review for the City of Amarillo.~~ While the property values for the City have more than doubled since 1985, Downtown ~~has~~ remained almost stagnant with a less than 2% growth rate. This slow growth ~~has~~ led officials to implement the City's first Tax Increment Reinvestment Zone in an effort to reverse the slow growth of Downtown.

Since the implementation of Center City TIRZ #1 in downtown Amarillo, there has been an increase in total property value in the zone of approximately $100 million. Rebates and grants have been awarded to a wide array of projects that have helped bring housing and commercial space to downtown Amarillo. The funds are used to fill gaps for the private sector, making projects possible that would be feasible without this assistance.

The TIRZ has aided in projects that have helped revitalize older facilities as well as incentivize new construction. The first infill building in downtown Amarillo since the 1980's was built on the former site of the Opera House at Polk and 7th in 2018.

The TIRZ is also provided needed financial assistance for urban design and streetscape projects. Grant funds help support the urban design requirements for private property owners for street trees, sidewalks, and lighting. Additional funding will support the downtown wayfinding project which will help create a consistent identity while directing both motorists and pedestrians to landmarks and activity centers.

Original Amarillo Hotel

Amarillo Hotel following 1927 renovation

3rd and Polk Today

City of Amarillo Center City TIRZ #1 Taxable Value Analysis - Replaced Previous TIRZ Page

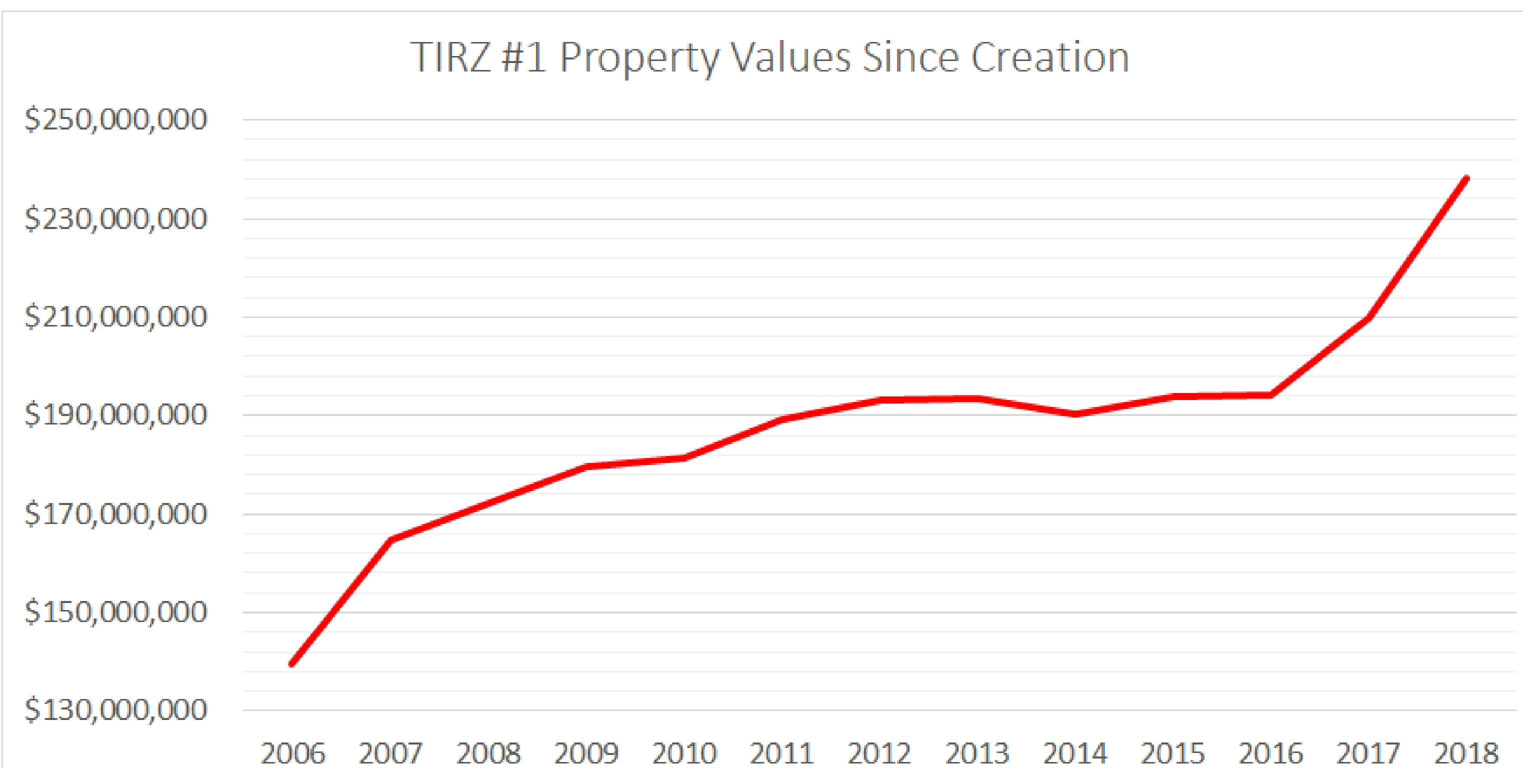
TIRZ #1

Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Total	$139,500,000	$164,600,000	$172,000,000	$179,800,000	$181,500,000	$189,300,000	$193,100,000	$193,600,000	$190,400,000	$193,700,000	$194,200,000	$209,900,000	$238,360,728	$245,352,108
Increment		$25,100,000	$7,400,000	$7,800,000	$1,700,000	$7,800,000	$3,800,000	$500,000	-$3,200,000	$3,300,000	$500,000	$15,700,000	$28,460,728	$6,991,380
% Change		17.99%	4.50%	4.53%	0.95%	4.30%	2.01%	0.26%	-1.65%	1.73%	0.26%	8.08%	13.56%	2.93%

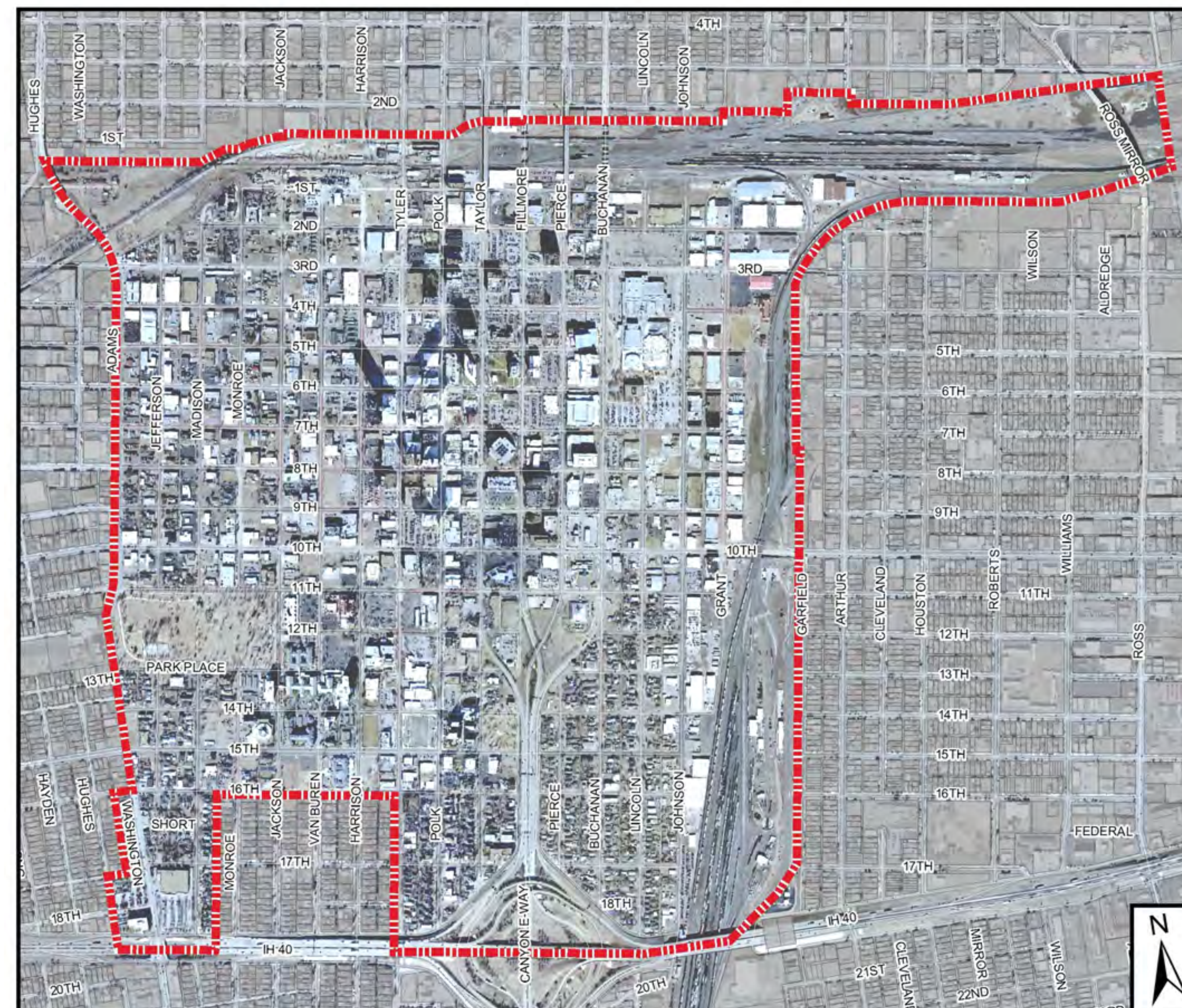
Amarillo (Whole City)

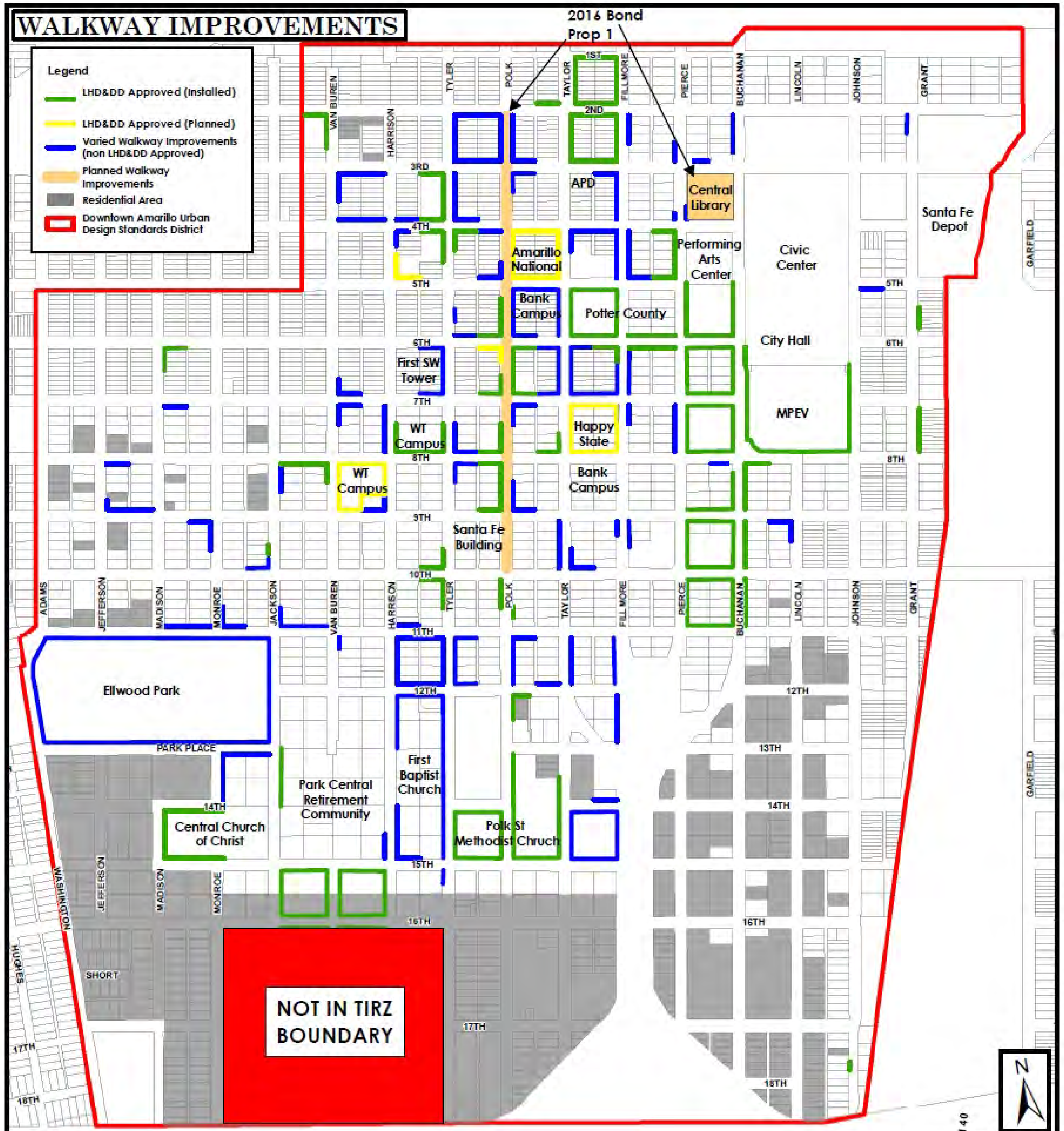
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Total	$9,802,150,770	$10,773,825,956	$11,359,013,547	$11,652,062,956	$11,729,191,258	$12,197,201,645	$12,429,482,741	$12,639,726,005	$13,153,158,695	$13,624,846,391	$14,175,634,767	$15,001,997,686	$15,415,647,481	$15,976,039,112
Difference	$565,348,511	$971,675,186	$585,187,591	$293,049,409	$77,128,302	$468,010,387	$232,281,096	$210,243,264	$513,432,690	$471,687,696	$550,788,376	$826,362,919	$413,649,795	$560,391,631
% Change	6.12%	9.91%	5.43%	2.58%	0.66%	3.99%	1.90%	1.69%	4.06%	3.59%	4.04%	5.83%	2.76%	3.64%

Percent increase from 2006 to 2019:
Amarillo - 63%
TIRZ #1 - 76%



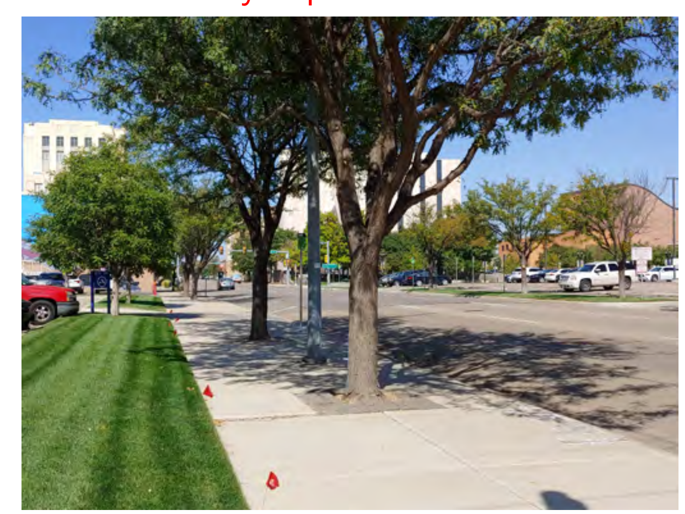
Amarillo TIRZ #1 Boundary





LHD & DD Approved Walkway Improvements

Varied Walkway Improvements



Lacking Substantial Walkway Improvements

What Are Psychographics?

The term psychographics is defined by Merriam-Webster's dictionary as "market research or statistics classifying groups according to psychological variables." This type of market research becomes extremely powerful at predicting consumer likes and dislikes when coupled with behavioral data and spending patterns. ESRI's Tapestry Segmentation system does exactly that, by grouping the population into 67 separate categories based on spending habits, demographic traits and a litany of other statistics. The following is a brief description of the ESRI Tapestry Segmentation system.

TAPESTRY SEGMENTATION
esri.com/tapestry

The latest generation of Tapestry™ Segmentation, a market segmentation system designed to identify consumer markets in the United States, incorporates the effects of growth and decline in the last decade on established consumer markets plus the emergence of new markets populated by the Millennials and immigrants. Reflecting the increasing diversity among American consumers, Tapestry includes 67 distinct market segments and 14 summary groups.

Tapestry is a geodemographic segmentation system that integrates consumer traits with residential characteristics to identify markets and classify US neighborhoods. Neighborhoods with the most similar characteristics are grouped together, while neighborhoods with divergent characteristics are separated. Internally homogenous, externally heterogeneous market segments depict consumers' lifestyles and lifestages. Tapestry Segmentation combines the "who" of lifestyle demography with the "where" of local geography to create a classification model with 67 distinct, behavioral market segments.

Why are they important?

Psychographics allow market research to move beyond simple demographics by helping to predict the depth of specific market niches such as the urban retail and residential markets. This segmentation system provides a sound basis for key development goals and their feasibility.

Some Examples of ESRI Tapestry Market Segments

Laptops and Lattes - 3A

Laptops and Lattes residents are predominantly single, well-educated professionals in business, finance, legal, computer, and entertainment occupations. They are affluent and partial to city living—and its amenities. Neighborhoods are densely populated, primarily located in the cities of large metropolitan areas. Many residents walk, bike, or use public transportation to get to work; a number work from home. Although single householders technically outnumber couples, this market includes a higher proportion of partner households, including the highest proportion of same-sex couples. Residents are more interested in the stock market than the housing market. Laptops and Lattes residents are cosmopolitan and connected—technologically savvy consumers. They are active and health conscious, and care about the environment.

Soccer Moms - 4A

Soccer Moms is an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children. They favor time-saving devices, like banking online or housekeeping services, and family-oriented pursuits.

Urban Villages - 7B

Urban Villages residents are multicultural, multigenerational, and multilingual. Trendy and fashion conscious, they are risk takers. However, these consumers focus on their children and maintain gardens. They are well connected with their smartphones, but more likely to shop in person. Their favorite stores are as diverse as they are, Costco or Trader Joe's, Target or Macy's.

Amarillo Psychographic Profile

Tapestry LifeMode Groups	2019 Households			2019 Adult Population		
	Number	Percent	Index	Number	Percent	Index
Total:	91857	100.0%		185598	100.0%	
GenXurban (5)	20007	21.8	192	37789	20.4	187
Middle Ground (8)	12556	13.7	126	22604	12.2	121
Ethnic Enclaves (7)	12150	13.2	186	26157	14.1	171
Cozy Country Living (6)	8558	9.3	78	17967	9.7	82
Midtown Singles (11)	7804	8.5	138	13140	7.1	130
Hometown (12)	7644	8.3	137	14836	8	139
Affluent Estates (1)	6840	7.4	75	14344	7.7	73
Family Landscapes (4)	6669	7.3	96	18743	10.1	128
Rustic Outposts (10)	5166	5.6	68	11358	6.1	73
Senior Styles (9)	2470	2.7	46	4052	2.2	44
Scholars and Patriots (14)	1112	1.2	75	2758	1.5	65
Next Wave (13)	881	1	25	1850	1	23
Upscale Avenues (2)	0	0	0	0	0	0
Uptown Individuals (3)	0	0	0	0	0	0

The Amarillo population is broken down into the 14 LifeMode Groups above. The data is the Tapestry analysis of a 20 minute drivetime from downtown Amarillo. Two of the LifeMode Groups are not represented within the Amarillo market profile. Uptown Individuals would be one of the core groups expected to populate a downtown region. As the downtown population grows, this category would likely begin to show up in the Amarillo market profile.

The LifeMode Segments, represented to the right, are part of the 67 classification segments within the LifeMode Groups. The LifeMode Groups are list in order of size and groups that have population of zero were removed from the list.

Tapestry LifeMode Group Segments	2019 Households			2019 Adult Population		
	Number	Percent	Index	Number	Percent	Index
Total:	91857	100.0%		185598	100.0%	
Comfortable Empty Nesters (5A)	3667	4	163	7514	4	165
In Style (5B)	6336	6.9	307	11365	6.1	292
Parks and Rec (5C)	0	0	0	0	0	0
Rustbelt Traditions (5D)	7905	8.6	393	15076	8.1	394
Midlife Constants (5E)	2099	2.3	92	3834	2.1	88
City Lights (8A)	0	0	0	0	0	0
Emerald City (8B)	1603	1.7	123	2833	1.5	125
Bright Young Professionals (8C)	1898	2.1	92	3641	2	97
Downtown Melting Pot (8D)	0	0	0	0	0	0
Front Porches (8E)	0	0	0	0	0	0
Old and Newcomers (8F)	3379	3.7	159	5374	2.9	146
Hardscrabble Road (8G)	5676	6.2	514	10756	5.8	503
Up and Coming Families (7A)	2013	2.2	88	4228	2.3	87
Urban Villages (7B)	0	0	0	0	0	0
American Dreamers (7C)	0	0	0	0	0	0
Barrios Urbanos (7D)	9682	10.5	1013	21072	11.4	908
Valley Growers (7E)	0	0	0	0	0	0
Southwestern Families (7F)	455	0.5	61	857	0.5	49
Green Acres (6A)	5742	6.3	194	11947	6.4	193
Salt of the Earth (6B)	1321	1.4	50	2859	1.5	54
The Great Outdoors (6C)	459	0.5	32	976	0.5	34
Prairie Living (6D)	214	0.2	22	458	0.2	24
Rural Resort Dwellers (6E)	0	0	0	0	0	0
Heartland Communities (6F)	822	0.9	39	1727	0.9	44
City Strivers (11A)	0	0	0	0	0	0
Young and Restless (11B)	4044	4.4	253	6312	3.4	245
Metro Fusion (11C)	509	0.6	39	956	0.5	40
Set to Impress (11D)	3251	3.5	256	5872	3.2	268
City Commons (11E)	0	0	0	0	0	0
Family Foundations (12A)	313	0.3	33	627	0.3	32
Traditional Living (12B)	6707	7.3	381	13081	7	394
Small Town Simplicity (12C)	0	0	0	0	0	0
Modest Income Homes (12D)	624	0.7	52	1128	0.6	49
Top Tier (1A)	373	0.4	24	720	0.4	22
Professional Pride (1B)	1293	1.4	86	2877	1.6	85
Boomburbs (1C)	1031	1.1	65	2134	1.1	63
Savvy Suburbanites (1D)	2846	3.1	104	5934	3.2	99
Exurbanites (1E)	1297	1.4	73	2679	1.4	74
Soccer Moms (4A)	3491	3.8	130	12696	6.8	219
Home Improvement (4B)	844	0.9	54	1773	1	52
Middleburg (4C)	2334	2.5	87	4274	2.3	79
Southern Satellites (10A)	3067	3.3	106	6481	3.5	109
Rooted Rural (10B)	0	0	0	0	0	0
Diners & Miners (10C)	0	0	0	0	0	0
Down the Road (10D)	2099	2.3	198	4877	2.6	226
Rural Bypasses (10E)	0	0	0	0	0	0
Silver & Gold (9A)	291	0.3	41	641	0.3	49
Golden Years (9B)	398	0.4	32	687	0.4	31
The Elders (9C)	0	0	0	0	0	0
Senior Escapes (9D)	0	0	0	0	0	0
Retirement Communities (9E)	995	1.1	90	1530	0.8	82
Social Security Set (9F)	786	0.9	105	1194	0.6	97
Military Proximity (14A)	0	0	0	0	0	0
College Towns (14B)	1112	1.2	127	2758	1.5	144
Dorms to Diplomas (14C)	0	0	0	0	0	0
International Marketplace (13A)	0	0	0	0	0	0
Las Casas (13B)	0	0	0	0	0	0
NeWest Residents (13C)	881	1	124	1850	1	116
Fresh Ambitions (13D)	0	0	0	0	0	0
High Rise Renters (13E)	0	0	0	0	0	0

** Examples of urban residential property & civic spaces*

Amarillo Market - Top LifeMode Segments (Population)

7D	Barriois Urbanos	21,072	11.4%
5D	Rustbelt Traditions	15,076	8.1%
12B	Traditional Living	13,081	7%
4A	Soccer Moms	12,696	6.8%
6A	Green Acres	11,947	6.4%
5B	In Style	11,365	6.1%
	Total	**85,237**	**45.8%**

** Source: ESRI Business Analyst (Tapestry Segmentation)*

In order to understand the urban retail market and its impact on revitalization efforts, it is important to look back and identify some historic trends. There are essentially four themes that have been used to jump start retail in downtowns across America.

- *The first was established as a direct response to the shopping mall, and is known as the pedestrian mall.**
  (i.e. 16th Street Mall, Denver, CO)
- *The second theme is the festival marketplace.**
  (i.e. Pike Place Market, Seattle, WA and Fanueil Hall, Boston MA)
- *The third style, downtown indoor shopping malls are simply suburban malls in an urban setting.**
  (i.e. Gaviidae Commons, Minneapolis, MN)
- ***The final, and the most popular over the last 20 years is the mixed-use center. This form of redevelopment tends to represent a return to a "Live/Work/Play" atmosphere, which made urban centers of the past successful.****
  (i.e. Rose District, Portland, OR)

Pedestrian malls, festival marketplaces & downtown shopping malls have all had limited success with only a handful of recognizable developments still in existence today, while mixed-use retail has been a focal point of many successful revitalization efforts.

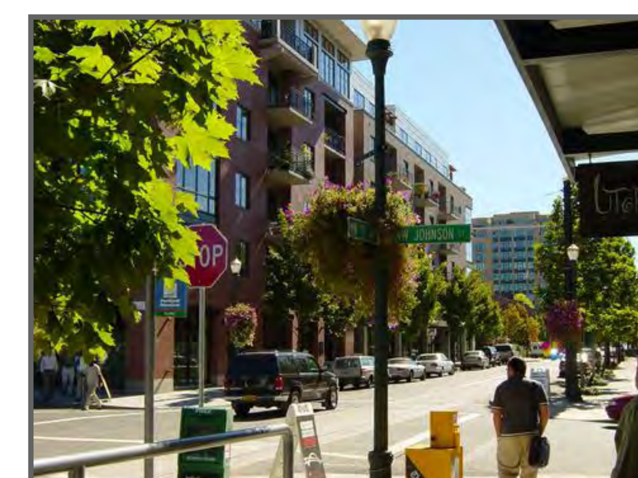
* Robertson, Kent, *Downtown retail reviatalization: a review of American development strategies,* Planning Perspectives, 12 (1997) 383-401

Pike Place Market, Seattle, WA

Gaviidae Commons, Minneapolis, MN

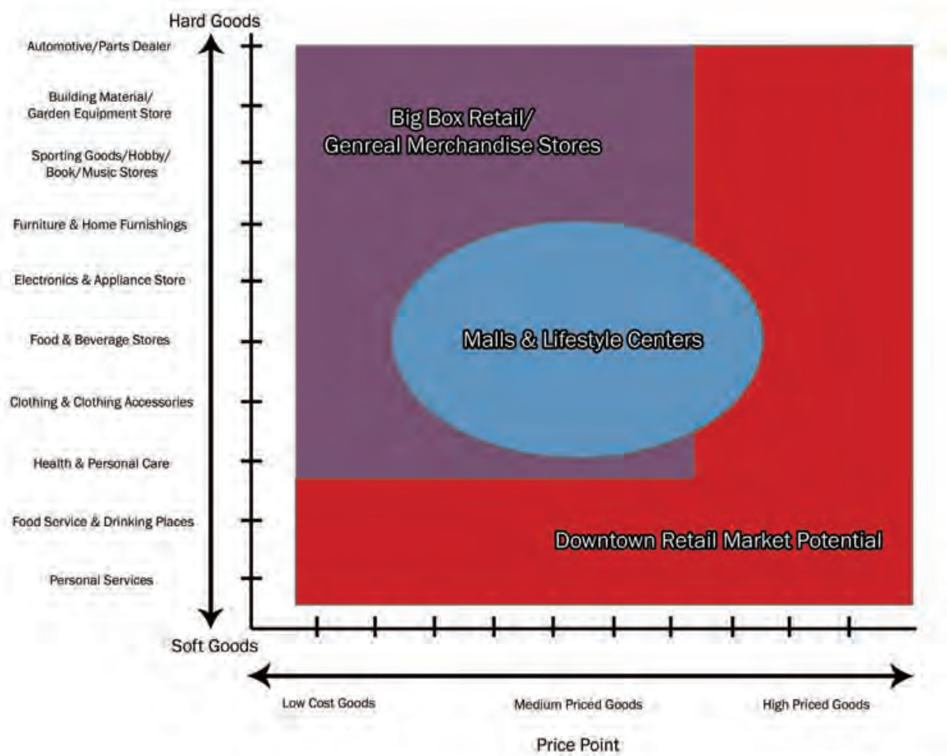
16th Street Mall, Denver, CO

Fanueil Hill, Boston, MA



Rose District, Portland, OR

Downtown Retail Market Niche*



* While malls and "big box" retail have absorbed a large portion of the US retail market there are still a number of businesses that operate successfully within downtown. The chart above illustrates the market potential for downtown.

Typical Downtown Retail Categories

- Fast food/fast-casual (e.g. Rosa's)
- Take-away coffee (e.g. Starbucks)
- Convenience-service (e.g. CVS)
- "Temp" agencies (e.g. Kelley Services)
- Copy shop (e.g. FedEx Kinko's)
- Branded cell phone stores (e.g. AT&T)

In larger downtowns...

- "Fat-Cat" restaurants (e.g. Ruth Chris)
- Business apparel (e.g. Jos A. Bank)
- Office supply (e.g. Office Depot)

The ESRI Tapestry Segmentation system breaks down individuals into segments, but it also classifies them into 14 LifeMode Groups. The following three LifeMode Groups tend to be consumers of urban retail products.

ESRI Tapestry Segmentation LifeMode Groups represent markets that share a common experience—born in the same generation or immigration from another country—or a significant demographic trait, like affluence. Tapestry Segments are classified into 14 LifeMode groups. All of the 67 ESRI Tapestry segments are grouped into 14 broad LifeMode Groups that predict consumer spending, and lifestyle patterns. Listed below are three LifeMode Groups that tend to be consumers within downtown retail market niche. According to the analysis, 40% of Amarillo's population falls within these groups.

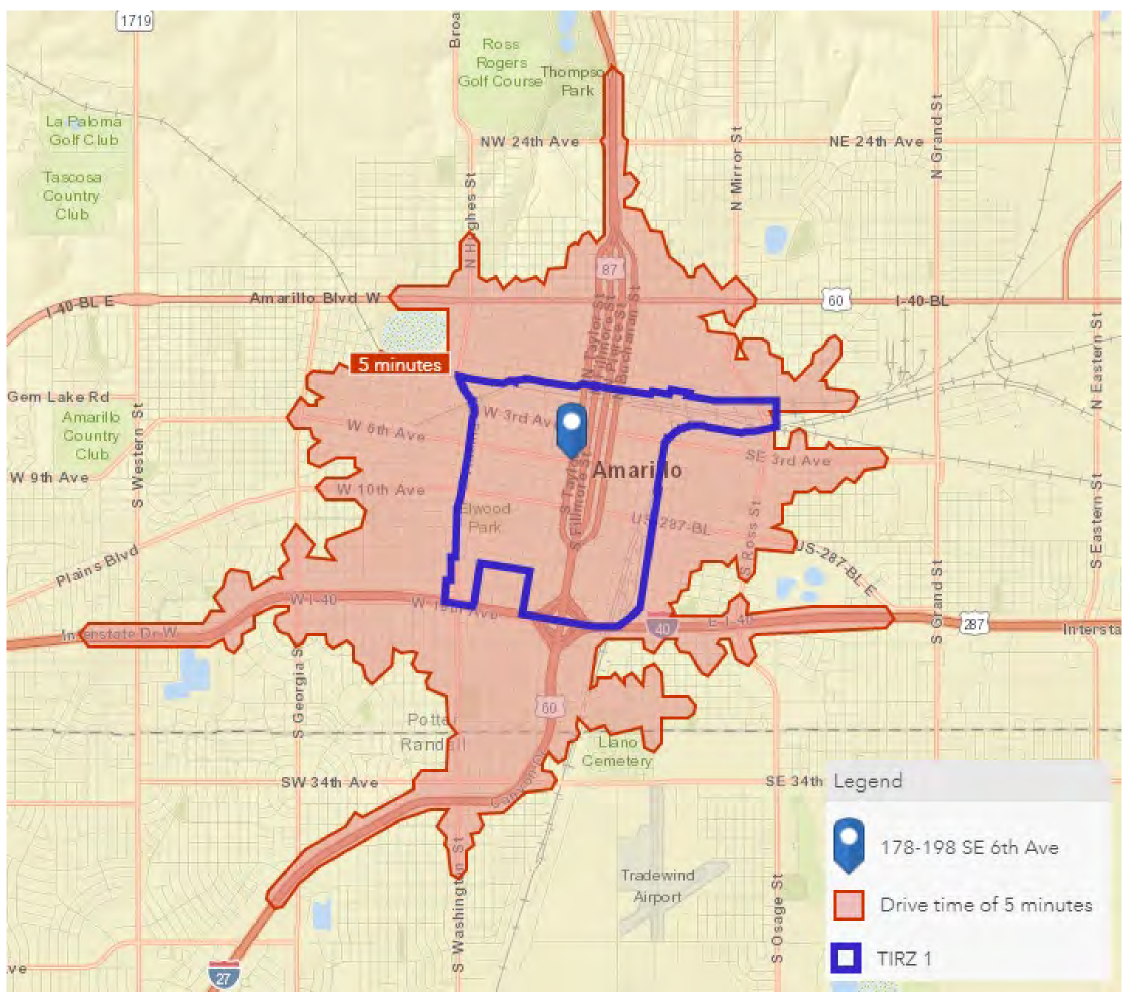
Middle Ground- LifeMode Group 8
- Lifestyles of thirtysomethings
- Millennials in the middle: single/married, renters/homeowners, middle class/working class
- Urban market mix of single-family, townhome, and multi-unit dwellings
- Majority of residents attended college or attained a college degree
- Householders have ditched their landlines for cell phones, which they use to listen to music (generally contemporary hits), read the news, and get the latest sports updates of their favorite teams
- Online all the time: use the Internet for entertainment (downloading music, watching YouTube, finding dates), social media (Facebook, Twitter, LinkedIn), search for employment
- Leisure includes night life (clubbing, movies), going to the beach, some travel and hiking

GenXUrban - LifeMode Group 5
- Gen X in middle age; families with fewer kids and a mortgage
- Second largest Tapestry group, comprised of Gen X married couples, and a growing population of retirees
- About a fifth of residents are 65 or older; about a fourth of households have retirement income
- Own older single-family homes in urban areas, with 1 or 2 vehicles
- Live and work in the same county, creating shorter commute times
- Invest wisely, well-insured, comfortable banking online or in person
- News junkies (read a daily newspaper, watch news on TV, and go online for news)
- Enjoy reading, renting movies, playing board games and cards, doing crossword puzzles, going to museums and rock concerts, dining out, and walking for exercise

Affluent Estates - LifeMode Group 1
- Established wealth—educated, well-traveled married couples
- Accustomed to "more": less than 10% of all households, with 20% of household income
- Homeowners (almost 90%), with mortgages (65.2%)
- Married couple families with children ranging from grade school to college
- Expect quality; invest in time-saving services
- Participate actively in their communities
- Active in sports and enthusiastic travelers

To better understand the Amarillo market, the planning team conducted an analysis on retail sales in Downtown, which focused on food and beverage sales. While very few people live within the study area, 25,000 people work within a 5 minute drive (over 20% of Amarillo's workforce) which should provide Downtown with enough foot traffic to support a number of restaurants and bars. Despite this daytime surge in population Downtown food and beverage sales totaled only $10.4 million over the past year, while food and beverage sales within a five minute drive were over $78 million. This means that on average workers in downtown spent $2.85 per work day, while workers within a five minute drive spent on average $12.33 per work day. This discrepancy illustrates the need for restaurants in Downtown, while also providing evidence of the strength of the market.

5 Minute Drive Time



* Source: ESRI - Business Analyst & Gideon Toal, Inc.

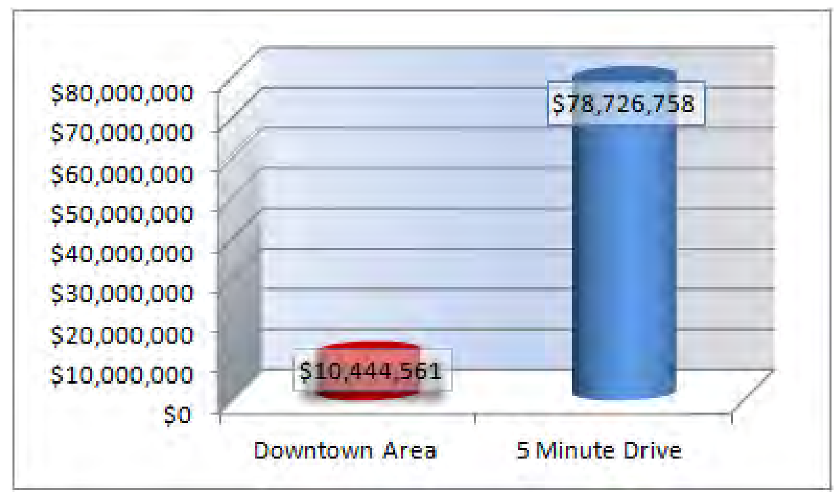
Downtown

Workers in Downtown	14,657
Weeks in work year Days in work years	50 250
Workers in Downtown per year	3,664,250
2006 Food & beverage retail sales	$10,444,561
Expenditures Per Worker/Per Day	**$2.85**

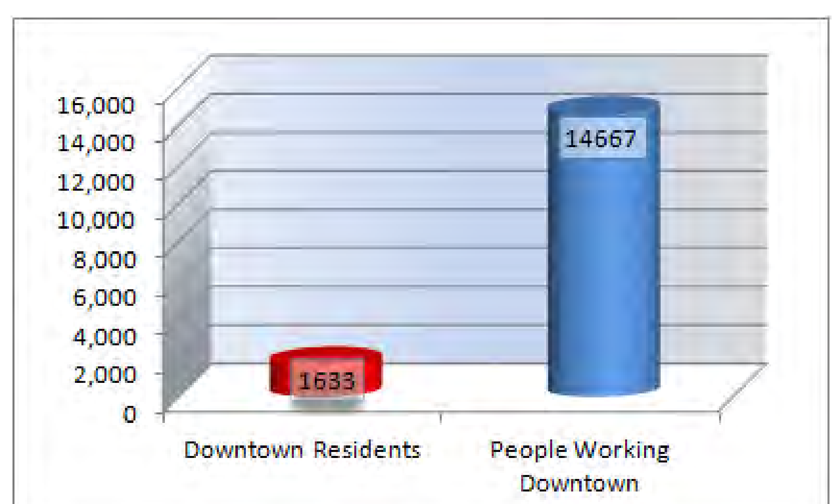
5 Minute Drive

Workers in Area	25,540
Weeks in work year Days in work years	50 250
Workers in area per year	6,385,000
2006 Food & beverage retail sales	$78,726,758
Expenditures Per Worker/Per Day	**$12.33**

Food & Beverage Retail Sales



Population Movement



Retail Habits of Office Workers

International Council of Shopping Centers (ICSC) analyzed how the habits of office workers have changed between 1987 and 2003. The study examined changing consumer preferences among office workers, along with the impact of retail availability on employee shopping habits. A follow up study was done in 2011 by ICSC. Specific findings include:

- *In 2003, weekly lunch expenditures among downtown office workers were 20% higher than those reported by suburban office workers ($26.80 versus $22.50).*
- *The lunch frequency has remained stable between 1987 and 2003, averaging 4.4 days per week (the average number of days purchased lunch is 2.9).*
- *Office workers spend an average of $7.10 on lunch when dining out.*
- *When compared to their suburban counterparts, downtown office workers are more likely to eat out (85% versus 76%), and also eat out more frequently.*
- *Fifty percent (50%) of downtown office workers eat out at least 4 out of 5 days, versus 38% of suburban office workers.*
- *The deli/grocery/carry-out business has surpassed sit-down and fast food restaurants in market share. Almost twice as many lunches were purchased at these types of convenience food shops in 2003 than in 1987 (up from 15% to 27%).*
- *The share of office workers shopping during their lunch hour (32%) has remained stable since 1987.*
- *The market share of lunches purchased at fast-food restaurants has remained at 16% since 1987, while the share from sit-down restaurants has decreased from 22% to 16%.*
- *The share of office workers who stop after work for dinner or drinks closer to their office has doubled since 1987 (an increase of 12% to 25%). The average weekly expenditure for all office workers who stop after work for dinner or drinks was $44 per patron in 2003.*
- *Downtown, after-work entertainment activities have increased from 29% in 1987 to 35% in 2003.*
- *Use of public transportation has increased dramatically (43% in 1987 to 63% in 2003), among office workers in downtown areas with above average retail density.*
- *The 2011 study found that markets with ample retail tend to experience significantly more spending—approximately 140% more—than in limited-retail venues.*
- *The office worker represents approximately one-fifth (20.5%) of the U.S. workforce.*
- *When retail, restaurant and services offerings in the vicinity of the office building are in ample supply, the higher the spending by the office workers in that area.*
- *In 2011 the office worker spent, on average, $26.71 per week for food. Only 30% of the workers frequented a full-service restaurant during the week, while 55% of office workers visited a quick-service restaurant, including a deli or company cafeteria.*

Matt Kures, Serving Downtown Office Workers, Downtown Economics: Ideas for Increasing Economic Vitality in Community Business Districts (January 2007) & Michael P. Niemira and John Connoly, Office-Worker Retail Spending in a Digital Age (2012, International Council of Shopping Centers)

Urban Residential Potential

With 78.2 million baby boomers poised to retire, the market for retirement homes in the coming years will be at an all time high. A growing number of retirees and empty nesters are making the choice to live downtown. Some retirees are trading in their golf clubs for season theatre tickets and their golf cart for a bus pass. There is an emerging market for active seniors living downtown. Communities should evaluate opportunities for this emerging class of urban dwellers and match their services, promote business opportunities and growth relative to the needs of this new niche market in the downtown area.

Stephanie Lind, Retire Downtown A Market Emerges for Active Living Downtown, Downtown Economics: Ideas for Increasing Economic Vitality in Community Business Districts (July 2007)

What are urban buyers looking for?

- Unique Products – Stay away from "sameness"
  1. Retail – Talbots, Chico, Roots etc…
  2. Restaurants – diverse local cuisine, few if any chains
- Distinct residential districts with unique housing choices
- Walkability – the "Live/Work/Play" experience
- Space – units don't have to be very large but must "live big", large windows, open floor plans etc…
- Soundproofing
- Downtown Amenities
  1. Public Plazas
  2. Dog Parks
  3. Cultural Institutions
- Creative conversion of existing structures
- Day care and children's activities (urbanbaby.com)

International Downtown Association 2006

Of the 67 defined Tapestry segments, 38 of those segments are identified as being part of the Amarillo market. The six segments most likely to potentially become residents of the downtown area are detailed on the next page. These six segments make up about 16.5% of the Amarillo population according to ESRI Tapestry.

Urban Residential Typology

High-Rise (over 8 stories):
- Type 1 construction
- Concrete or steel
- Above 75 feet
- May include street level retail or live-work units
- Typical unit size: 600 to 3,000 + sf
- Common areas and recreational areas typical
- Density: 200 + per acre
- Typical buyers: Young singles & couples, Baby boomers and Empty nesters
- Tapestry Psychographics
  - 11C - Metro Fusion

Mid-Rise (4 to 8 stories):
- Below grade or structured parking
- Wood, Concrete or steel
- Common parking (some units may have direct access garages
- May include street level retail or live-work units
- Typical unit size: 600 to 2,000 + sf
- Common areas
- Density: 80 to 100 + per acre
- Typical buyers: Young singles & couples,
- Tapestry Psychographics
  - 8C - Bright Young Professionals
  - 11C - Metro Fusion
  - 11D - Set to Impress

Low-Rise (2-4 stories):
- More traditional attached project
- Wood frame construction
- Townhomes, flats or row homes (walk-up)
- May include street level retail or live-work units
- Typical unit size: 1,200 to 1,800 + sf
- Private parking (garages)
- Density: up to 30 units per acre
- Typical buyers: First time buyers, singles and couples with young children
- Tapestry Psychographics
  - 1D - Savvy Suburbanites
  - 5B - In Style
  - 8B - Emerald City
  - 8C - Bright Young Professionals

Emerald City - 8B


Demographics Traits - U.S.
Ethnic Diversity: Mostly White (77%)
Average Household Size: 2.06
Median Age: 37.4
Education Levels: College Graduate
Employment Levels: Management
Homeownership: 48.5%
Median HH Income: $59,200

Amarillo Segment: 1.5%

Emerald City's denizens live in lower-density neighborhoods of urban areas throughout the country. Young and mobile, they are more likely to rent. Well educated and well employed, half have a college degree and a professional occupation. Incomes close to the US median come primarily from wages, investments, and self-employment. This group is highly connected, using the Internet for entertainment and making environmentally friendly purchases. Long hours on the Internet are balanced with time at the gym. Many embrace the "foodie" culture and enjoy cooking adventurous meals using local and organic foods. Music and art are major sources of enjoyment. They travel frequently, both abroad and domestically.

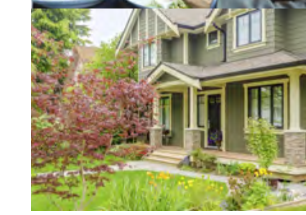
Set to Impress - 11D


Demographics Traits - U.S.
Ethnic Diversity: Mostly White (65%)
Average Household Size: 2.12
Median Age: 33.9
Education Levels: Some College
Employment Levels: Entry Level
Homeownership: 28%
Median HH Income: $59,200

Amarillo Segment: 3.2%

Set to Impress is depicted by medium to large multiunit apartments with lower than average rents. These apartments are often nestled into neighborhoods with other businesses or single-family housing. Nearly one in three residents is 20 to 34 years old, and over half of the homes are single person and nonfamily households. Although many residents live alone, they preserve close connections with their family. Income levels are low; many work in food service while they are attending college. This group is always looking for a deal. They are very conscious of their image and seek to bolster their status with the latest fashion. Set to Impress residents are tapped into popular music and the local music scene.

Savvy Suburbanites - 1D

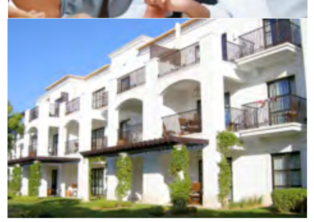



Demographics Traits - U.S.
Ethnic Diversity: Mostly White (85%)
Average Household Size: 2.85 Median
Age: 45.1
Education Levels: College grads (51%)
Employment Levels: Management
Homeownership: 91%
Median HH Income: $108,700

Amarillo Segment: 3.2%

Savvy Suburbanites residents are well educated, well read, and well capitalized. Families include empty nesters and empty nester wannabes, who still have adult children at home. Located in older neighborhoods outside the urban core, their suburban lifestyle includes home remodeling and gardening plus the active pursuit of sports and exercise. They enjoy good food and wine, plus the amenities of the city's cultural events.

Bright Young Professionals - 8C

Demographics Traits - U.S.
Ethnic Diversity: Mostly White (65%)
Average Household Size: 2.41
Median Age: 33.0
Education Levels: 35% Some College / 33% Bachelor
Employment Levels: Management
Homeownership: 43%
Median HH Income: $54,000

Amarillo Segment: 2.0%

Bright Young Professionals is a large market, primarily located in urban outskirts of large metropolitan areas. These communities are home to young, educated, working professionals. More than one out of three householders is under the age of 35. Slightly more diverse couples dominate this market, with more renters than homeowners. More than two-fifths of the households live in single-family homes; over a third live in 5+ unit buildings. Labor force participation is high, generally white-collar work, with a mix of food service and part-time jobs (among the college students). Median household income, median home value, and average rent are close to the US values. Residents of this segment are physically active and up on the latest technology.

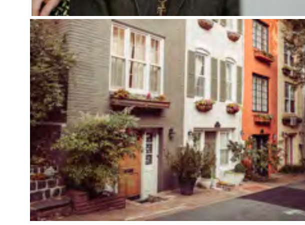
Metro Fusion - 11C


Demographics Traits - U.S.
Ethnic Diversity: Diverse (31% Black, 34% Hispanic, 20% foreign born)
Household Size: 2.65
Median Age: 29.3
Education Levels: Some College Employment
Levels: Mid-Level
Homeownership: 24%
Median HH Income: $35,700

Amarillo Segment: .5%

Metro Fusion is a young, diverse market. Many residents do not speak English fluently and have moved into their homes recently. They are highly mobile and over three quarters of households are occupied by renters. Many households have young children; a quarter are single-parent families. The majority of residents live in midsize apartment buildings. Metro Fusion is a hard-working market with residents that are dedicated to climbing the ladders of their professional and social lives. This is particularly difficult for the single parents due to median incomes that are 36% lower than the US level.

In Style - 5B

Demographics Traits - U.S.
Ethnic Diversity: Mostly White (84%) Average
Household Size: 2.35
Median Age: 42.0
Education Levels: College grads (48%)
Employment Levels: Management
Homeownership: 68%
Median HH Income: $73,000

Amarillo Segment: 6.1%

In Style denizens embrace an urbane lifestyle that includes support of the arts, travel, and extensive reading. They are connected and make full use of the advantages of mobile devices. Professional couples or single households without children, they have the time to focus on their homes and their interests. The population is slightly older and already planning for their retirement.

** Source: ESRI Tapestry Segmentation*

Convention Hotel Economics

Nearly 65 percent of U.S. convention centers are owned by cities, counties, states or other types of government authorities. Major convention cities, such as New York or Las Vegas, generally have had sufficient hotel supply in appropriate locations to support the needs generated by meeting and trade show participants. For many other municipalities, however, new hotel development can be critical to competing for the middle- to upper-tier convention market. Convention facilities in these cities may be located in areas peripheral to hotel concentrations. In addition, existing hotel operators are often reluctant to commit the room inventory required to serve convention delegates -- typically offered in package deals at lower room rates -- while simultaneously reducing rooms available to serve guests that make up their core business.

The basic economics in hotel development and operations pose additional challenges. Convention-oriented hotels are typically 10 to 20 percent more expensive to develop than a comparable size, group-oriented hotel. At the same time, room rates for a convention hotel's core market segment may run 20 to 30 percent below comparable business hotels due to discount package deals negotiated for delegates as part of convention attendance.

By Michael A. Stein and J. Kevin Lawler - Miami, Fall 1995
Arthur Andersen: Ideas and Trends
Public Sector Financing of Hotel Development:
The Prognosis for Public/Private Partnerships

Convention hotel opened in September 2017 across the street from the Amarillo Civic Center

2006 Amarillo Quarterly Hotel Occupancy Report

Qtr	Rate	# of Hotels	Room Night Available (000)	Revenue($000)	% Occupancy	Room Nights Sold (000)	RevPAR
1	$00-39.99	17	168.7	2519	44.4	74.8	14.93
	$00-39.99	2	6.4	98	57.9	3.7	15.31
	$40-49.99	6	50	1266	57.6	28.8	25.32
	$40-49.99	1	5.7	126	45.7	2.6	22.11
	$50-59.99	10	77.6	2258	52	40.3	29.10
	$60-69.99	3	39.2	1485	59.9	23.5	37.88
	$70-79.99	3	24.7	1187	67	16.5	48.06
	$80-89.99	4	46.6	2478	64.2	29.9	53.18
	$90-99.99	3	20.8	1493	74.9	15.6	71.78
	$100-110	1	0.8	40	49.8	0.4	50.00
		50	440.5	12950	53.6	236.1	29.40
2	$00-39.99	13	115.9	2180	55	63.7	18.81
	$00-39.99	2	6.5	99	57.4	3.7	15.23
	$40-49.99	6	70.2	1655	53.2	37.3	23.58
	$50-59.99	8	71.9	2447	61.2	44	34.03
	$50-59.99	1	5.7	164	55	3.2	28.77
	$60-69.99	8	76.7	3048	62.3	47.8	39.74
	$70-79.99	4	29.5	1676	74.5	22	56.81
	$80-89.99	3	38.9	2160	66.4	25.8	55.53
	$90-99.99	1	8.2	667	82.7	6.8	81.34
	$100-110	4	21.8	1777	79.2	17.3	81.51
		50	445.3	15873	61	271.6	35.65
3	$00-39.99	2	6.5	110	61.6	4	16.92
	$00-39.99	9	71.9	1149	48.3	34.8	15.98
	$100-110	2	14.4	1186	77.9	11.2	82.36
	$110-120	4	24.5	2105	76.4	18.7	85.92
	$40-49.99	9	103.5	2597	57.6	59.6	25.09
	$50-59.99	4	34.7	1211	62.9	21.8	34.90
	$50-59.99	1	5.8	183	55.3	3.2	31.55
	$60-69.99	10	98.8	4157	63.5	62.7	42.07
	$70-79.99	3	18.8	859	64.7	12.1	45.69
	$80-89.99	6	66.9	3899	68.5	45.8	58.28
	$90-99.99	1	6.5	457	72.4	4.7	70.31
		51	452.3	17913	61.6	278.6	39.60
4	$00-39.99	2	6.5	104	56.8	3.7	16.00
	$00-39.99	13	116.8	1880	46.4	54.2	16.10
	$40-49.99	6	67.8	1520	50.3	34.1	22.42
	$50-59.99	1	5.8	150	47.9	2.8	25.86
	$50-59.99	7	61.3	1912	55.3	33.9	31.19
	$60-69.99	9	81.8	2840	53.3	43.6	34.72
	$70-79.99	2	17.3	821	62.1	10.7	47.46
	$80-89.99	5	56.1	2951	61.9	34.7	52.60
	$100-110	3	23.9	1695	67	16	70.92
	$110-120	3	14.9	1113	67.6	10.1	74.70
		51	452.2	14986	53.9	243.8	33.14
Total			1790.3	61722	57.5	1030.1	34.48

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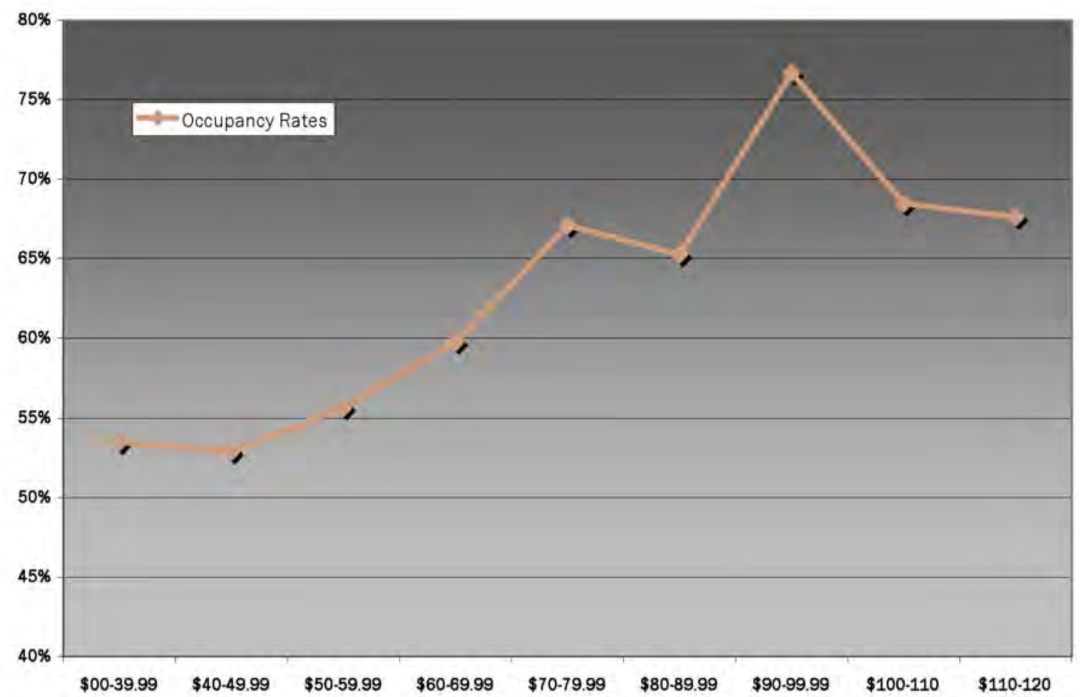
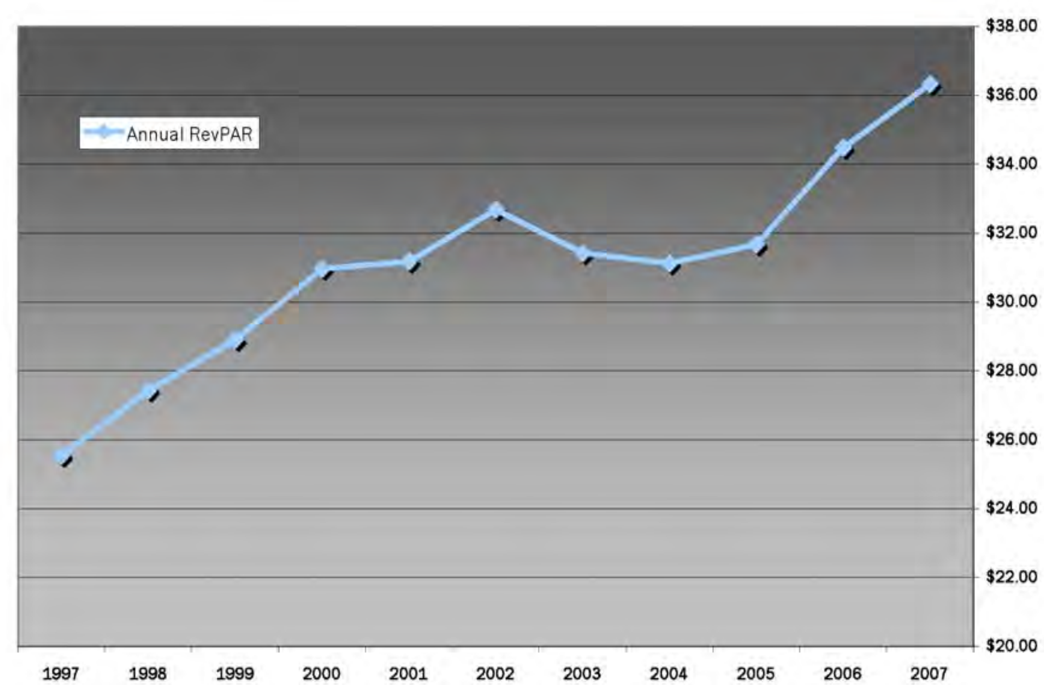
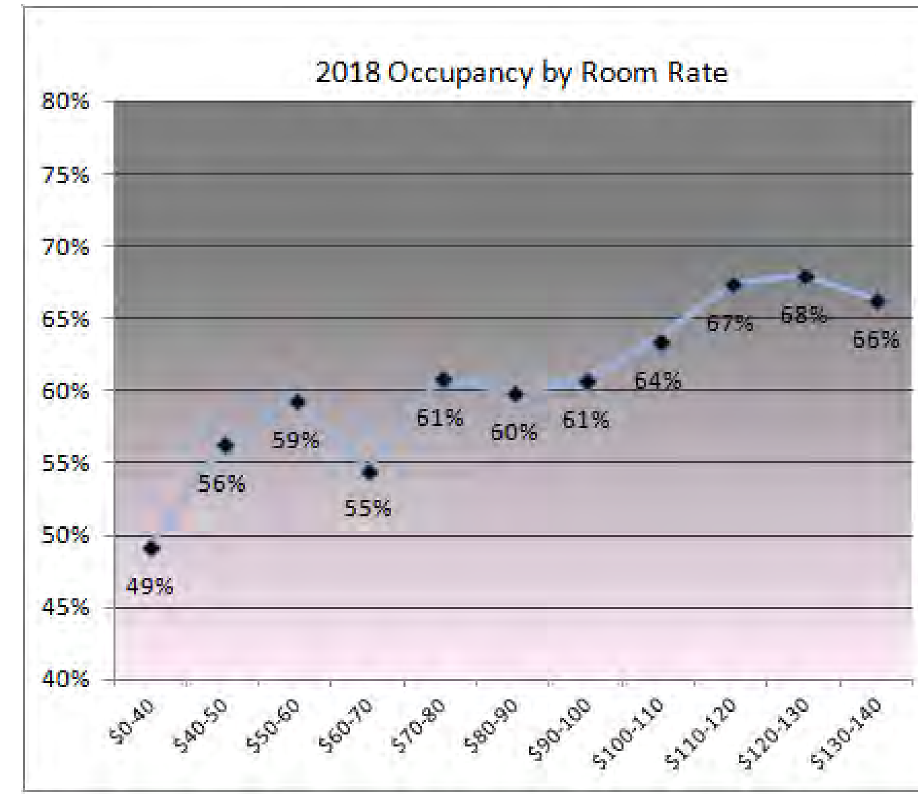
2006 Occupancy by Room Rate



Annual Revenue per Available Room (RevPAR) 1997-2007





2018 Amarillo Occupancy Report (4th Quarter)

Rate	# of Hotels	RevPAR	Occupancy
$0-39.99	15	16.18	49%
$40-49.99	6	26.21	56%
$50-59.99	11	33.26	59%
$60-69.99	4	35.39	55%
$70-79.99	1	48.62	61%
$80-89.99	2	51.18	60%
$90-99.99	3	58.21	61%
$100-109.99	6	65.67	64%
$110-119.99	7	76.79	67%
$120-129.99	3	85.02	68%
$130-139.99	4	87.74	66%
Totals	62	53.11	61%

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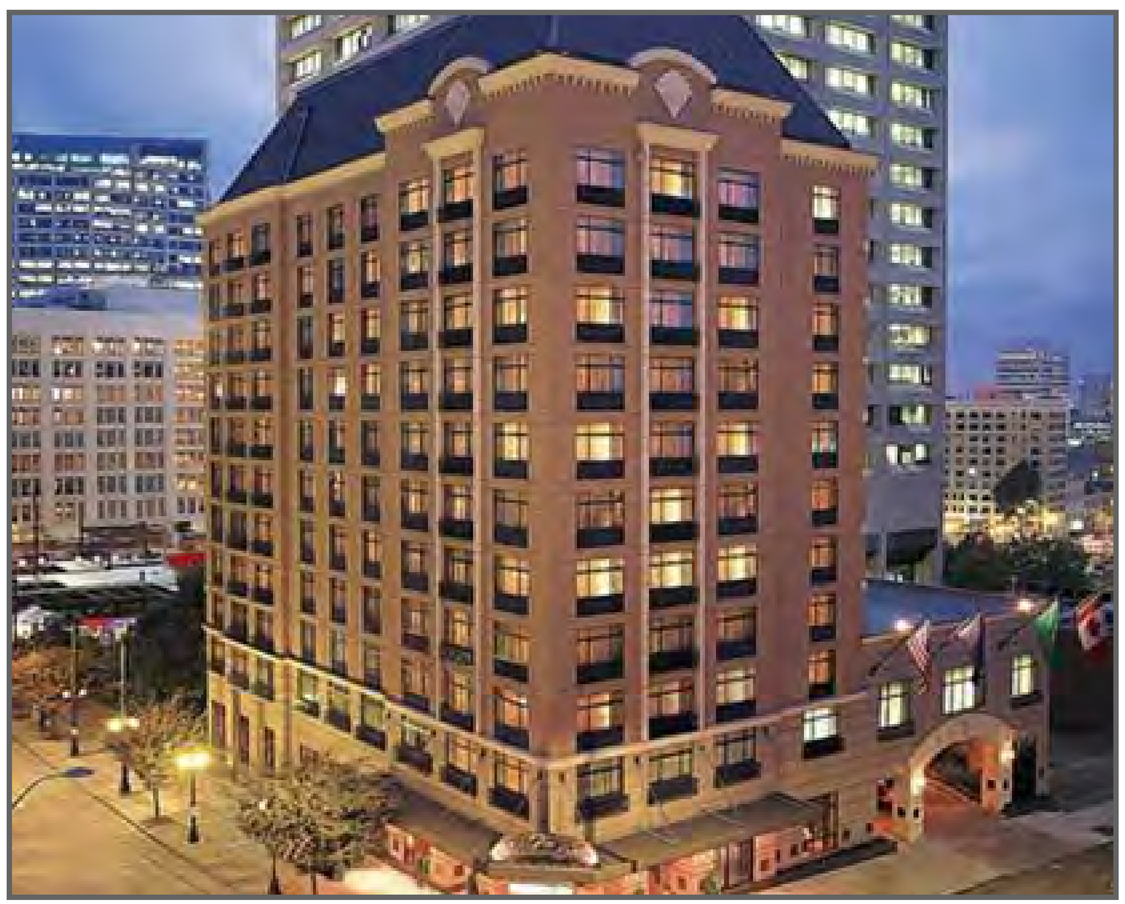
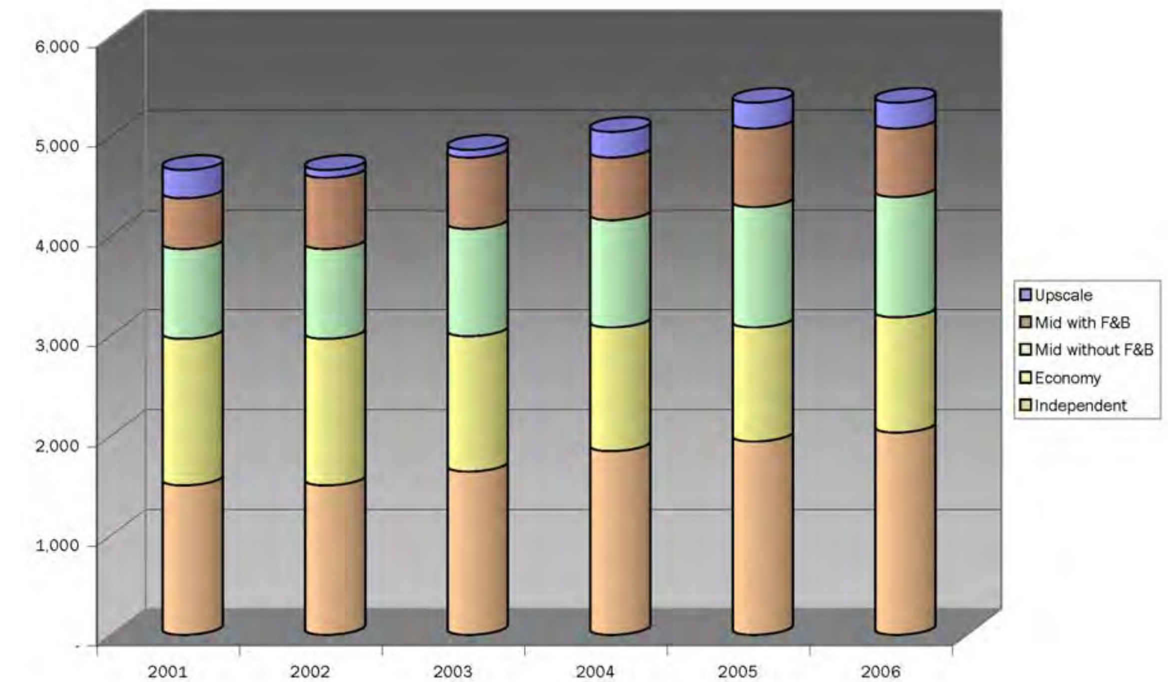
The graphs on the left illustrate a number of interesting facts about Amarillo's hospitality industry. With almost 75% of the hotel rooms in Amarillo under $70 a night, the market appears to be filled which is illustrated by their occupancy rates and revenue per available room (RevPAR). Meanwhile, rooms in the $90 - $100 range were over 75% occupied in 2006. The large discrepancies between occupancy rates highlight the breadth of the market for high end hotels in Amarillo.

Urban Hotel Character

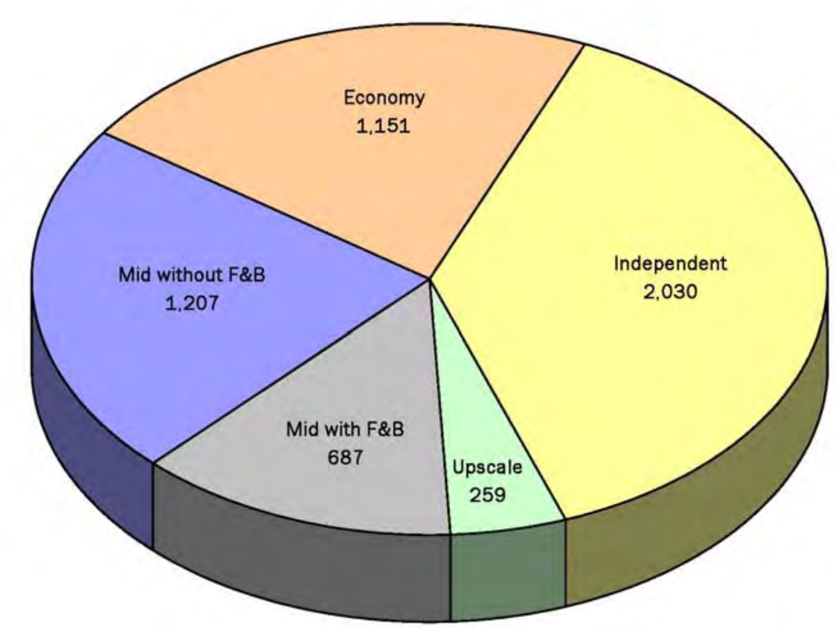


Total # of Hotel Rooms by Year



* Source: Smith Travel research, Gideon Toal, Inc.

Hotel Rooms by Type



F&B - Food and Beverage
** Source: Smith Travel research, Gideon Toal, Inc.*

Physical Conditions & Land Use

Existing Infrastructure 28
Transportation & Circulation 29
Land Use 30
Zoning 31

Context-sensitive design modifies design features of arterial streets to adapt for each environment. Specific features include both elements of the roadway and those contributing to its context, as follows:

- *Right-of-way width;*
- *Road width;*
- *Cross-section;*
- *Transit provisions;*
- *Pedestrian-way widths;*
- *Bicycle provisions;*
- *Design speeds;*
- *Alignments (vertical and horizontal);*
- *Materials;*
- *Landscaping and other aesthetic amenities;*
- *Street furniture;*
- *Lighting;*
- *Traffic control strategies;*
- *Access management;*
- *Development setbacks; and*
- *Building entrance orientation.*

ITE Smart Growth Task Force. Smart Growth Transportation Guidelines: An ITE Proposed, Recommended Practice. Institute of Transportation Engineers, Washington D.C., 2003.

Downtown Amarillo currently has an extensive water and sewer network capable of providing services to a dense urban population with minimal improvements. Utilizing existing infrastructure can save the City time and money along with ensuring that the city wide network does not become over burdened.

By directing growth back into Downtown, Amarillo can continue to provide its citizens with high quality infrastructure.

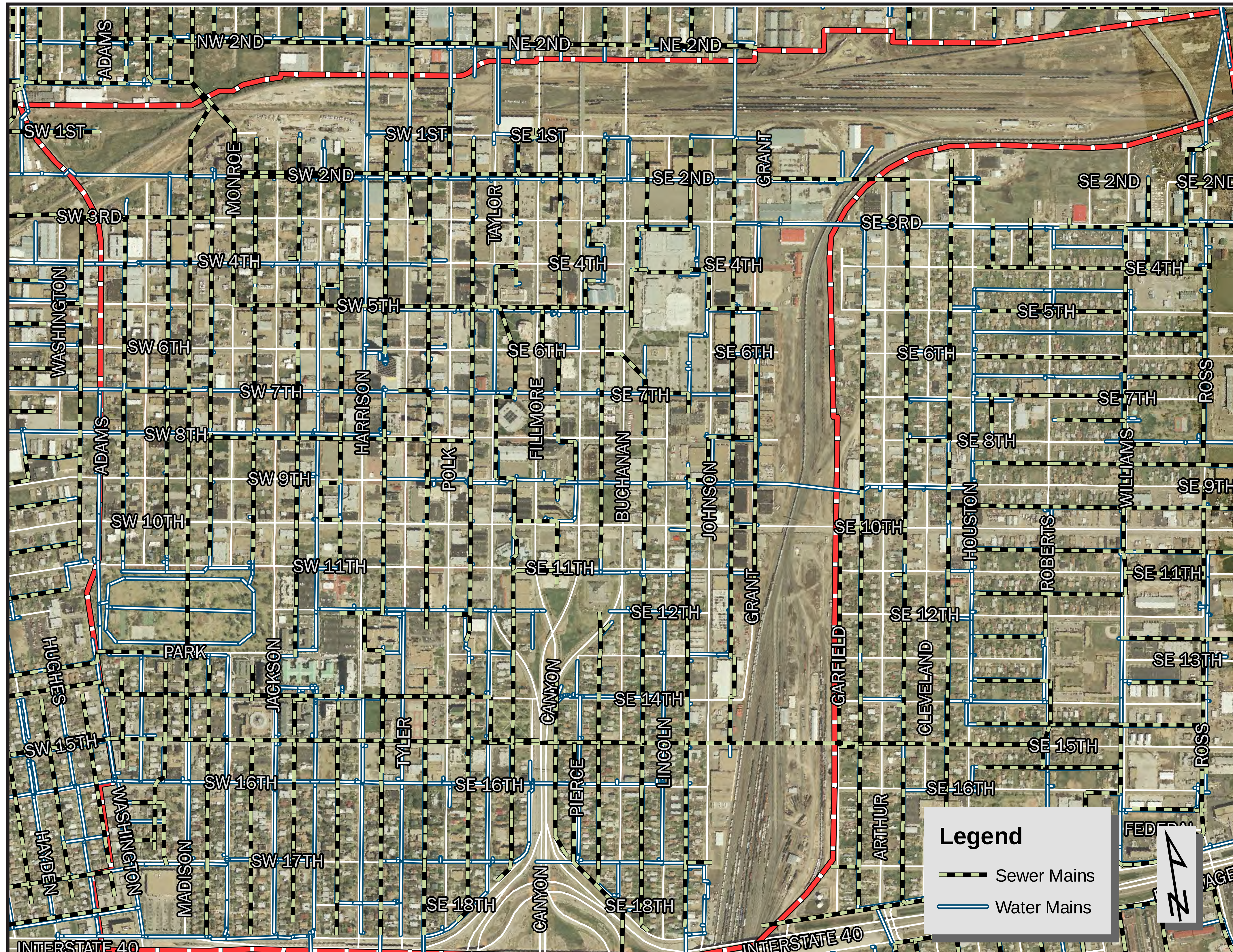
Effect of Distance on Cost of Infrastructure

Cost changes by change in distance	Set 1 Low tract dispersion, small lot	Set 2 Low tract dispersion, large lot	Set 3 High tract disperson, small lot	Set 4 High tract dispersion, large lot
0.25 to 0.5 mile				
Absolute	$12,407	$13,859	$27,877	$30,600
Per household	$4.14	$2.61	$9.29	$10.20
Percentage	2%	1%	4%	3%
0.5 to 1 mile				
Absolute	$24,814	$27,718	$55,754	$61,201
Per household	$8.27	$9.24	$18.58	$20.40
Percentage	4%	2%	8%	5%
1 to 2 miles				
Absolute	$49,628	$55,437	$111,509	$122,401
Per household	$16.54	$18.48	$37.17	$40.80
Percentage	8%	5%	15%	9%
2 to 3 miles				
Absolute	$49,628	$60,070	$111,508	$122,401
Per household	$16.54	$20.02	$37.17	$40.80
Percentage	7%	5%	13%	9%
3 to 4 miles				
Absolute	$49,628	$56,981	$111,508	$122,401
Per household	$16.54	$18.99	$37.17	$40.80
Percentage	7%	4%	12%	8%
4 to 5 miles				
Absolute	$78,669	$56,981	$111,508	$122,401
Per household	$26.22	$18.99	$37.17	$40.80
Percentage	10%	4%	10%	7%

*All costs are annualized over 30 years using a 7% discount rate.

Speir, C., & Stephenson, K., *Does Sprawl Cost Us All?* Journal of the American Planning Association, Vol 68, No 1, Winter 2002

Downtown Water & Sewer Infrastructure



* Source: City of Amarillo and Gideon Toal, Inc.

Public Transportation Routes

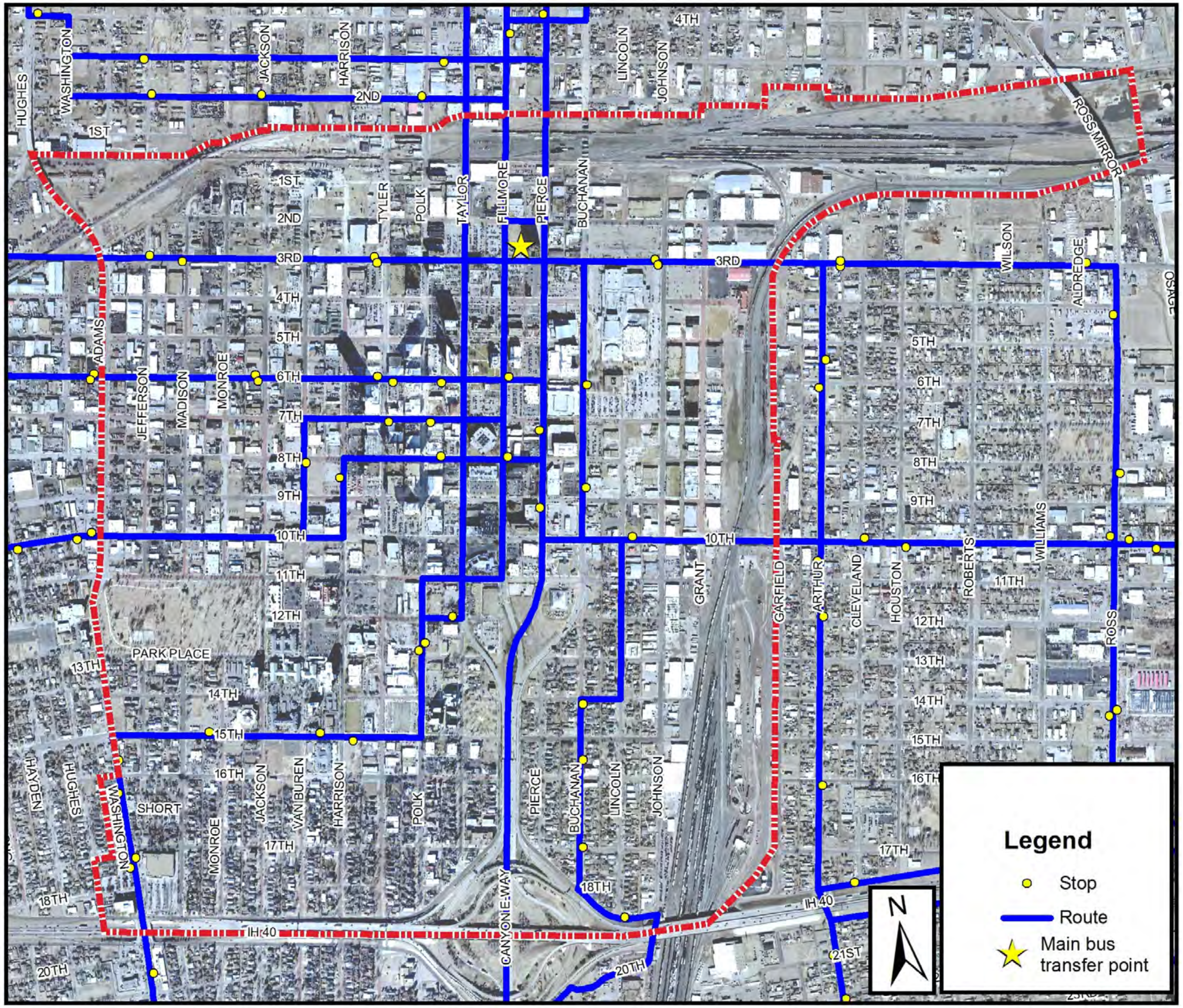


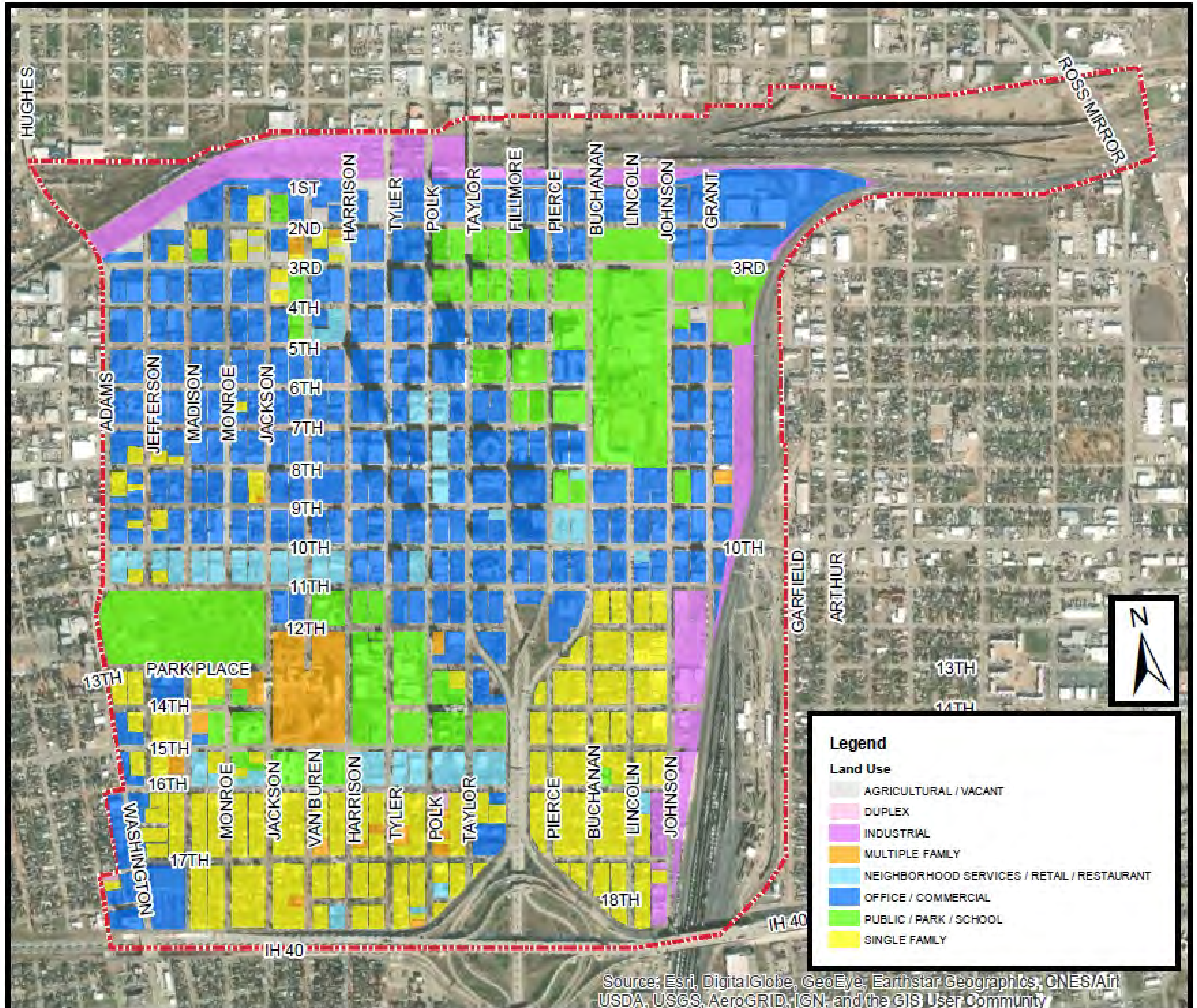
Image Updated 2019 - Source City of Amarillo

The major method of transportation Downtown is the automobile, but there are a number of bus routes that cross through Downtown providing access to downtown for a large portion of the city.

The current urban street grid has substantial capacity that can accommodate increased mixed use densities as suggested in this plan. On-street parking should also be encouraged wherever possible.

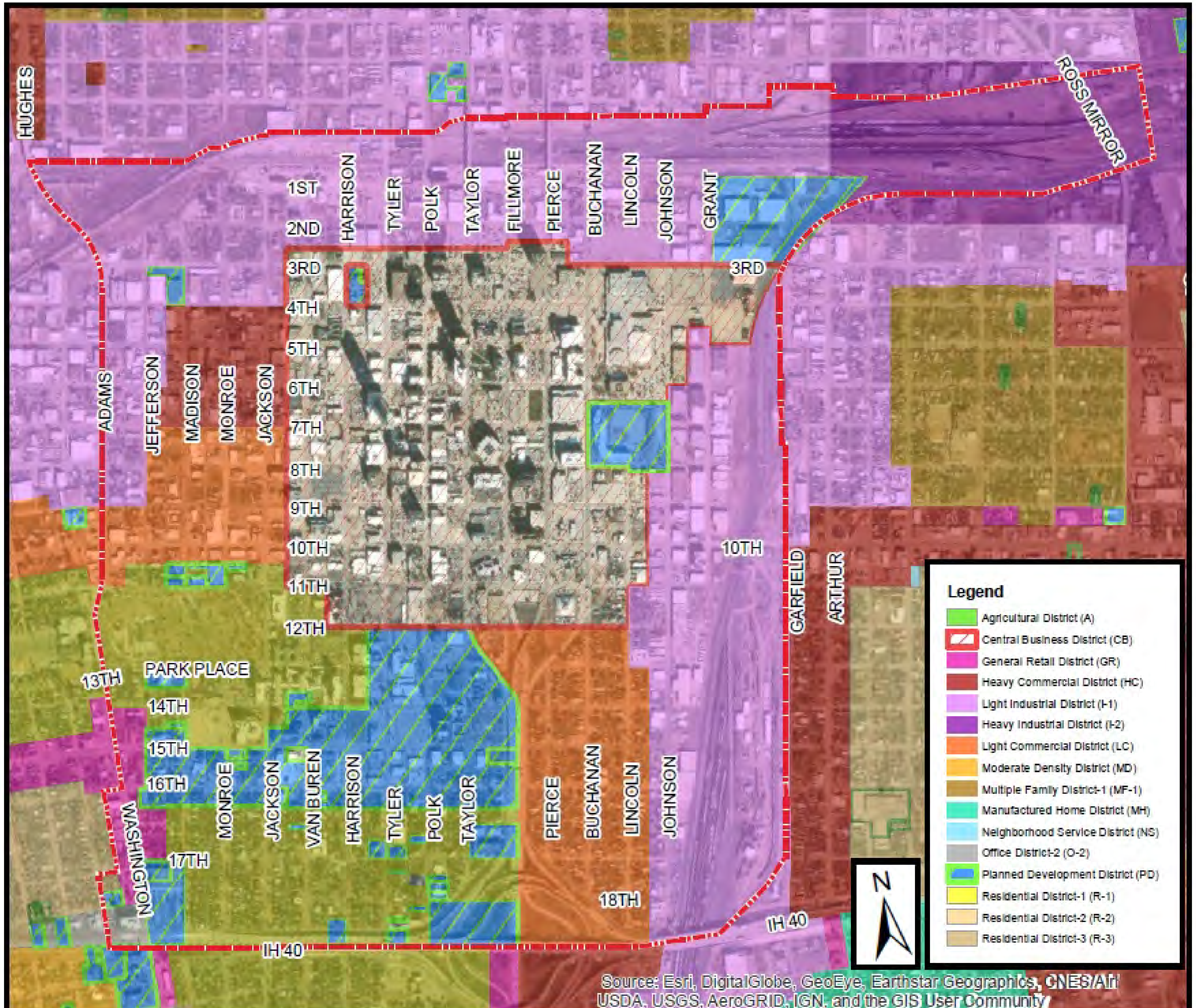
The northern half of Downtown is predominantly commercial use with a number of institutional uses in the northeast corner, while the southern half of downtown is mostly residential and institutional.

Land Use



** Source: City of Amarillo & ESRI*
Updated Image 2019

Downtown Zoning



** Source: City of Amarillo and ESRI (Updated 2019)*

Current Downtown zoning is generally based on historical growth patterns, with industrial uses near the railroad and commercial zones at the center. Urban design standards are recommended (see page 69). Also, the city may need to implement a "mixed-use zoning district" to encourage development around downtown.

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The essence of the city is the communion of citizens at every level and under every circumstance. The variety and multitude of opinions, talents, drives, and culture that such diversity implies: it is this marvelous mixture – fusion of diversities into a whole... which is the unique aspect of the city.

- Arthur Erickson

An integral element of the planning process was feedback from Amarillo citizens and community stakeholders. Since September of 2006, Gideon Toal, Center City and the Downtown Development Committee conducted five public meetings to discover citizens' perception of downtown and their vision for downtown's future. Between 45 and 70 people attended each meeting. Meetings were held in the evening to allow full participation for working people.

Meetings were held in each quadrant of Amarillo:

Northeast – Bishop DeFalco Conference Center
Northwest – Black Historical Cultural Center
Southeast – Kids Inc. Warehouse
Southwest – Southwest Branch Amarillo Public Library

These meeting locations, as well as a fifth public meeting downtown, encouraged maximum outreach to Amarillo's diverse neighborhoods and populations. Groups represented at the meetings included:

Amarillo Chamber of Commerce
Amarillo College
Amarillo Convention and Visitor Council
Amarillo Hispanic Chamber of Commerce
Amarillo Historical Preservation Foundation
Amarillo Independent School District
Amarillo United Citizens Forum
Caprock High School
Los Barrios de Amarillo
NAACP
Panhandle Regional Planning Commission
Plemons-Eakle Historical District
West Texas A&M University

In addition, Gideon Toal met with specific stakeholder groups

Amarillo Coalition for the Homeless
Amarillo Globe-News
Amarillo Police Department
Bankers
Center City of Amarillo
City of Amarillo
City Church
Developers
Downtown Development Committee
Downtown business owners
Downtown property owners
Downtown Women's Center
Faith City Ministries
Potter County
Salvation Army
Tyler Street Resource Center

The ideas and feedback received during these meetings laid much of the groundwork for the Strategic Action Plan. Throughout the meetings, citizens from all neighborhoods expressed overwhelming support for the action plan and the vision for a stronger downtown Amarillo. At different milestones in the planning process, Gideon Toal and the Downtown Development Committee held meetings. The meetings at the Civic Center drew between 70 and 300 people who came to hear the latest information and to ask questions.

Community Meeting

Downtown Amarillo Strengths

Easy Access to Services - City Government
Globe News Center for the Performing Arts
Amarillo Civic Center
Safety especially during the day
Live Entertainment
Parking
Clean
Beauty
Cosmo feel
Skyline - Historic buildings
Brick streets
High Rise Dining

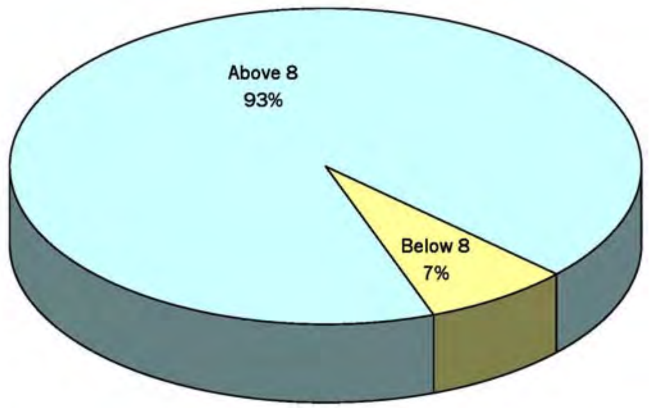
Downtown Amarillo Weaknesses

No hotels
Lack of public restrooms
Want more restaurants and coffee shops
Too many vacant buildings and neglected parking lots
Public transportation
No athletic complexes
No retail or support retail
Lack of streetscape, parks - overall beautification
Lack of affordable houses
Overhead power lines
Perception of safety at night
Deteriorating sidewalks

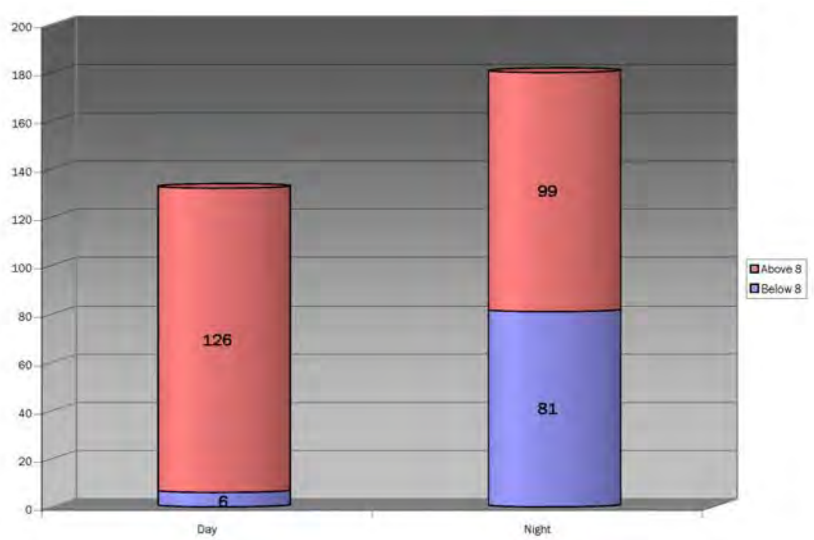
Downtown Amarillo Opportunities

More parks, lighting and landscaping
More hotels
Athletic Facility - Baseball
Outdoor Venues
More Restaurants - Affordable
Retail
Affordable housing
Available restaurants and parking
Trail connections
Eliminate overhead powerlines
Bring back sign lights on Polk

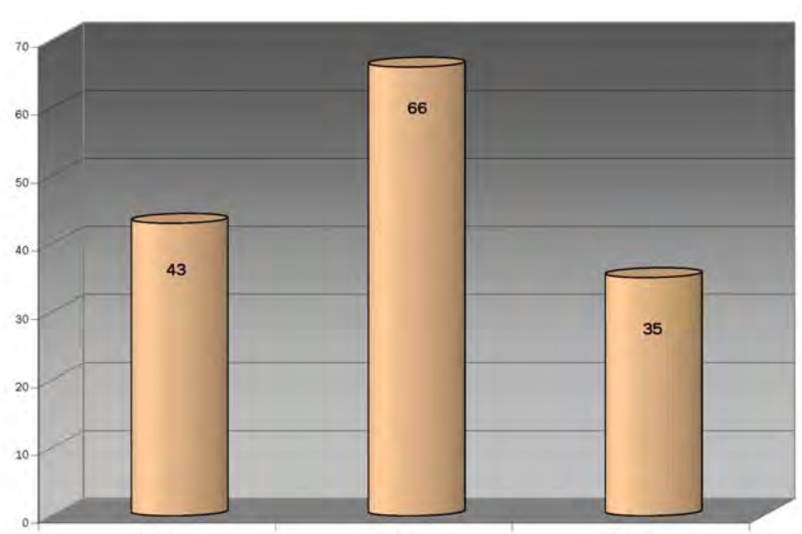
On a scale of 1-10 how important is the Downtown effort?



On a scale of 1-10 how safe do you feel Downtown?



How many times a month do you travel Downtown?



In addition to the meetings a number of surveys were distributed in order to gather unfiltered opinions of the project itself and the current state of Downtown Amarillo. The survey's are discussed in more detail below.

Throughout August 2006 surveys about downtown were distributed to a number of Amarillo citizens. These surveys provided the planning team with detailed information regarding the current state of downtown. Key findings from the public input survey reinforced much of the market research and the overall perception of downtown Amarillo.

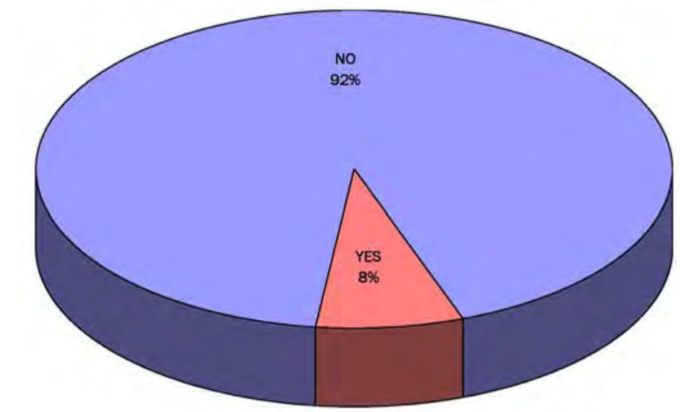
The first questions asked, "Do you live in downtown? and if not how far do you live from downtown? (1-3 miles, 5-10 miles, 11 or more miles." These questions help to identify the spatial patterns of residential households and their relationship to downtown. While very few people live in downtown, a majority of people surveyed live within 5 miles.

The second set of questions looked at travel patterns to and from downtown asking, "Do you work downtown? And How many times a month do you visit Downtown?" Almost 50% of the respondents work downtown and a large majority visit downtown more than 11 times a month.

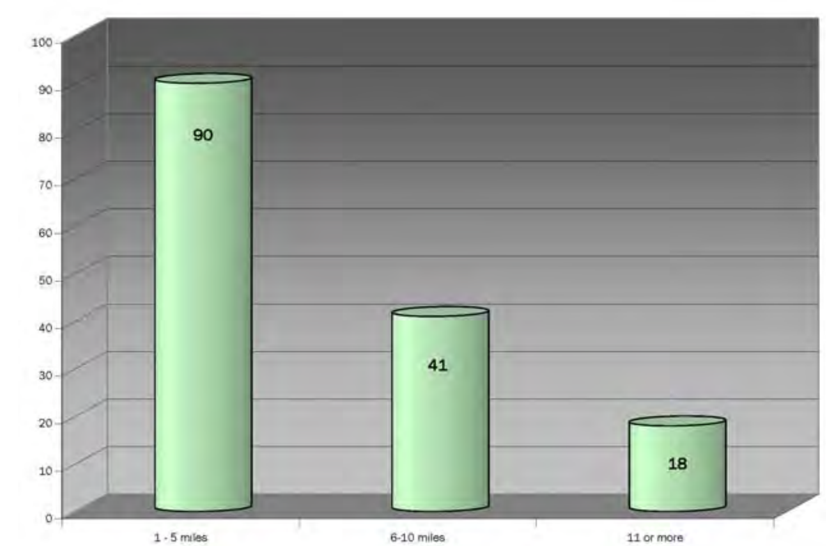
The third questions asked, "On a scale of 1-10 how safe do you feel in downtown during the day and during the night?" While a vast majority of people surveyed responded that they feel safe downtown during the day, almost half of the respondents felt less safe downtown at night than they did during the day.

Finally, the fourth question asked simply, "How important is the downtown revitalization effort on a scale of 1-10?" People responded to this question in an overwhelmingly positive fashion with 93% saying that the effort was very important.

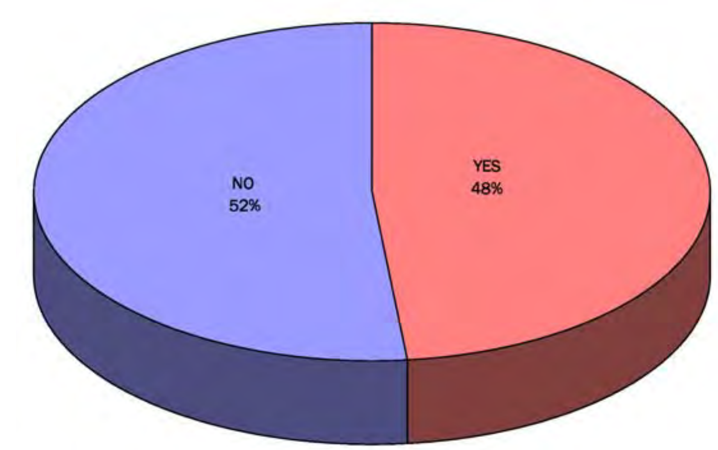
Do you live Downtown?



How far do you live from Downtown?



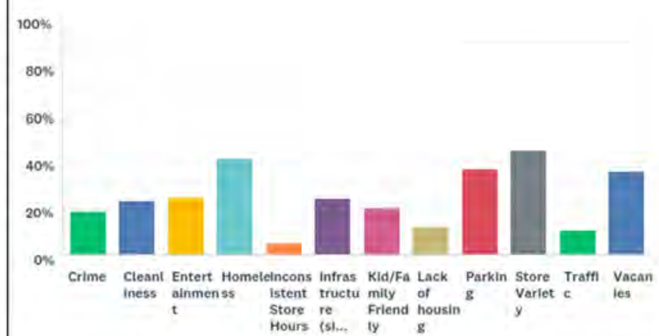
Do you work Downtown?



In 2018, Center City Main Street worked with the National Main Street Center to conduct a strategic visioning session for their organization. The process included a market analysis and public survey for downtown. Many of the questions were similar to those that were included in the 2006 process. There were 304 respondents whose responses are summarized below.

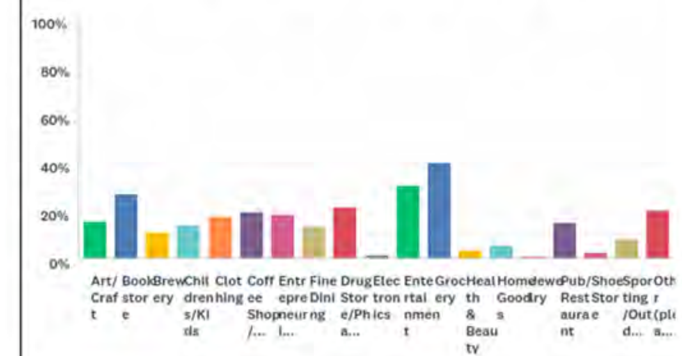
Question 1:
What comes to mind when you think about downtown?

Question 2:
The top 3 issues facing downtown Amarillo are:

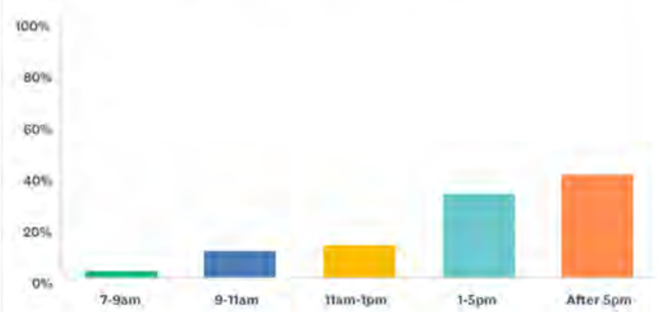


Question 3:
Which businesses do you most often patronize in downtown?

Question 4:
What 3 business types would you like to see in downtown Amarillo that are not currently present?



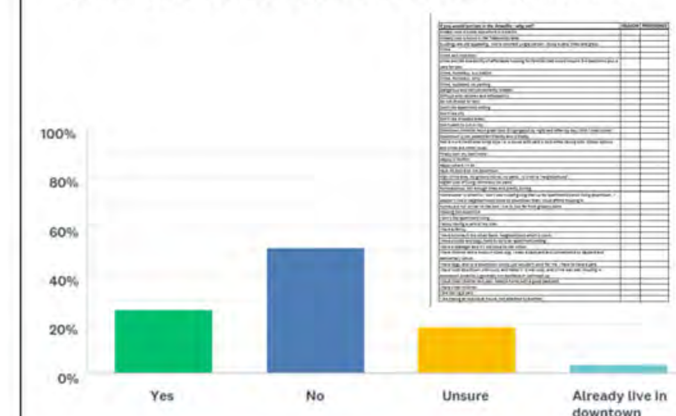
Question 5:
What time of day do you most typically do your shopping (not just in downtown)?



Question 6:
What day of the week do you most frequently shop (not just in downtown)?

Question 7: Where do you live?

Question 8:
Would you live in downtown Amarillo if you could?

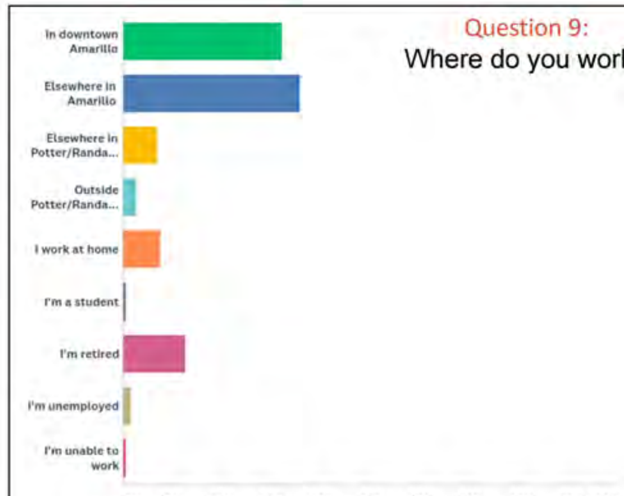


The survey responses indicated that store variety, homelessness and parking are perceived as the biggest issues in downtown. A grocery store was identified as the most desirable new use followed by more entertainment options, a bookstore and a drugstore.

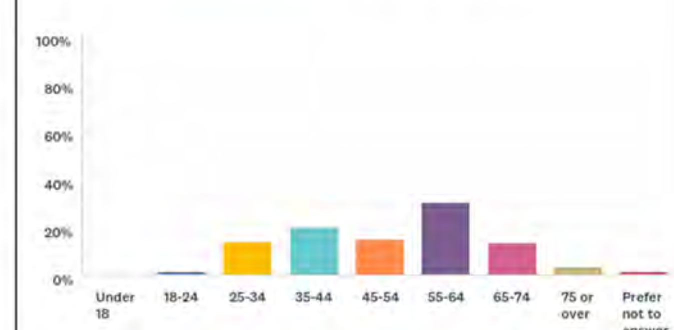
The vast majority of the survey participants lived elsewhere in Amarillo. About 50% indicated they would not be interested in living downtown, while about 28% did indicated they would live in downtown if they could.

The final open-ended question (not pictured) asked people to indicate what sets downtown Amarillo apart from other cities. The responses varied widely, but many commented how Amarillo can offer a "small community feel," but with big city amenities. And that Amarillo has the potential to be an entirely unique experience, not a copy of some other place. Most recognize downtown has come a long ways, but that we're not there yet.

Question 9:
Where do you work?



Question 10: How old are you?



Redevelopment Plan

Vision & Key Goals 38
Overview of Zones 39
5 - to 10 - Minute Walk 40
Green Space Plan 41
Historic Preservation 42

Planning is a process of choosing among those many options. If we do not choose to plan, then we choose to have others plan for us.

- Richard Winwood

Downtown Amarillo must reinforce its prominence as the business and cultural heart of the City and Panhandle region. This is vital for the health of the entire City. Over the last decade, most of the investment in Amarillo has been focused along the Interstate Freeway and suburban areas. During this time the Downtown tax base has remained stagnant.

This initiative is critical because many regions and cities are developing dynamic Downtown areas. To many investors, the relative health of a City's Downtown represents the overall health of the economy and the City's quality of life. Businesses and investors looking to invest anywhere in Amarillo will look at Downtown as an indicator of overall market strength. A healthy Downtown is also crucial to attracting people to live and work in Amarillo. As envisioned, a vibrant Downtown will help attract the best and the brightest to move to Amarillo.

Based on market trends, development potential, input from business, government, investment, and community groups the following development goals have been recommended for Downtown Amarillo over the next 5 to 10 years.

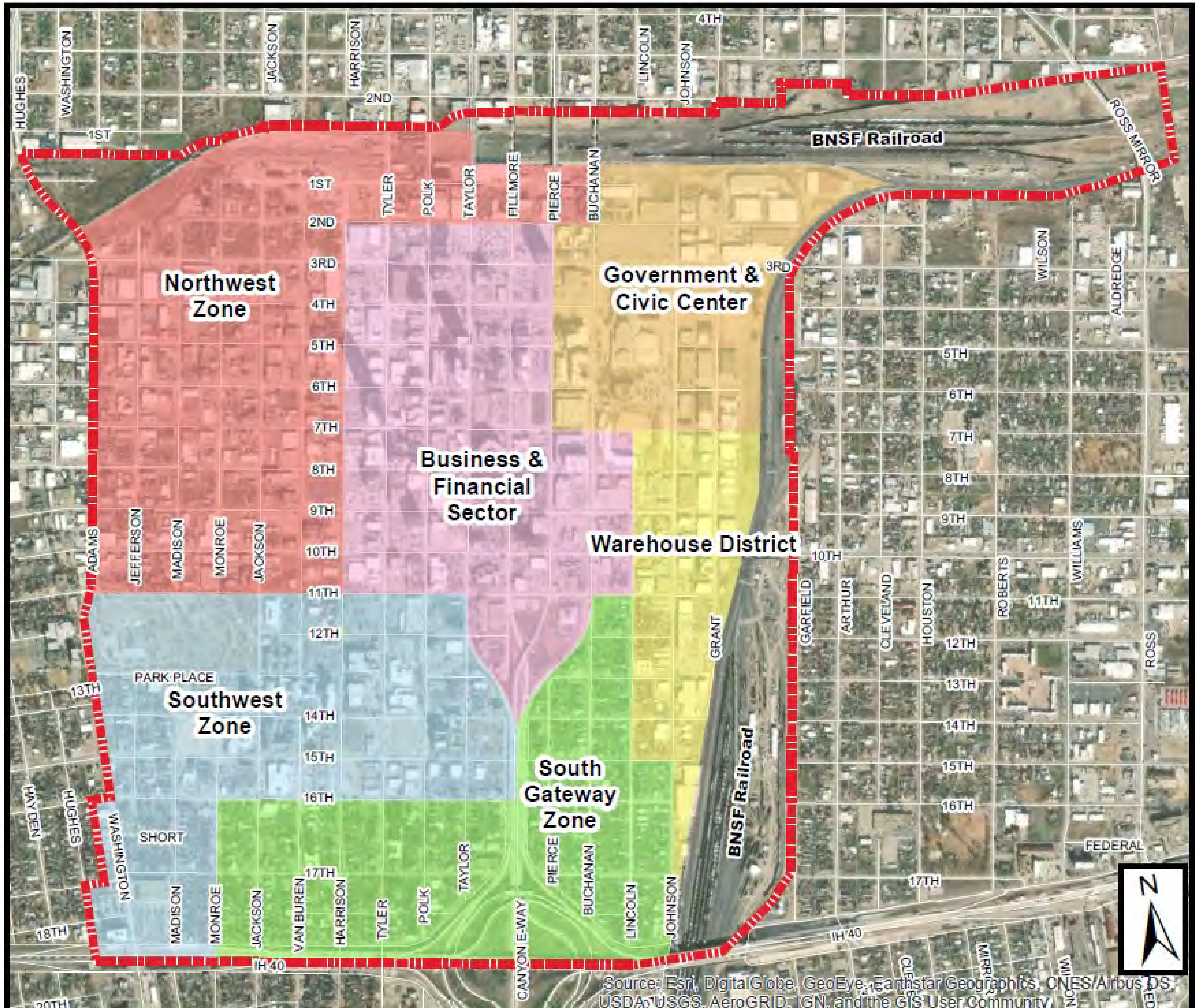
Development Goals - Progress Review (Achieved since adoption in 2008)

- Construction of the MPEV, the multi-purpose entertainment venue featuring a minor league ballpark for the Double AA Sod Poodles.
- Adopted urban design standards to ensure quality landscaping, parks, public art and proper orientation of buildings to the street.
- Developed two major Downtown hotels (Embassy Suites opened Fall 2017, the Barfield will open in 2020).
- Attracted 6 to 10 new restaurants / night club venues.
- Attracted a major presence from higher education (West Texas A&M's relocation to the Commerce Building)
- Successful rehabilitation of selected historic buildings (Firestone, Woolworth Building, Levine's, Blackburn-Shaw Funeral Home, and the Fisk Building.
- Developed about 100 new housing units in Downtown.

Development Goals - 2019+

- Develop 400 to 600 new housing units in Downtown.
- Absorb and develop 200,000 to 400,000 SF of office / commercial.
- Retain and grow Downtown as financial, business and government center.
- Attract family friendly venue(s), such as a cinema complex.
- Attract a major presence from higher education (Amarillo Independent School District, Amarillo College, Texas Tech, and others). Consider the establishment of an Education Center, possibly hosted by Amarillo College.
- Develop a coordinated police and security program to ensure that Downtown is safe day and night. This is critical to attract night life, restaurants and Downtown neighborhoods.
- Implement parking support including joint private/public use of parking lots and structures.
- Continue efforts to rehabilitate historic buildings with use of historic tax incentives
- Attract diversified restaurants and retail for downtown residents, visitors, and workers.
- Attract a grocery store in Downtown to serve a growing 24/7 urban population.
- Relocate bus services.
- Implement the planned Downtown and Cultural District wayfinding program.
- Modernize and expand the Civic Center complex into a major convention destination with arena.
- Rehabilitate the Santa Fe Depot campus.
- Create urban design and development standards better tailored to the unique character of each zone.

Downtown Zones

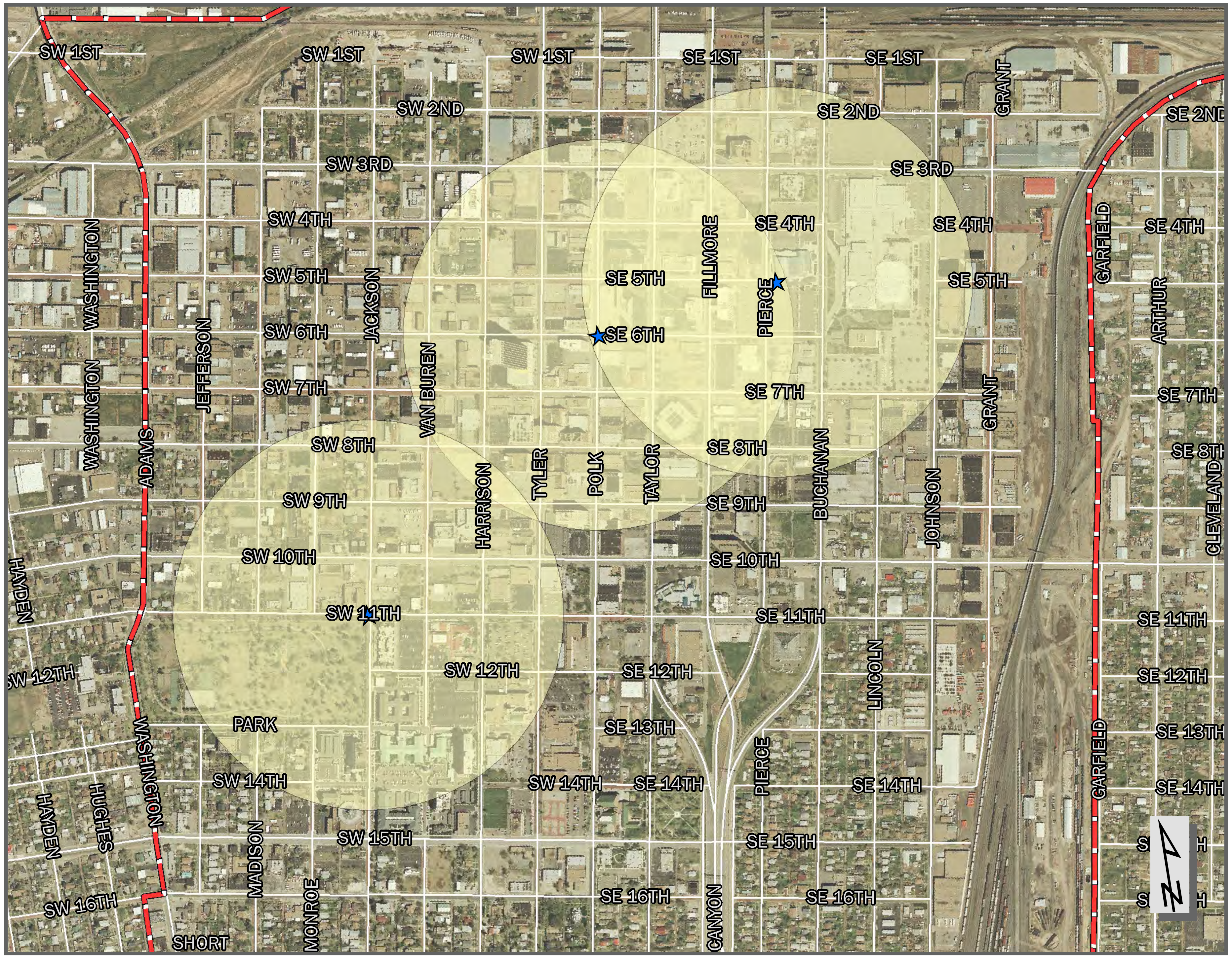


Source: City of Amarillo, Updated 2019

The study area has been divided into six zones including:

1. Government & Civic Center
2. Warehouse District
3. Business & Financial Sector
4. South Gateway Zone
5. Southwest Zone
6. Northwest Zone

5 Minute Walk



Revitalizing a downtown, developing a new urbanist project, or building a mixed-use lifestyle center requires creating a walkable urbane place where most or possibly all of life's daily needs (shopping, recreation, school, restaurants, employment, etc.) are reachable on foot or by mass transit. The preconditions for a walkable urbane place include:

- *Significant residential uses within walking distance of local-serving retail and a park;*
- *A continuously pedestrian-friendly and safe walk;*
- *An average net residential density of at least eight dwelling units per acre (20 per ha) to support local-serving retail and transit (planned or currently available); and*
- *Being within walking distance of work for at least one household member or within walking distance of transit that links the household to employment. Walkable urbanity is in contrast to conventional suburban development, which is exclusively based upon car transportation, separation of uses, and low density*

Christopher B. Leinberger, Urban Land: January 2007

Greenspace Plan

The creation of greenspace in Downtown icontinues to be a priority for redevelopment. Urban parks and gardens play a critical role in cooling cities, and also provide safe routes for walking and cycling as well as sites for physical activity, social interaction and for recreation. Downtown currently has little existing greenspace. Elwood Park and Sanborn Park are the only existing greenspaces. Priority projects for the future include:

Greenway Streets

Polk Street streetscape will provide an inviting environment for pedestrians with new sidewalks, street trees and lighting meeting the DAUDs standards. Additonally, urban design features such as cafe seating, pocket parks, parklets should be encouraged by both the public and private sector.

Southwest 10th Avenue has a number of existing vacant buildings. The intersection of Polk and 10th is an important axis in downtown. Calming traffic and investing in a greenway street will help faciliate redevelopment.

Rock Island Rail Trail Connection

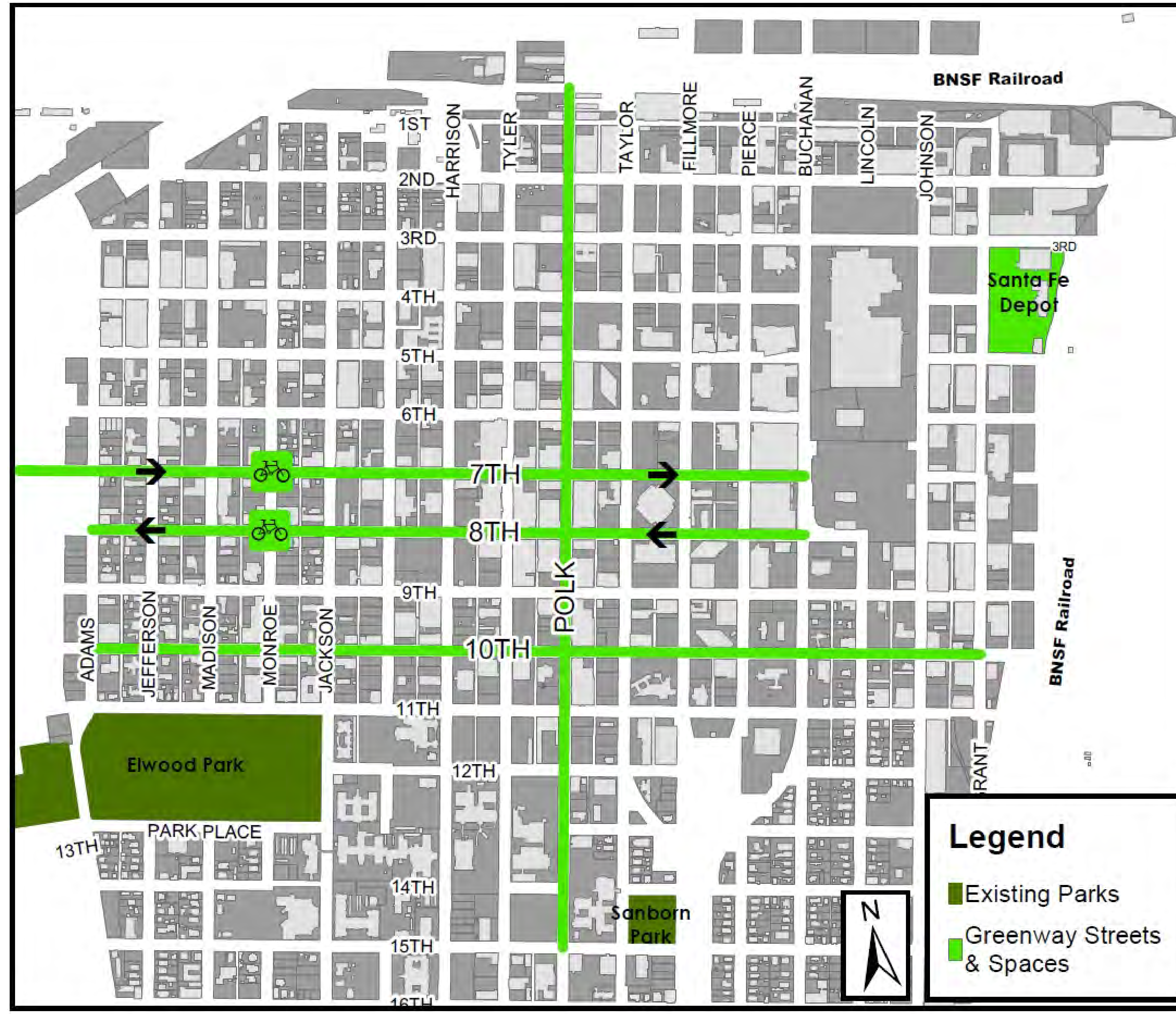
The Rock Island Rail Trail stretches four miles between Coulter Street and SW 7th Avenue ending at Crockett Street west of Downtown. The plan proposing connecting at SW 7th in one direction (east) into downtown and one direction (west) out. This could be accomplished in the short-term with paint and signage; long-term protected bike lanes could be constructed.

Santa Fe Depot Campus

There is no sizeable public greenspace other than the parks in the southern part of Downtown and the lawn at the Potter County Courthouse. Proposed redevelopment of the Santa Fe Depot would include a great lawn for programming events like markets, concerts and festivals.

Pocket Park

Street Trees



Map Updated 2019

Suggested Improvements
- Pocket Parks
- Street Furniture
- Street Trees planted 20’-25’ O.C.
- Bike Lanes
- Allow Parallel Parking

Historic Preservation

Downtown Amarillo has a significant number of historic structures as identified in the Historic Resources Survey of Amarillo Texas prepared by Hardy, Heck and Moore in July of 1990. Whenever economically feasible, these buildings should be adapted and incorporated into the various redevelopment areas. Historic buildings are important due to their beauty, unique character, and human scale. They help link the great history of downtown with the future redevelopment goals.

It is important moving forward for the City of Amarillo and the Downtown leadership groups to enhance the feasibility of adaptive reuse or historic preservation through the use of TIF funds, historic tax credits, façade easements, Hotel Occupancy Tax (HOT) and related incentives as feasible.

<u>Use of Preservation Guidelines for Recognized Historic Buildings</u>

A number of organizations publish guidelines on historic preservation and design of new buildings that are in close proximity to historic resources. Developers working on and around historic buildings should follow these guidelines.

1. The National Trust for Historic Preservation
2. The U.S. Department of the Interior - National Park Service
3. The City of Amarillo Downtown Design Standards & Guidelines

A Sample of Amarillo Historic Structures

Santa Fe building

Fisk Building

Barfield Building
(During Renovation)

Potter County Courthouse

Kress Building

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Master Plan

Government & Civic Center 46
Warehouse District 49
Business & Financial Sector 52
South Gateway Zone 55
Southwest Zone 58
Northwest Zone 61

With infill, start by providing for those who are not risk-averse (singles, Bohemians, etc.). These people are the urban pioneers

- Andres Duany

Amarillo local governments and civic leaders have had a dedicated commitment to assuring that civic functions, local government functions, and more recently the Globe News Center for the Performing Arts are convenient and centrally located for all residents of Amarillo and Potter County.

Key Landmarks in or adjacent to this Zone:

- Amarillo Civic Center
- The Globe News Center for the Performing Arts (Performing Arts Hall and support facilities)
- Amarillo City Hall
- The Central Library
- Potter County Courthouse
- Potter County Courthouse Square
- ~~Potter County Sheriff's Office (to be removed,~~ "MPEV" in its place)
- The Federal Building

The Civic Center and Government Zone blend very well with the Business and Financial Zone to the immediate west. The two zones flow seamlessly together along key streets such as 5th, 6th, and 7th Ave.

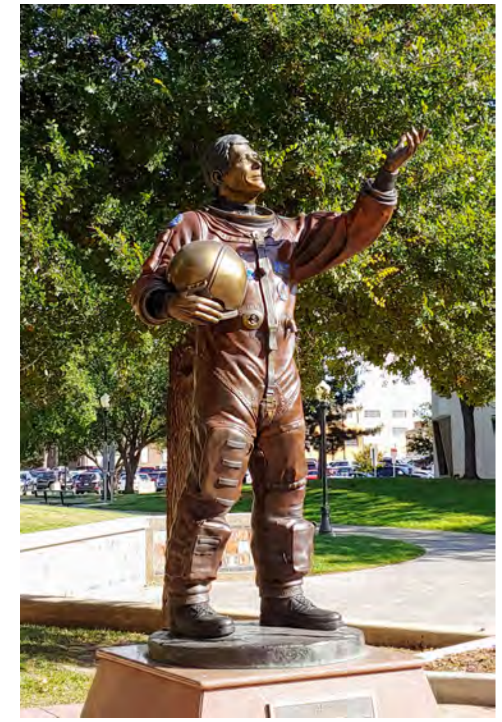
Key initiatives recommended in or adjacent to this Zone include:

- Ensure that all local and federal governments maintain a strong presence in Downtown. The convenience and synergy created by this government and civic center is enormously important in attracting residents from the entire region to Downtown. Amarillo citizens take pride in their local government and civic attractions.
- The opportunities to share parking, meeting facilities, and special event facilities are extremely important to build upon.
- A major emphasis should be to develop 6th Ave as a key pedestrian link to the Business / Financial Zone and to the Polk street entertainment area.
- Further to the east along Johnson and Grant streets, the warehouse district with its brick streets and unique warehouse buildings offers some interesting opportunities for loft residential units and Live / Work spaces to infill among viable industrial uses.
- ~~The area northeast of the Civic Center and bordered by the railroads could be considered for a minor league ball park / mixed use development. (to be removed)~~ Modernizing and expanding the Civic Center complex into a major convention destination with arena will help Amarillo attract new and larger events as a "must stop" venue in Texas. The project would also rehabilitate the Santa Fe Depot, relocate City Hall, and provide new green gathering spaces for Downtown.

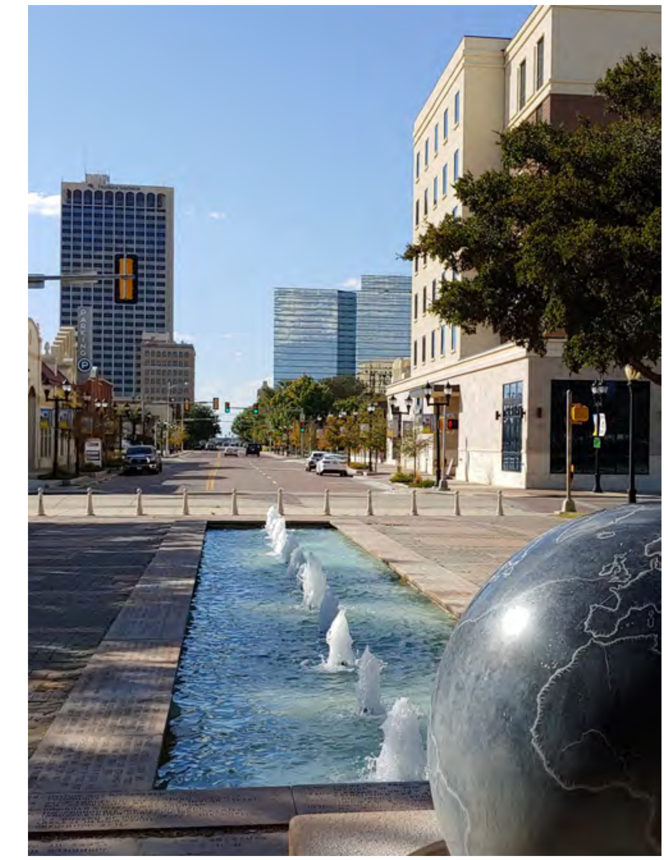
Key initiatives achieved for this Zone since 2008 include:

- Developed the Embassy Suites, a 300+ room hotel to support the Civic and Convention Center activities, the business community and downtown restaurant and entertainment venues.
- Construction of the MPEV, the multi-purpose entertainment venue featuring a minor league ballpark for the Double AA Sod Poodles, and shared parking facilities with mixed use tenant spaces.

Rick Husband Memorial



Looking down 6th Ave



Globe News Center for the Performing Arts

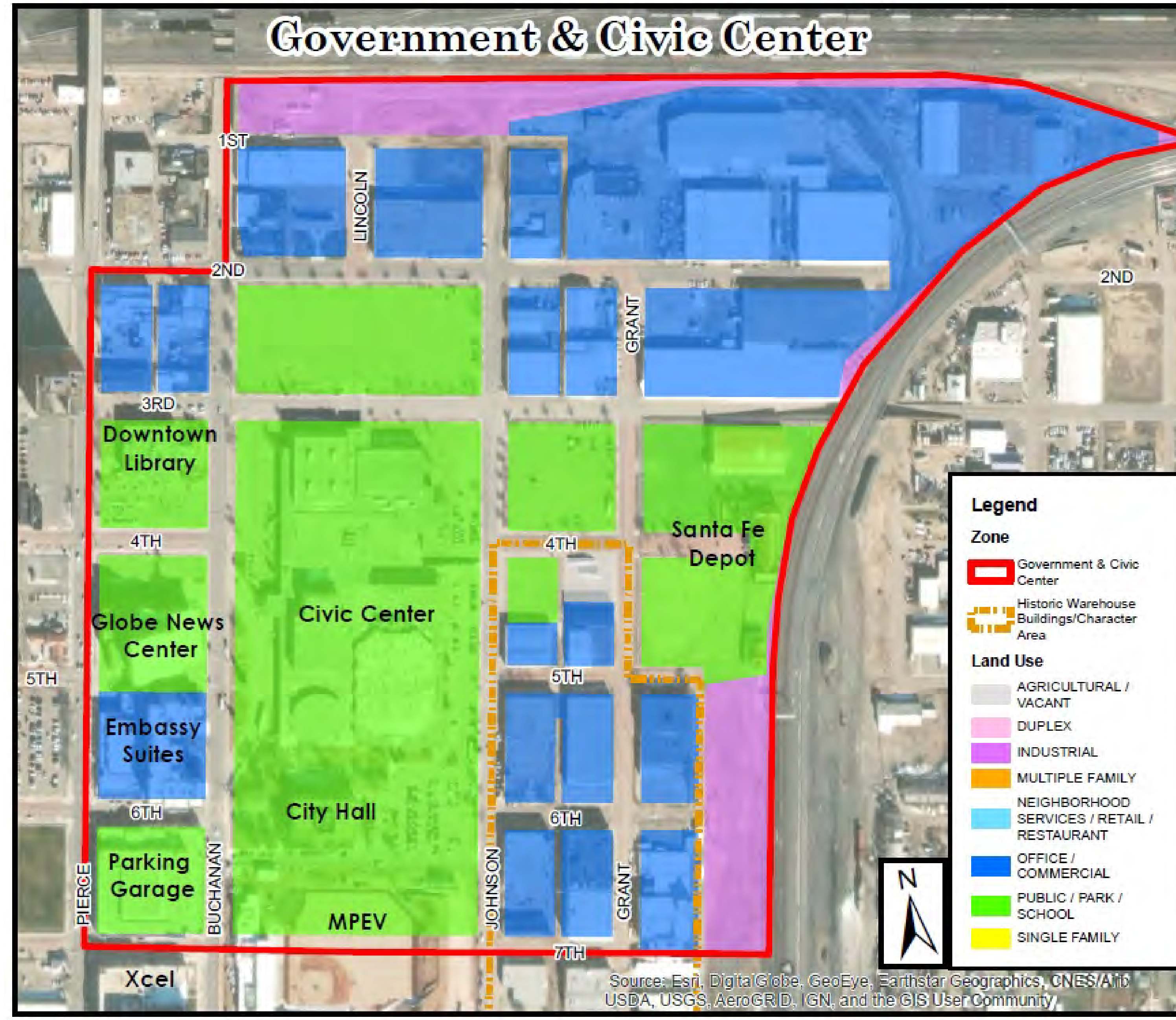
MPEV - "Hodgetown"

Civic Center

Updated Photos

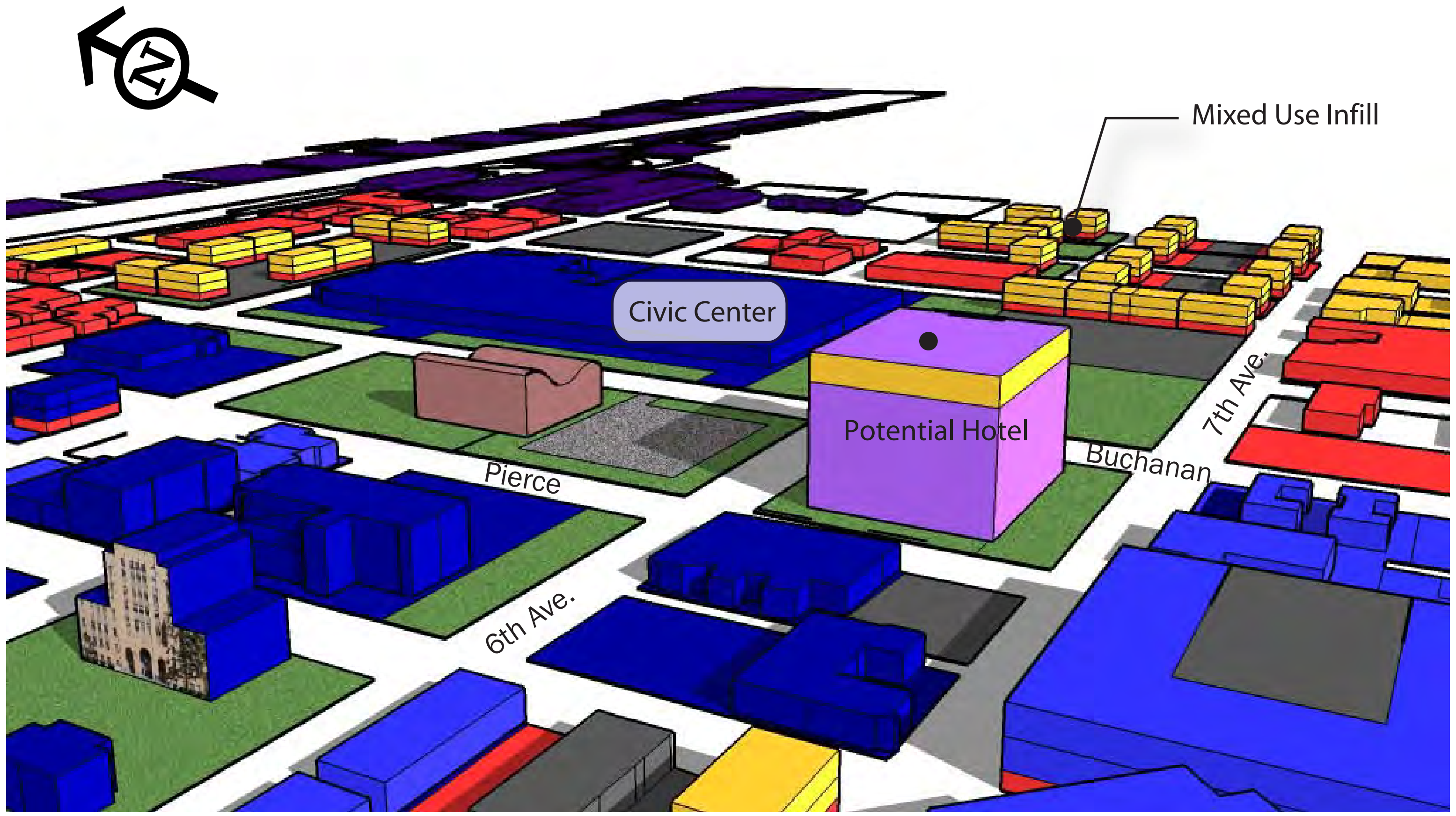
Potential Land Use

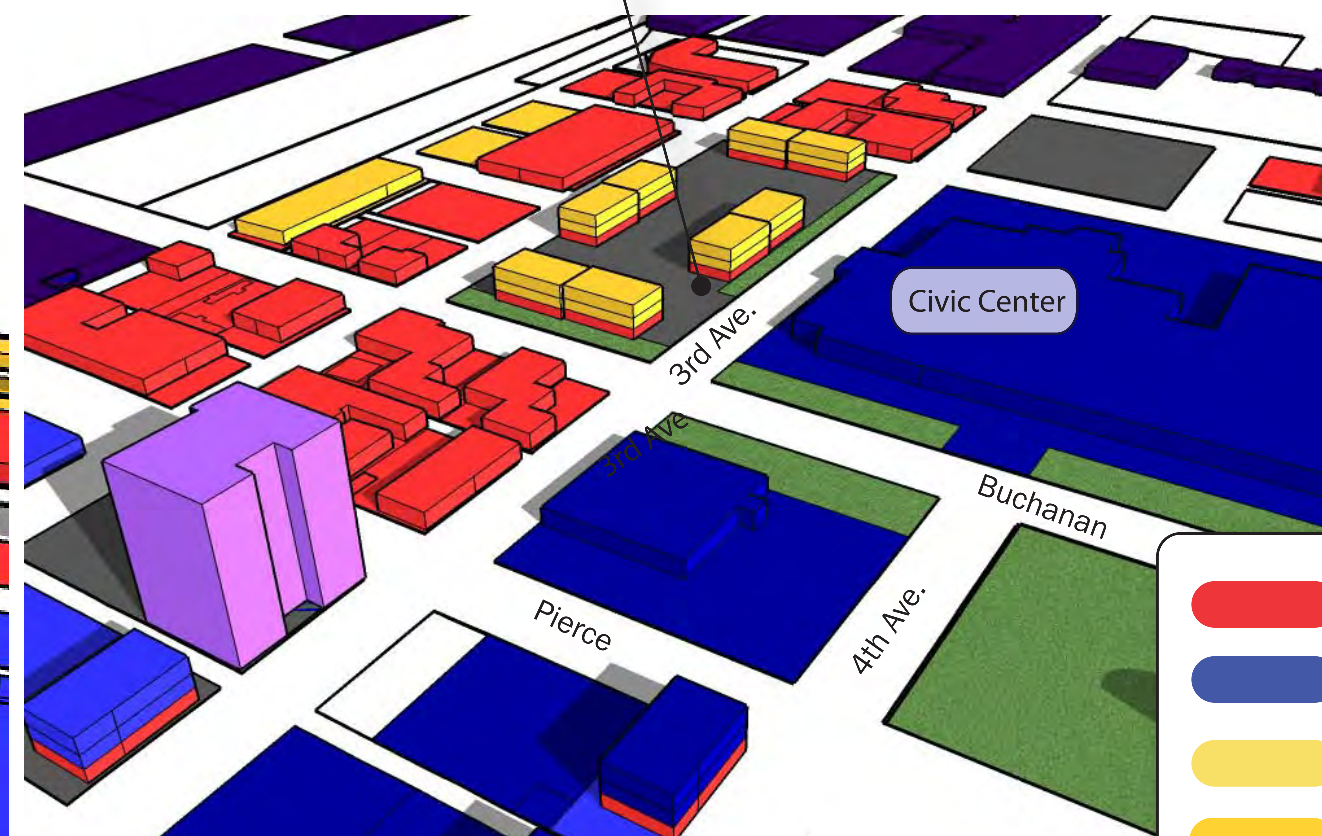
Urban Character



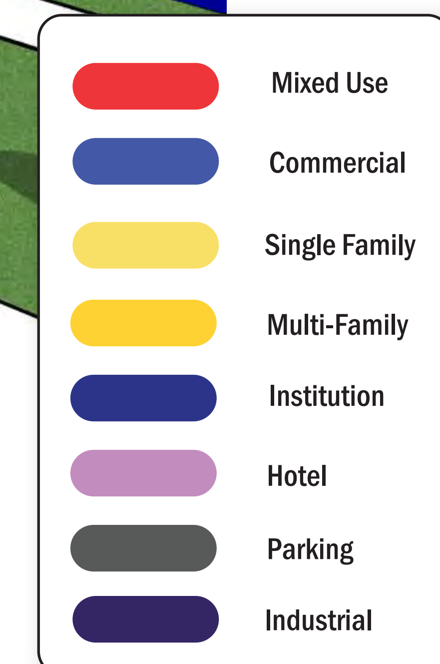
Current Land Use - 2019

Civic Center





Original Plan Potential Land Uses



Embassy Suites

Updated Photos

Parking Garage

MPEV - Hodgetown

The Warehouse District is an area about 2 to 3 blocks wide and adjacent to the railroad corridor. Totaling approximately 12 blocks, the zone contains some important Amarillo businesses and activity centers, including Amarillo Hardware, ~~Coca Cola,~~ and the U.S. Post Office, which provide several hundred jobs. Intermingled with these businesses are smaller businesses, attractive brick streets, and interesting warehouse architecture. This zone could attract unique live / work housing for artists, and smaller entrepreneurs. It could be a unique mixed use area where clean industry, residential, and smaller businesses can coexist together. There are many good examples of such compatible redevelopment around the nation and in Texas, including Fort Worth, Houston, Austin, and Dallas.

If, in the future, some of the larger warehouse businesses need to move to more modern facilities within Amarillo, then the City working with the Amarillo Economic Development Corporation could help facilitate a transition for the industrial businesses and help with conversion of the urban warehouse area to include residential, smaller businesses, live / work spaces and possibly Downtown educational facilities.

Small business creation should remain a critical element of the Amarillo strategic economic plan. The Warehouse District is a good place to attract such businesses.

Key initiatives recommended in or adjacent to this Zone Include:

- Now that the MPEV has been located in this Zone, encourage a compatible set of new mixed uses within the warehouse district to include existing businesses, live/work spaces, residential, and entertainment . Many cities have had success in helping old warehouse areas to become an eclectic mix of uses that add to the vitality and interest of the Downtown area.
- As the area redevelops, assure that urban design standards are considered and that key linkages, such as 6th Ave and 9th Ave become attractive pedestrian linkages into the Downtown Core. Eventually, mid and long term, this area could attract several hundred unique residential units compatibly mixed with businesses, education facilities, and arts.
- Development of public spaces / gathering spaces around this zone are highly desirable.
- Completion of an updated historic survey to determine if the area would still qualify as a local and National Register Historic District.
- Updated urban design and development standards to accommodate the unique historic character.

Key initiatives achieved for this Zone since 2008 include:

- The MPEV, as noted in the Government Zone, was completed in April 2019.
- Development of Double R Lofts residential project added 20 lease units to Downtown.

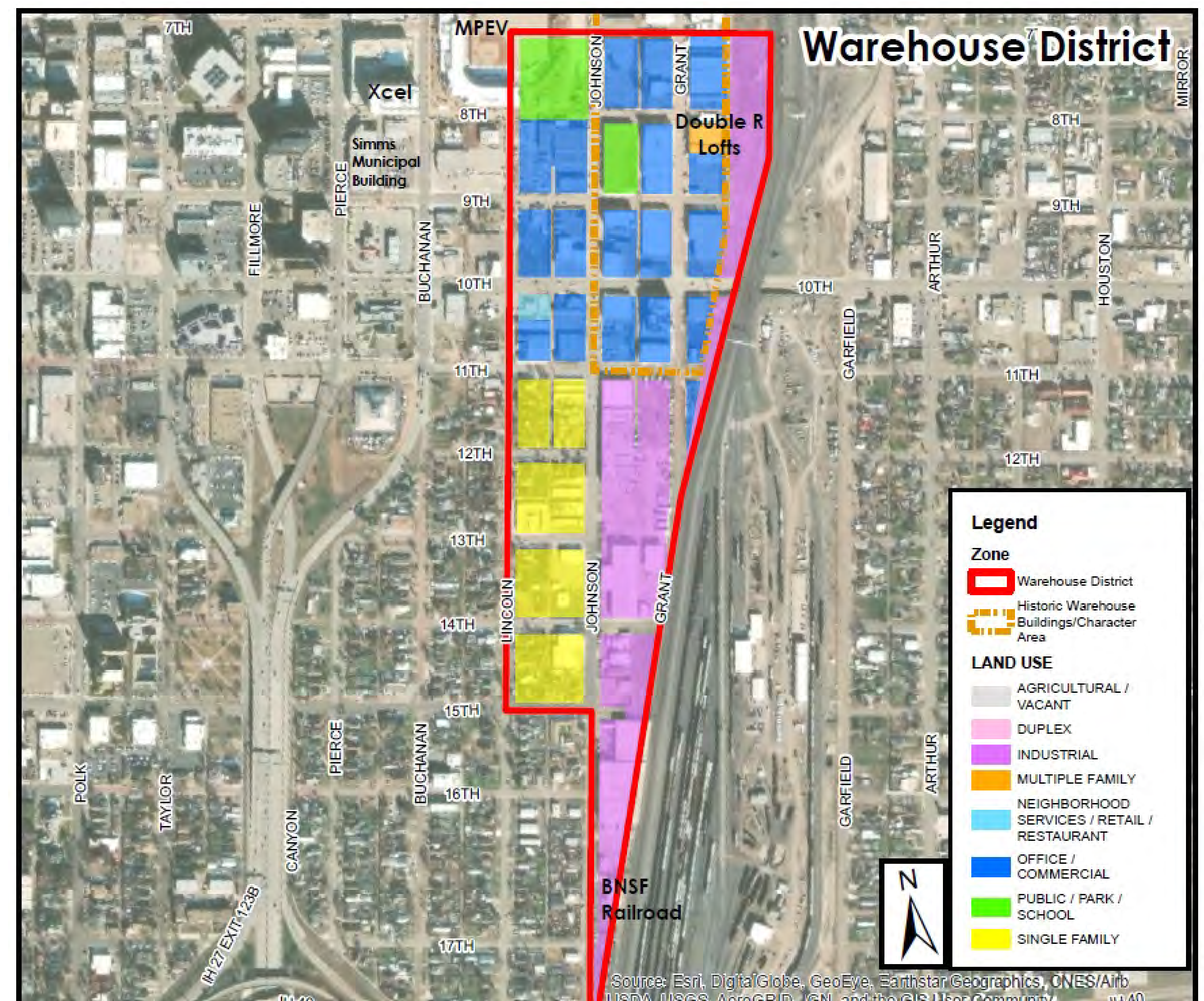
Current Conditions

Remove Photo

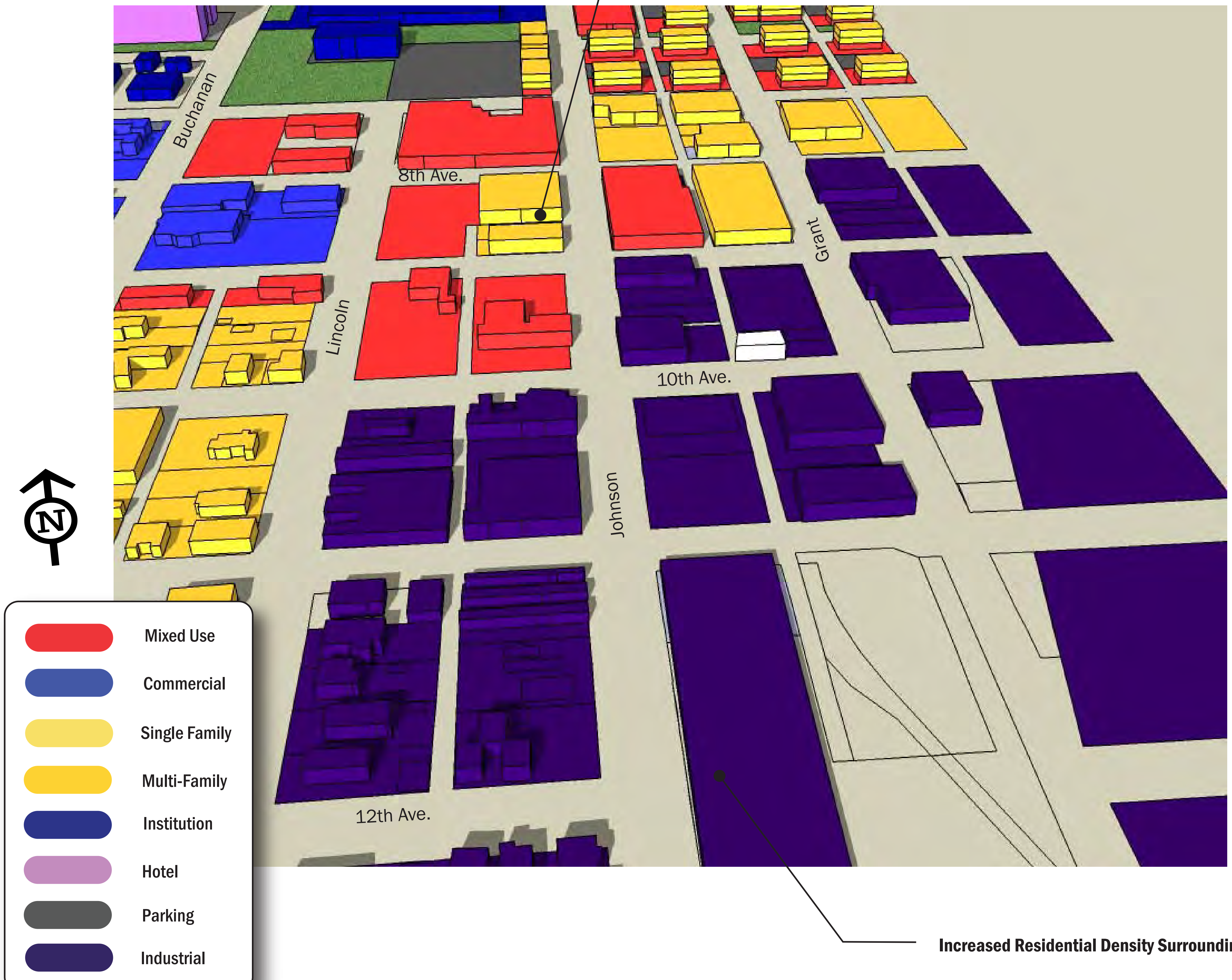
Potential Land Use

Urban Character Suggested for Warehouse District

Current Land Use - 2019 Image

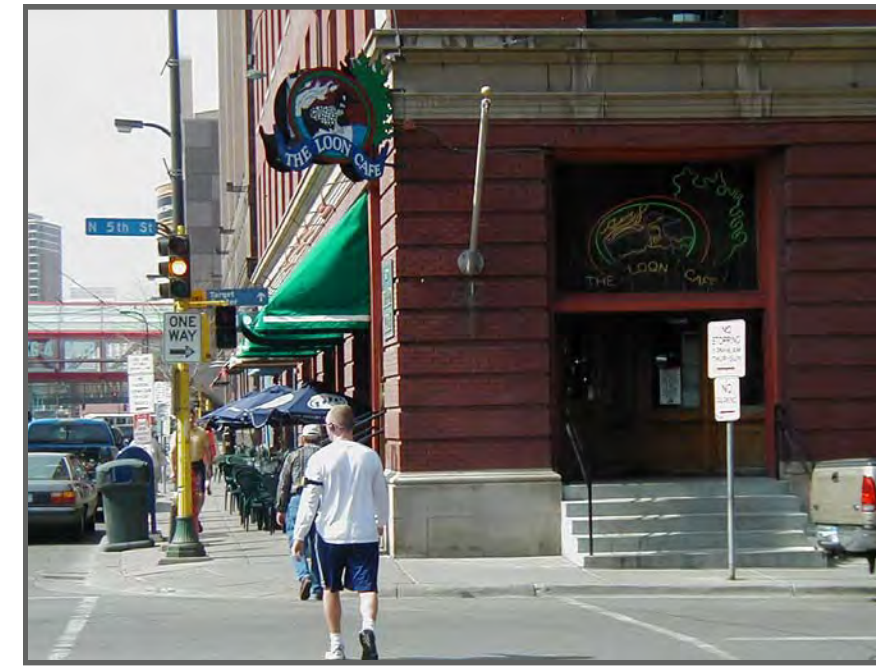


Converted Warehouses Create an Eclectic Vibe



Increased Residential Density Surrounding Park

Urban Character

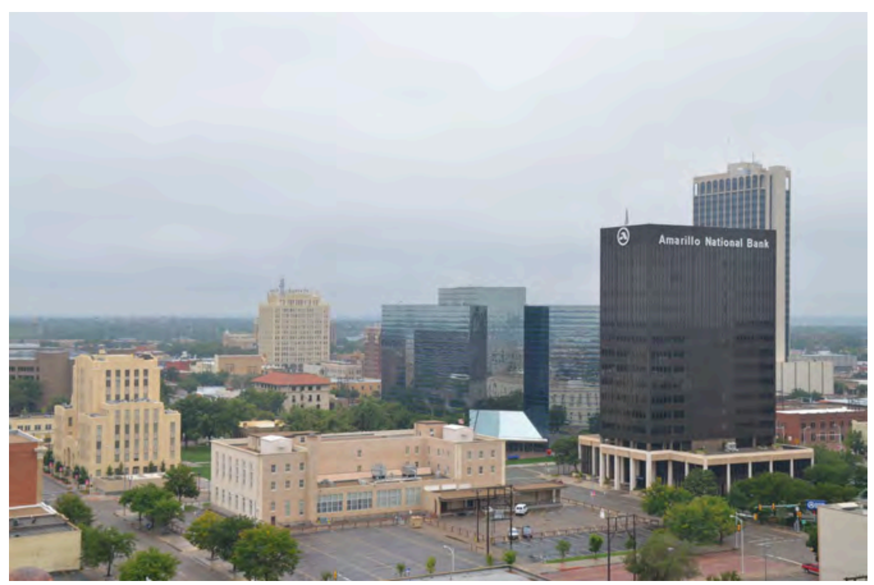


Urban Character

Through the years, Amarillo's key business and financial leaders have committed to maintaining a strong presence in Downtown. This 40+ block area is home to most of the banks, office buildings, professional corporations, and businesses. Keeping these major employers in a "walkable business zone" of Downtown is absolutely crucial to the future success of Downtown and the entire City. Several of the buildings in this zone are in need of reinvestment and redevelopment. They can be converted to residential spaces on the upper levels with retail / commercial spaces at the ground level. The Business and Financial Zone blends and overlaps with the Government and Civic Center to the east. This integration of key businesses with the government center makes for a walkable and convenient Downtown. The Polk Street corridor and certain adjoining blocks has become an increasingly popular corridor for restaurants, entertainment, and related mixed uses. There are approximately eight restaurants or nightclub venues that have greatly increased night life in this corridor. Also, in this corridor several residential units have been successfully developed above the ground level. There are other residential / mixed use redevelopments in the planning stage.

Key businesses in this Zone include:

The Maxor Building and Complex
Amarillo National Bank Campus
~~Citi Bank~~
The Amarillo building
The Federal Building
FirstBank Southwest Tower Building
~~Bank of America~~
The Paramount Building
Wells Fargo Bank
The Santa Fe Building (Potter County)
Place One
~~Atmos Energy~~
Barfield Building
Xcel Building



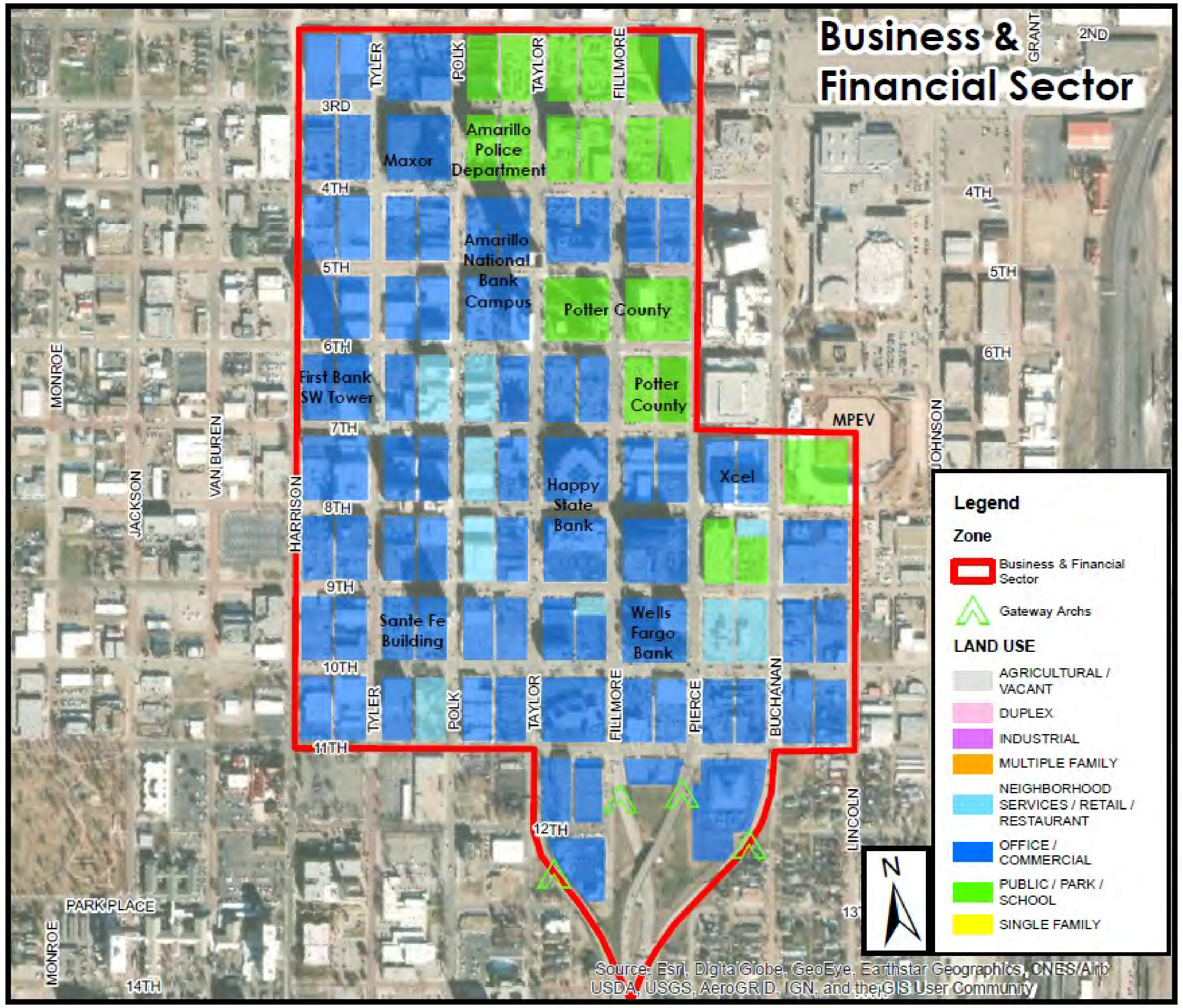
Updated Photo 2019

Key initiatives recommended in the Business and Financial Zone Include:

- Ensure that all of the existing businesses and financial institutions maintain their main offices and grow in the Downtown area. The convenience and synergy created by this business and government center is enormously important. It has become the anchor from which the other Downtown redevelopment initiatives can occur.
- Work to redevelop some of the key vacant and under-utilized buildings. Good recent examples are the renovation of the Santa Fe Building by Potter County and redevelopment of the Paramount Building. ~~and the proposed residential and retail conversion of the Barfield Building.~~ Buildings like the Herring Plaza will take equally creative ideas and financing.
- Market Downtown as a prime high quality area for business growth and business relocations. Up to 700,000 SF of existing and new space could be absorbed in approximately 10 years.
- Vertical integration of commercial and residential uses is very possible in this zone. This Zone could absorb approximately 100 to 200 residential units in mixed use buildings in the next ten years. For example, the ~~Chase~~ FirstBank Southwest Building with more than 30 floors could easily mix residential floors with office / commercial uses. This would absorb vacant space, increase the day time and night time population of Downtown, and greatly support the Polk Street corridor.
- Continue to focus on Polk Street as a retail, restaurant, and mixed use corridor. Developing a critical mass of restaurants and entertainment venues will assure the success of all businesses and create a sustainable Downtown economy. Above the ground level, encourage residential and possible hotel. An additional six to eight restaurant, retail, or entertainment venues should be attracted to continue to build the critical mass. Consider attraction of a cinema theater complex that would attract more families and people of all ages.
- Amarillo has excellent access on multiple streets from all directions. Other than maintenance, upgrades, and utilities, no new major street routes are needed. Conversion of one-way streets to two-way is a priority across downtown (no TXDoT).
- This whole zone should be a priority for urban design standards and improvements. This should include the burial of overhead power lines, reconstruction of sidewalks in conjunction with landscaping and streetscapes recommended in the urban design section. Key pedestrian corridors that should have a priority for landscape and pedestrian upgrade should include the Sixth Ave (east / west), Ninth Ave (east / west), and Polk Street (north / south).
- Work with the Traffic Engineering and Planning Departments to maintain as much on-street parking as possible. On-street parking is often the preferred type of parking for people visiting Downtown. Additionally, develop partnerships between new developments and current parking resources so that parking in Downtown remains safe and convenient in the day and night. This will need to be coordinated with the City and the Center City organization.
- Some concerns have been expressed about the frequency of "street people" wandering into this zone from the bus terminal area and the Salvation Army area to the Northwest. At minimum, this can create a perception of safety and security concerns. Increased cooperation with the police, private security forces, and social service agencies will need to be implemented in order to alleviate safety concerts and continue to attract night life and residential interest to the area.

Key initiatives achieved for this Zone since 2008 include:

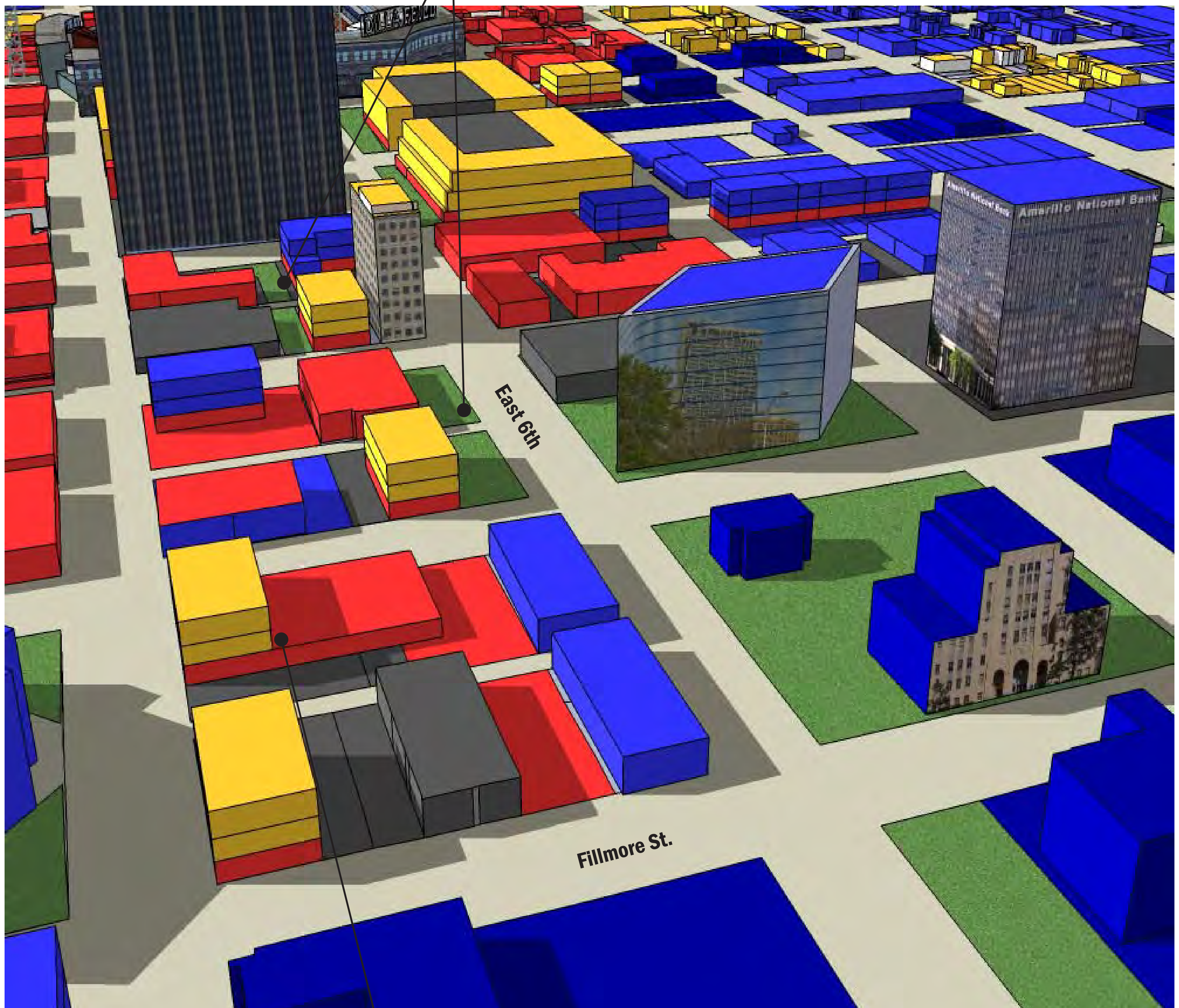
- The rehabilitation of the Barfield Building into a luxury brand hotel is a major success for downtown, as it is the first PACE project and another historic tax credit project. Opening 2020, it will attract leisure and business travelers as well as augment the Civic and Convention Center.

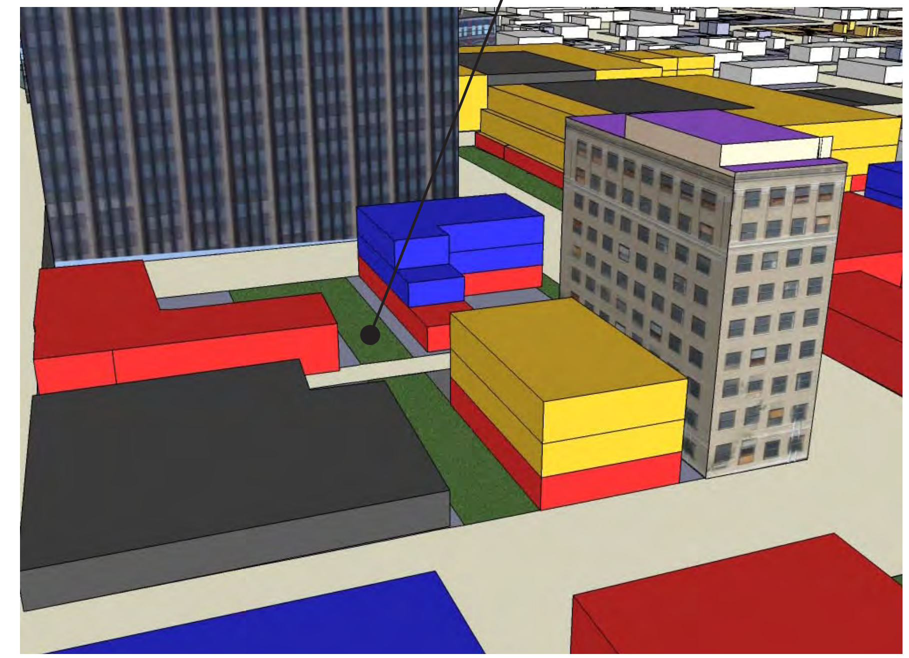


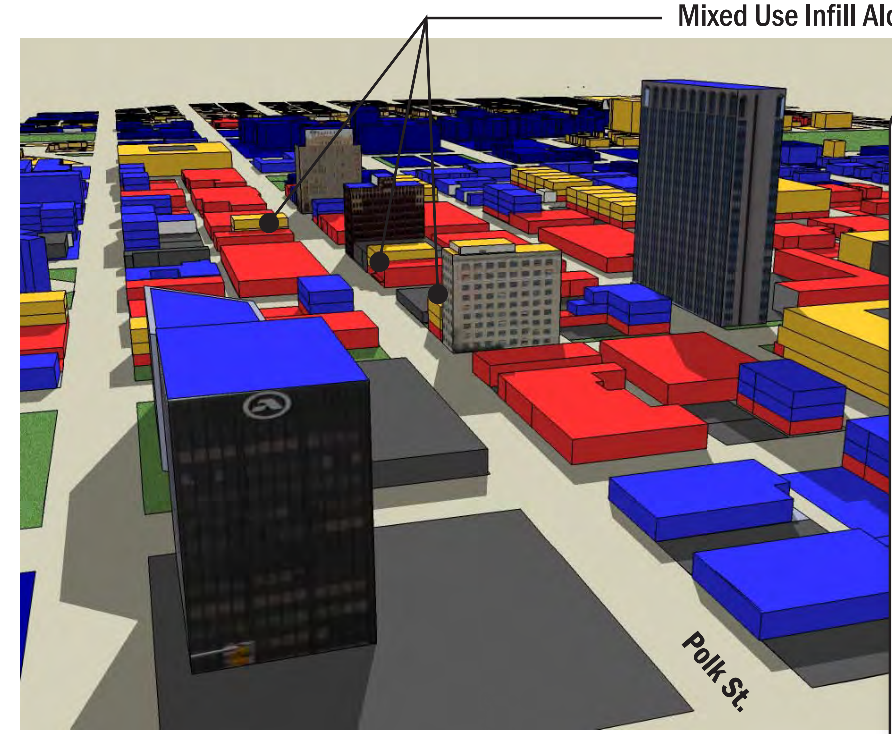
2019 Current Land Use

Urban Character

Potential Land Use







- Mixed Use
- Commercial
- Single Family
- Multi-Family
- Institution
- Hotel
- Parking
- Industrial

This approximately 16 block area is bisected by the interchange between I-40 and I-27. I-27 splits into 4 dispersal streets Taylor, Fillmore, Pierce, and Buchanan. These major streets go through the heart of Downtown where they convert to major urban streets. This area serves as the functional gateway from the south into the core of Downtown. East of this gateway is predominantly residential, with a commercial and industrial corridor adjacent to the railroad. West of this gateway is predominantly residential south of 16th Ave. North of 16th, the area transitions to a mix of commercial and residential.

Key initiatives recommended for this South Gateway Area:

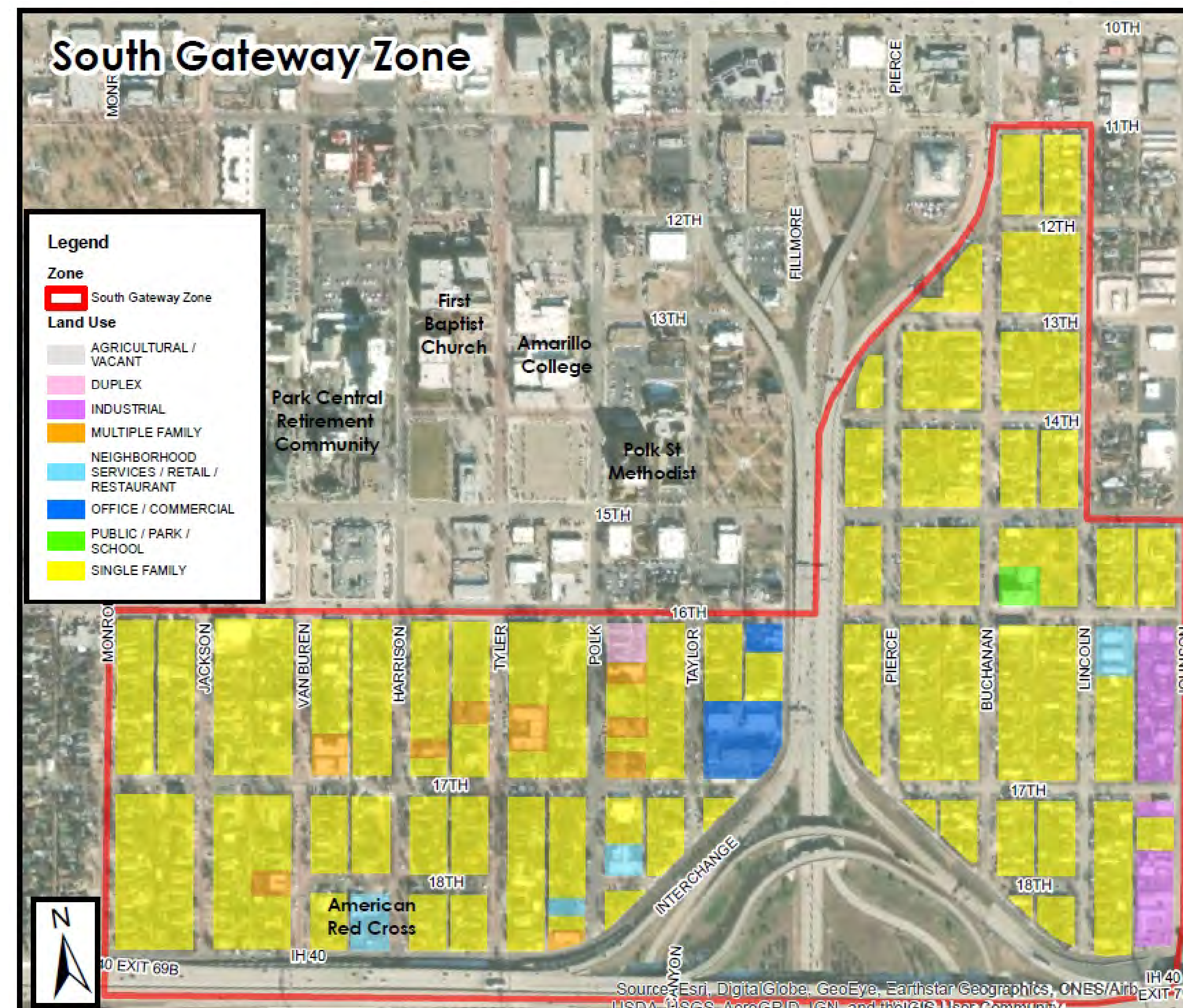
- As Downtown experiences continued investment and renewal, it is very possible that these older neighborhood areas could be attractive for infill residential and mixed use developments. The proximity to I-40 could be a positive factor in attracting certain types of mixed use investments. It is important that such reinvestments be accomplished in an orderly manner that enhances this gateway area to Downtown, while maintaining the integrity of residential blocks that remain.
- Work to further encourage the quality of development between 11th Ave and 14th Ave which is the transition from I-40 to the Downtown proper.
- Maintain the residential integrity of this Zone as much as possible.
- Address maintenance and repair needs of gateway arches located in this Zone.

Current Conditions

Photo to be removed

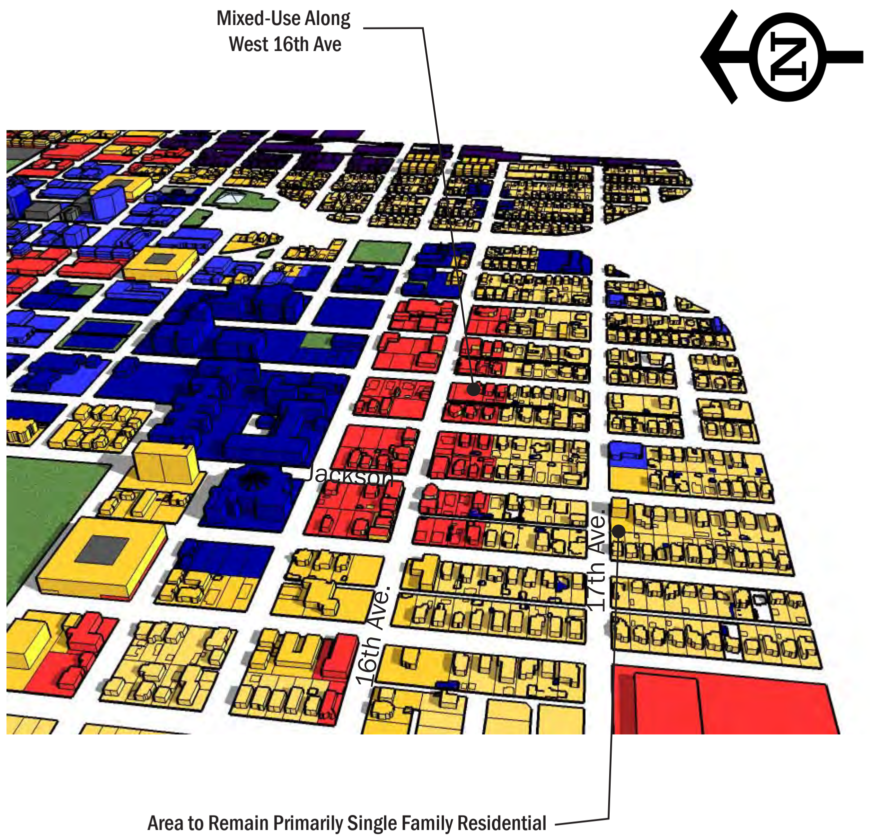
Proposed Land Use

2019 Image - Current Land Use



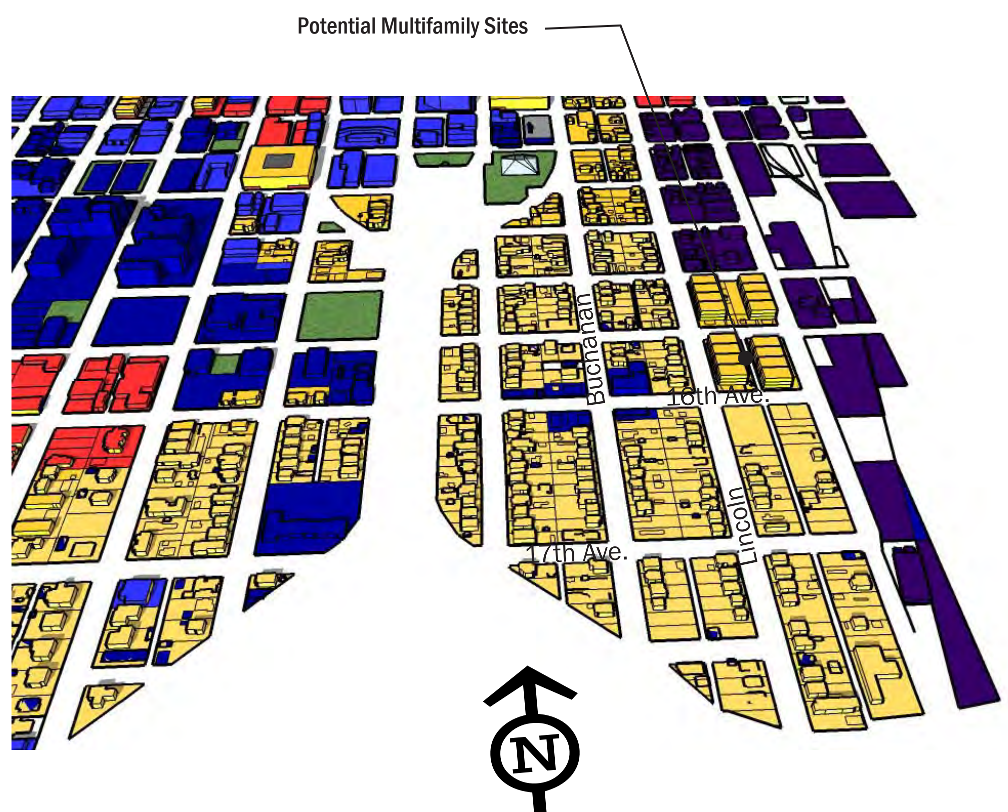
Urban Character

Potential single family infill



Urban Character

Possible attached single family residential developments.



Urban Character

The approximately 20-block area to the southwest of the Downtown core contains some of the City's most prominent and historic churches. These include the First Baptist Church, the Central Church of Christ, the Polk Street United Methodist Church, and the First Presbyterian Church. All of these churches have had a long standing commitment to maintaining a central location. These churches attract families from all over the greater Amarillo area and thereby contribute greatly to the health and vitality of Downtown. The churches seem to be strongly committed to staying in these Downtown locations. For example, the First Baptist Church and the Polk Street United Methodist Church ~~are making~~ made multi-million dollar investments to expand and improve their facilities, and other churches have made similar commitments through the years.

The Park Central Retirement Community provides more than 600 residential units, and is owned by the Baptist Community Services, a Texas non-profit corporation. Park Central is located in downtown Amarillo, just minutes from the area's award-winning hospital system and medical facilities and surrounded by a variety of cultural and entertainment options, fine dining, and a large senior center. Within walking distance of the campus are five different denominations of churches.

Just west of Park Central Retirement Center bordering on SW 11th Ave is Ellwood Park, a beautiful open space that covers eight square blocks with mature trees, playgrounds, play courts, picnic areas, walking and running paths.

Key initiatives recommended for the Southwest Zone:

- Encourage the Churches to stay and grow close to the Downtown area. These churches attract people from the throughout Amarillo and are an important part of the City's lifestyle. The churches and the Downtown population can continue to develop partnerships and programs for the benefit of all residents of Amarillo. The presence of these diverse religious opportunities will be a major attraction for families, couples and individuals thinking of moving to Amarillo and Downtown.
- The Park Central Retirement Community is a huge resource for all of Amarillo. The beautiful campus should be encouraged to grow and attract more residential units. Many of the residents are and can increasingly become patrons and supporters of Downtown.
- The Park Central staff and administration also are important to the future of the Downtown area.
- As Downtown experiences continued investment and renewal, it is possible that the Washington Street Gateway could attract a major reinvestment. This could be a retail development, hotel, or ideally a mixed use development with retail and residential.
- The hotel and residential in this area should not be a priority for public / private agreements in the next 5 to 10 years. It would need to be feasible without public / private economic agreements. The focus of such agreements should be directed towards the core zones for the next 10 years. As well as to those contributing property taxes to the tax incremenent reinvestment zone.

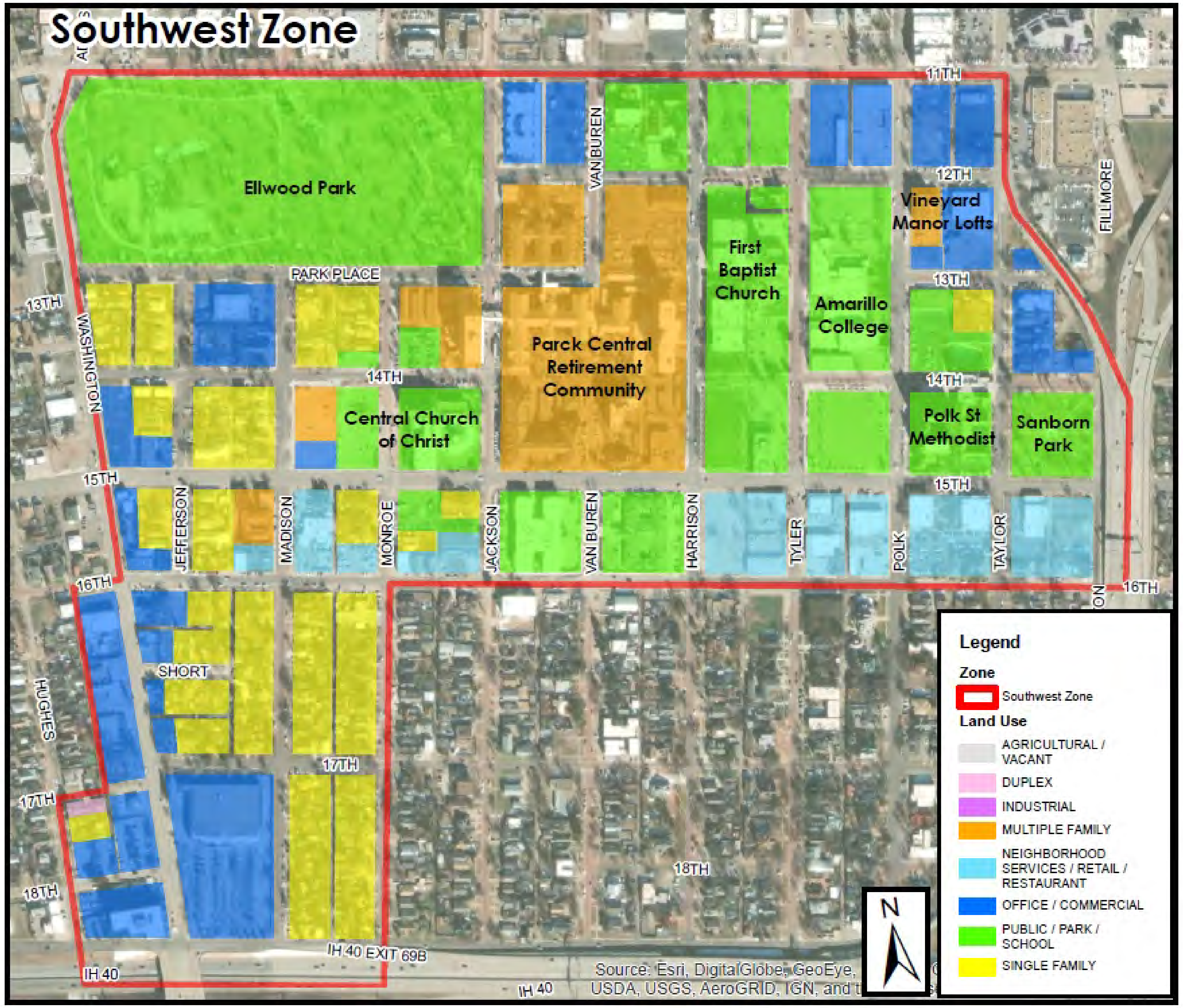
Key initiatives achieved for this Zone since 2008 include:

- Park Central Retirement Community has invested in this Zone by constructing 171 new senior residential units.
- Central Church of Christ completed $3 million in improvements.
- Vineyard Manor added 12 residential units.

Park Central Retirement Community

Polk Street united Methodist Church

First Baptist Church of Amarillo

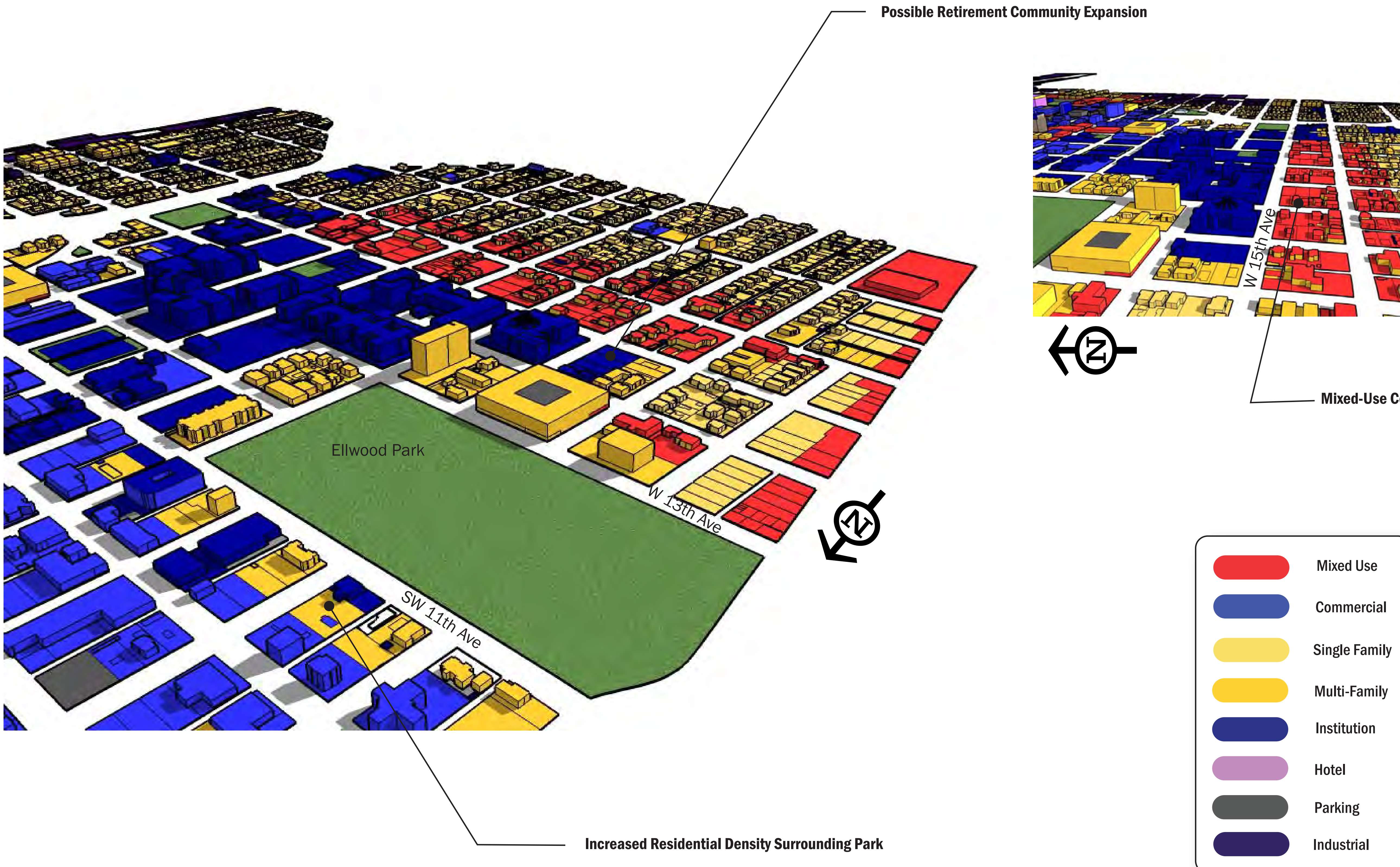


2019 Image - Current Land Use

Potential Land Use

Urban Character

Urban Character


Possible Retirement Community Expansion
Ellwood Park
W 13th Ave
SW 11th Ave
W 15th Ave
N
N
Mixed-Use Corridor
Increased Residential Density Surrounding Park
Mixed Use
Commercial
Single Family
Multi-Family
Institution
Hotel
Parking
Industrial

This is probably the largest and most under-utilized zone in the Downtown area, composed of more than 70-city blocks. There are some very notable buildings and businesses on the eastern edge of this zone, and there are some successful commercial service enterprises interspersed throughout the area. Much of the zone is characterized by one and two story buildings, parking areas, and vacant lots. Historically, the area has served as a commercial service and industrial area. In recent years, it has experienced significant disinvestment and increasing vacancies as some businesses consolidated, or moved out to suburban areas. Interestingly, the area has excellent potential for redevelopment because of its convenience to Downtown and the entire City. To the south, it provides an important link to the southwest zone and to Ellwood Park

Some notable landmarks on the eastern edge include:

~~Chase Bank~~ FirstBank Southwest Building
Commerce Building (West Texas A&M University Downtown Amarillo Campus - Harrington Academic Center)
Petroleum Building
The Amarillo Globe News
The Salvation Army
~~Herring Bank (relocated)~~
Atrium Plaza

Current Conditions

Key initiatives recommended in the Northwest Zone

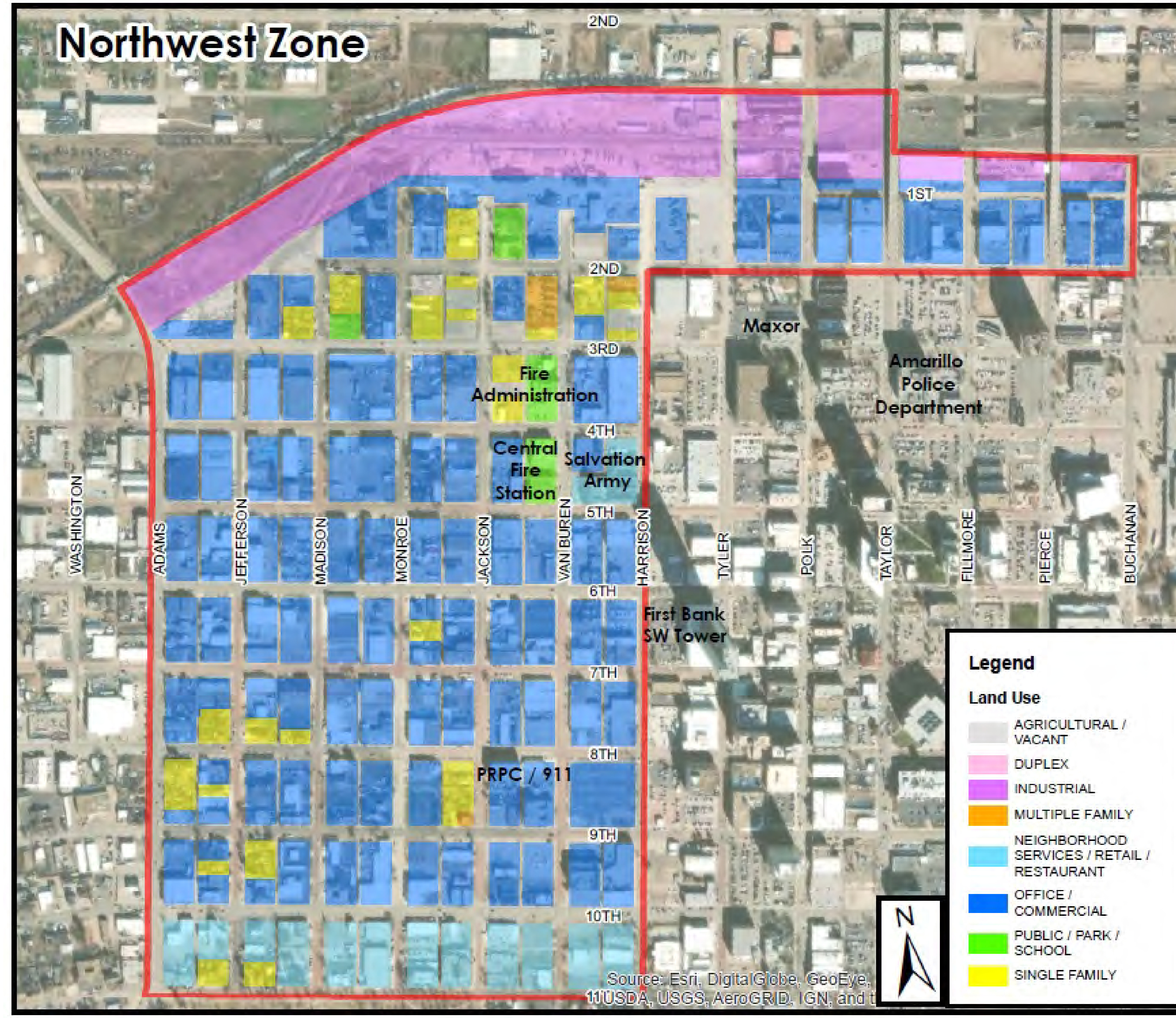
- This zone, especially the eastern area adjacent to the business core and Polk Street is walkable to the Downtown core.
- For example, the area bounded to the north by 5th Ave, to the east by Tyler Street, to the south by 10th Ave, and to the west by Jackson Street contains 15 blocks of land, much of which could be redeveloped into mixed use developments with a main emphasis on urban lifestyle housing. Key existing buildings such as the ~~Chase~~ FirstBank Southwest Building and the Globe News Building would remain and would benefit from the adjoining redevelopment and urban vitality.
- This area would have a capacity of 400 to 500 units of urban lifestyle housing. This could be phased in as the market permits. Phase One would ideally include at least 150 residential units. People living in this area, would add to the vibrancy of Downtown and especially support the Polk Street retail / entertainment corridor.
- The redevelopment emphasis would be on residential development; however, some neighborhood retail support would also be incorporated, such as an urban grocery, deli, and other neighborhood services. These same businesses would serve employees of Downtown.
- This trend for urban residential development could continue to the west as the market permits.
- ~~This Northwest Zone is also a potential site for the minor league ball park combined with a mixed use development. Such a ball park would need at least four to six blocks of land, subject to parking availability (to be removed)~~
- Commercial services in the rest of the area could continue and probably become more successful with some infill of key businesses.
- The successful Church and retirement housing areas to the south of 12th Ave help to reinforce the residential and redevelopment potential of this Northwest Downtown Zone.

Current Conditions

Proposed Land Use

Urban Character

Urban Character



Current Land Use - 2019 Image

Page 63 from original plan removed since it focused on examples for this zone.

Implementation Plan

Economic Development 64
Public/Private Partnerships 65
Staff Level Point of Contact 66
Public Improvement District 67
Downtown Development Committee 68
Urban Design Guidelines 69

Plans are only good intentions unless they immediately degenerate into hard work.

- Peter Drucker

Economic Development Implementation Plan

The Implementation Plan was developed to provide strategies that help facilitate redevelopment, as proposed in the Downtown Strategic Action Plan. It considers historic trends, land use patterns, local market research and recommends catalyst projects to jump start revitalization. The Plan focuses on strategic initiatives that:

- Encourage new private investment
- Facilitate infrastructure improvements
- Utilize new and existing economic development tools
- Structure mechanism to prioritize and facilitate new public/ private partnerships.

The Five M's
The Five Key Resources for Economic Development

Materials
- *Land*
- *Buildings*
- *Location*
- *Infrastructure/natural resources*

(Hu)manpower/Labor
- *Skilled personnel*
- *Available workforce*
- *Education and training capacity*

Markets Analysis
- *Competition*
- *Penetration*
- *Marketing strategy*

Management
- *Organizational structure*
- *Manager/operators*
- *Research and development (R&D)*
- *Marketing and sales*
- *Legal*

Money
- *Equity/ownership capital*
- *Debt/borrowed funds*
- *Capitalizing institutions*
- Subsidy and substitutes for direct capital

Blakely, Edward J., (1994), Planning Local Economic Development: Theory and Practice, Second Edition, p. 147

Public/Private Partnerships

- A Public/Private Partnership (PPP) is a contractual agreement between a public agency (federal, state or local) and a private sector entity.
- Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility.
- In addition to the sharing of resources, each party shares in the risks and rewards potential in the delivery of the service and/or facility.

KEYS TO SUCCESSFUL PUBLIC/PRIVATE PARTNERSHIPS

- There are six critical components of any successful Public/Private Partnership (PPP).
- While there is not a set formula or an absolute foolproof technique in crafting a successful PPP, each of these keys is involved in varying degrees.

1. POLITICAL LEADERSHIP - A successful partnership can result only if there is commitment from "the top".
2. PUBLIC SECTOR INVOLVEMENT - Once a partnership has been established, the public-sector must remain actively involved in the project or program.
3. A WELL THOUGHT-OUT PLAN - You must know what you expect of the partnership beforehand.
4. A DEDICATED INCOME STREAM - While the private partner may provide the initial funding for capital improvements, there must be a means of repayment of this investment over the long term of the partnership.
5. COMMUNICATIONS WITH STAKEHOLDERS - More people will be affected by a partnership than just the public officials and the private-sector partner.
6. SELECTING THE RIGHT PARTNER - The "lowest bid" is not always the best choice for selecting a partner. The "best value" in a partner is critical in a long-term relationship that is central to a successful partnership. A candidate's experience in the specific area of partnerships being considered is an important factor in identifying the right partner. *

*The National Council for Public Private Partnerships

<u>Three primary ways to fund the "gap"</u>

- <u>Reduce Costs</u>

  Public infrastructure improvements, waiver of impact fees, conveyance of land at nominal or no-cost, parking garage construction.

- <u>Reduce Expense</u>

  Reduction in taxes paid

- <u>Increase Revenue</u>

  Rebate of tax increment paid

Typically, gap financing comes from public sector revenue which includes ad valorem tax, sales tax and hotel occupancy tax. Below is a break out of Amarillo tax rates.

<u>Sales Tax - 8.25%</u>

- State tax - 6.25%
- Local Tax - 2.0%
  - City - 1.5%
  - AEDC - .5%

<u>Ad Valorem Tax Rate - 2008</u>

1. City of Amarillo - .28371 per $100
2. Potter County - .59674 per $100
3. Amarillo Junior College - .16043 per $100
4. Panhandle Groundwater District - .01 per $100
5. Amarillo ISD - 1.172 per $100

<u>Hotel Occupancy Tax - 15%</u>

- State Tax - 6%
- Local Tax - 9%

<u>Ad Valorem Tax Rate - 2019</u>

1. City of Amarillo - .36838 per $100
2. Potter County - .68500 per $100
3. Amarillo Junior College - .20750 per $100
4. Panhandle Groundwater District - .009055 per
5. $100 Amarillo ISD - 1.239 per $100

Updated Tax information

Action Step

<u>Objective:</u>

- Hire a full-time person to assist with all high priority development and implementation initiatives
- This individual would focus on implementation of the key initiatives adopted in the plan

<u>Notes:</u>

- A key to a successful implementation is identifying a single individual to “live and breathe” the Plan implementation on a daily basis
- Job responsibilities would include oversight and administration of the newly established TIRZ
- Additional responsibilities could be program management, including RFP/RFQ solicitation and necessary marketing
- The person could also assist the Center City organization with some of their implementation committees Ideal candidate would be a motivated individual that can navigate the necessary activities for getting things done with a background in economic development, planning, and local government
- This individual would need to work seamlessly as possible with the Center City organization and all local governments
- The person would also coordinate with all local governments, AEDC, Amarillo Chamber of Commerce, the Convention and Visitors Bureau and others

<u>Action Steps:</u>

- The leadership of the City of Amarillo, Potter County, the Downtown Development Committee, the TIRZ Board, and Center City should define a job description
- The group should quickly identify shared funding options for the position
- Select and employ full time person to direct implementation

<u>Update on Staff Implementation since 2008</u>

From 2009 through 2016, Downtown Amarillo, Inc. through a full-time paid executive director position focused on implementing the Strategic Action Plan.

Beginning in 2017, the City of Amarillo created an internal Director of Economic Development and Economic Development Specialist position to focus on downtown and city-wide initiatives. In August 2018, the Planning & Development Services was created combining Economic Development, Planning, and Metropolitan Transportation Planning into one department.

There are now four positions that will have a role in implementing the Downtown Amarillo Strategic Action Plan: Director of Planning & Development Services; Assistant Director of Planning & Development Services; Planning and Development Services Manager; and Senior Planner - Economic Development.

Experience and Skills of Staff Implementation Personal

Experience:

- Public infrastructure and private development, urban planning, and economic issues affecting private, and public-private development and community development
- Principles and practices of city planning, zoning, historic preservation, housing, and parking management
- Financial and legal aspects relating to bond issue, sales, and land acquisition;
- Marketing techniques relating to real estate
- Practical knowledge of commercial real estate, business law, finance and accounting principles;
- Strong knowledge of negotiation strategy and techniques
- Strong analytical and communication skills
- Advanced computer literacy
- Active in a position directly responsible for negotiating and developing retail/commercial real estate.

Skills:

- Develop conceptual plans, proformas, and contract administration for private sector development projects
- Communicate ideas clearly and concisely verbally and in writing
- Establish and maintain effective working relationships with officials from governmental and private organizations and the general public
- Initiate and monitor several projects at the same time.

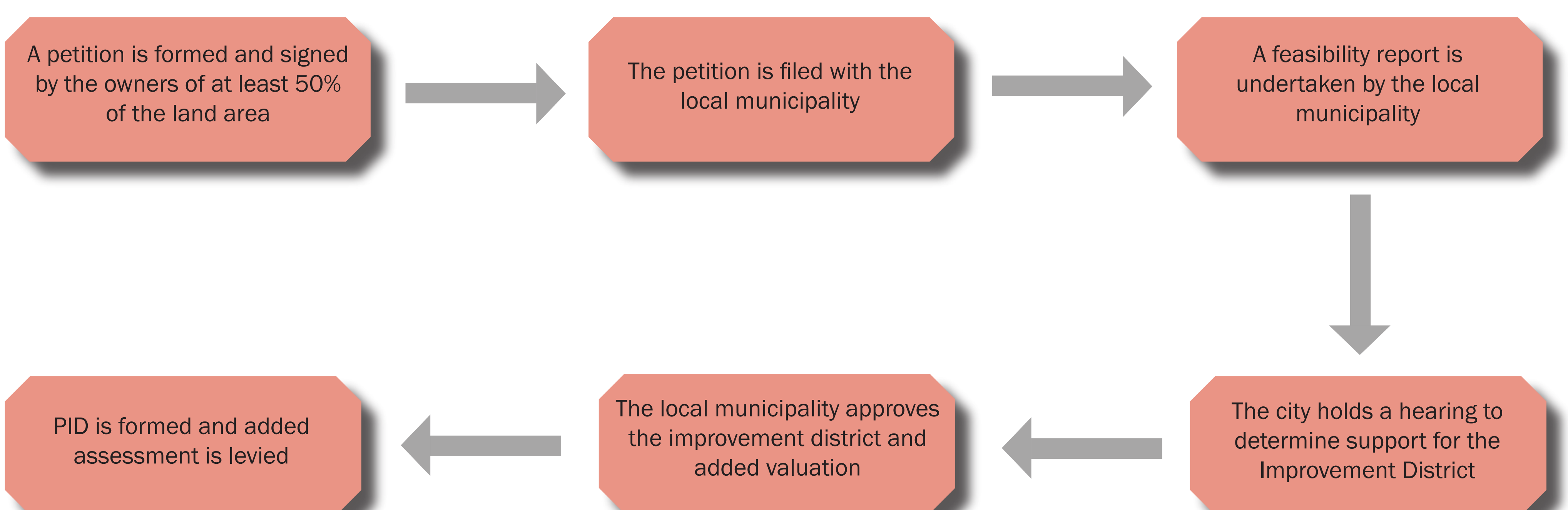
Key Responsibilities:

- Identify and encourage new downtown developments that create tax increment and provide services to this end by assisting owners, consultants, and governmental entities throughout the process
- Support and guide the project development team from preliminary approval to grand opening;
- Initiate site negotiation and deal-making activity when necessary
- Facilitate governmental approvals
- Perform duties in a team-oriented work environment while remaining dedicated to the common goal of promoting and assisting quality development
- Maintain extensive cross-organizational relationships with key personnel including local, state, and federal elected officials and corporate executives

Benefits of Public Improvement Districts (PID)

PIDs represent an entrepreneurial approach on behalf of downtown leaders or participating businesses to solve their own problems. By bypassing the sometimes slow movement and cumbersome processes of local government by creating their own organizations, PIDs are able to quickly try and discard or continue different strategies which enhance the district's environment. Some specific benefits of PIDs include:

- Finding innovative solutions to problems, such as helping to coordinate and facilitate the movement of homeless citizens into long-term rehabilitation environments;
- Protecting and enhancing public spaces through the deployment of "security teams" or "ambassadors";
- Initiating services not provided by public agencies such as sidewalk cleaning and snow removal, marketing, promotions, business retention and recruitment;
- Advocating on behalf of downtown business allowing them to communicate a unified vision/message that presses local government on issues that would aid the district's revitalization;
- Creating cooperation among competitive businesses which allows them to engage in activities that they would not be able to do on their own;
- Generating financing for capital improvements for more attractive streetscapes
- Researching and planning services such as collecting and analyzing economic and demographic data, monitoring progress, setting and revising strategic goals and developing multiyear redevelopment programs.



Action Step

<u>Objective:</u>

- Establish a Public Improvement District (PID)
- Generate sufficient revenue to supplement the existing services in Downtown
- Enhance the landscaping, maintenance, and security for all Downtown properties

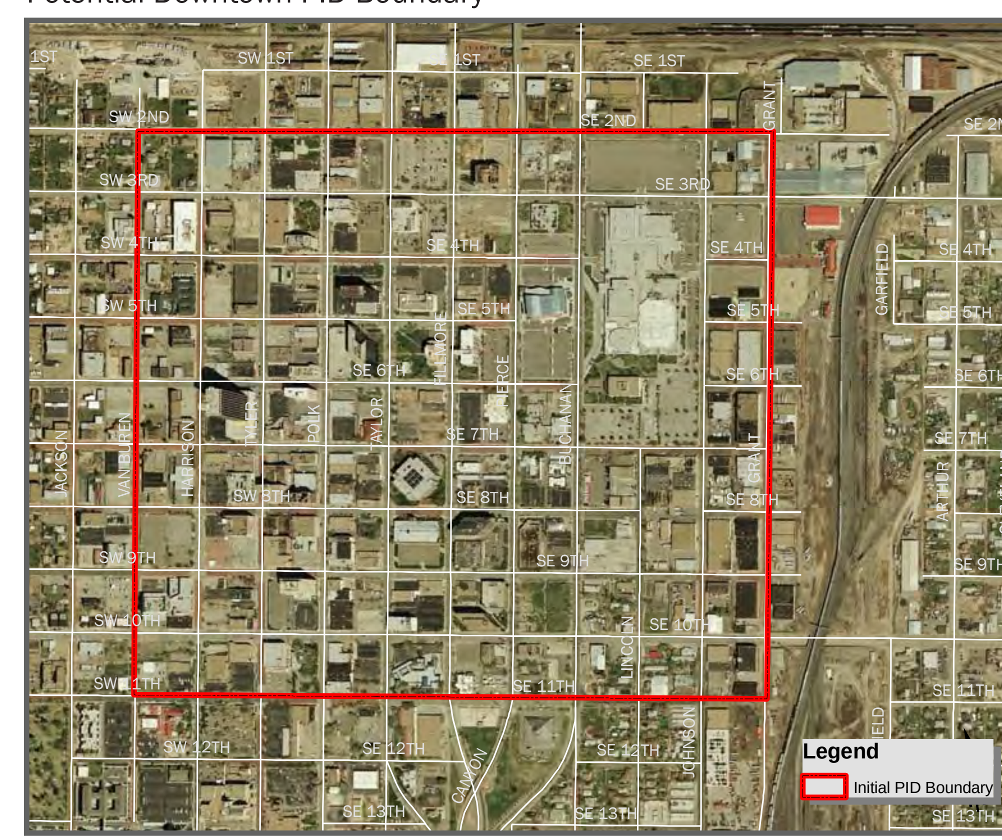
<u>Notes:</u>

- PIDs are a well established in the State of Texas and the City of Amarillo
- Essential tool for enhancing the appeal of the Downtown
- Most successful downtowns create PIDs to add value for the owners and provide needed services above and beyond that which currently exists
- PIDs are established through petition of the property owners to the City
- Assessment rates are set to cover proposed expenses

<u>Action Steps:</u>

- Center City should identify the key items that need immediate attention (maintenance, landscaping, security, etc)
- A proposed scope and budget should be developed
- Assessment rate should be set to cover the proposed expenses
- Property owners should petition the City for creation of the PID

Potential Downtown PID Boundary



Action Step

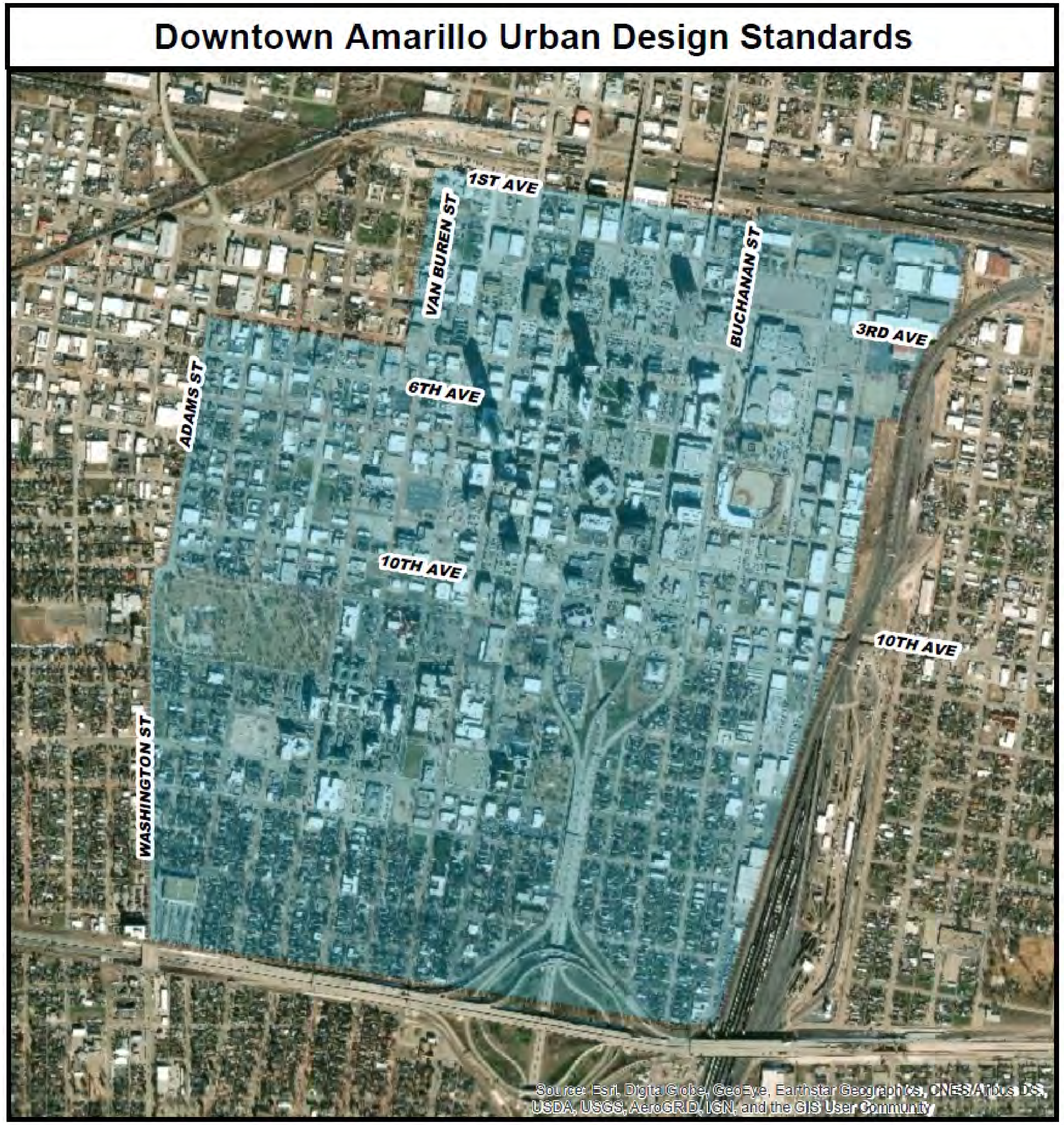
<u>Objective:</u>
- Continue the momentum generated by the planning process
- Maintain a strong group of Center City stakeholders participating in implementation of the plan

<u>Notes:</u>
- The progress to date is due to combined efforts of Center City Amarillo, the Downtown Development Committee, downtown stakeholders and local government leadership

<u>Action Steps:</u>
- Combine the current Center City and Downtown Development Committee into one seamless stronger Center City organization
- The membership should also include emerging leadership that has evolved during the planning process
- A committee structure with strong committee chairmen should be set up to champion the various action steps
- Hold quarterly or bi-annual meetings with downtown stakeholders (Downtown Amarillo, Inc., Center City, Inc., Center City TIRZ, City of Amarillo, major property owners, and others. This meeting is to ensure the plan goals are progressing and updating the group on activities occurring downtown.

Redevelopment Leadership

- The Downtown Development Committee and Center City of Amarillo, Inc. have been the driving force in fostering the redevelopment of Downtown.
- The Downtown Development Committee is scheduled to sunset in March 2008.
- Center City of Amarillo, Inc. represents the many interests throughout Downtown including property and business owners.
- The TIRZ#1 Board of Directors has been created, ~~has approved the first project within the TIRZ and should continue to~~ focus on TIRZ specific projects.
- However, the need will continue for a strong redevelopment advocacy group to accomplish the goals and objectives of the Action Plan.
- Projects such as the development of a convention headquarters hotel will require support from a broad spectrum of interests.
- As mentioned earlier, there is no one magical organization model for ensuring redevelopment success.
- Research indicates that the organization must be consistent with the practices of the community.
- The Action Plan initially recommended that the Downtown Development Committee and the leadership of Center City Amarillo, Inc. work together and create a strong organization to support the goals and objectives of the Action Plan.
- Downtown Amarillo, Inc. was the non-profit organization formed for the purpose of implementing the Downtown Strategic Action Plan. DAI led the initial planning and economic development initiatives for the plan. through 2016. At that time the City created a new Economic Development department and began staffing the downtown initiatives. See Staff Implementation section for more details.
- Implementation is now the shared responsibility of all partners.



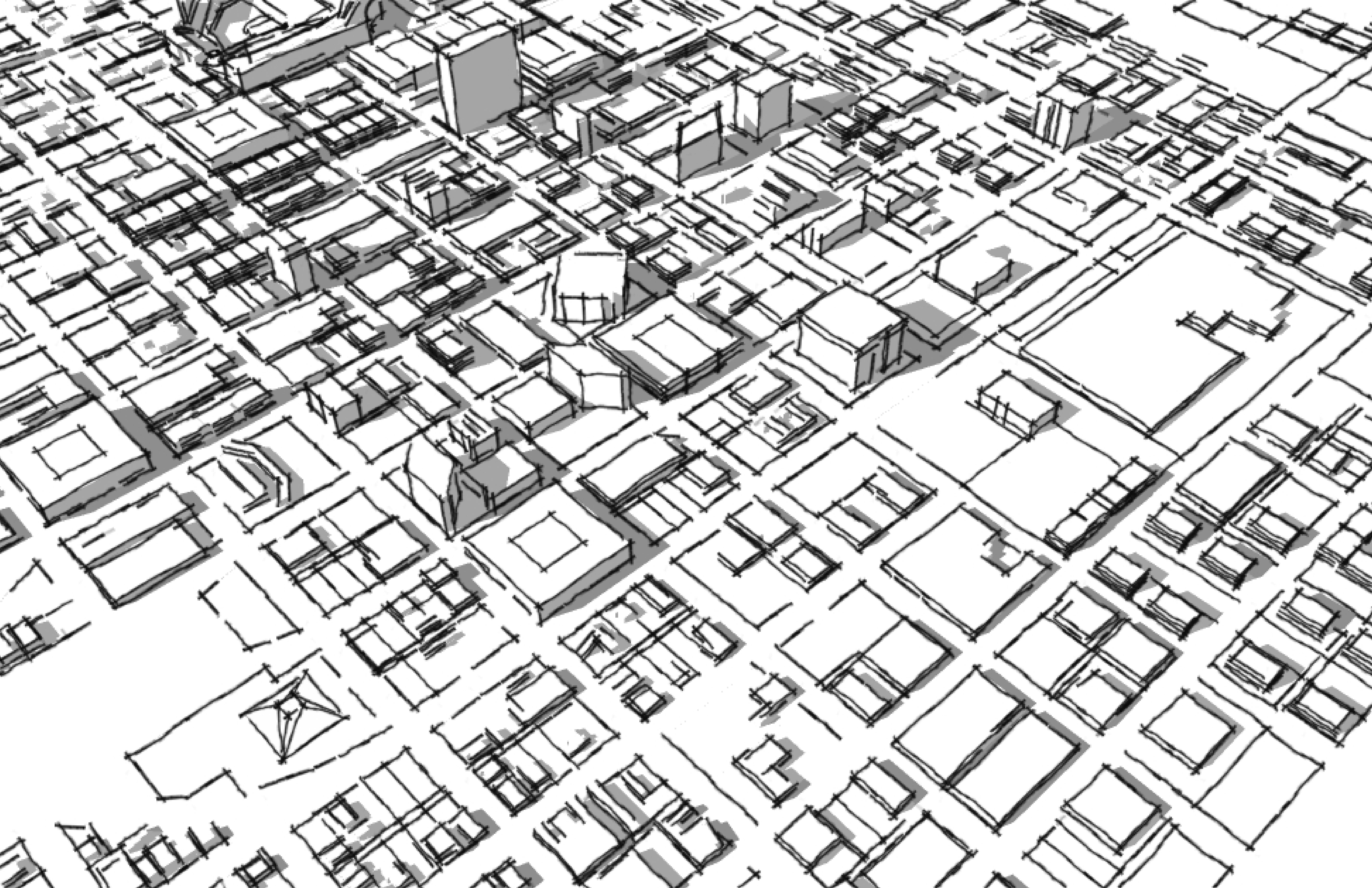
DAUDS Boundary - Updated 2019

Achievements Since 2008:

- The recommended ~~Adopted~~ urban design standards for Downtown (DAUDs) were adopted in 2010 ~~that~~ ensuring that new development and redevelopment adheres to high standards of urban design. The Standards were amended on November 25, 2014.
- These standards have created a much more livable and walkable Downtown.
- DAUDs incorporate landscaping, sidewalk treatment, proper ground level uses and design, urban furniture (benches, lighting, pocket park areas, etc.) into all new and significant redevelopment.
- The standards give investors confidence that their quality developments will be protected and carried out by future investors adjoining property owners and investors.

Action Steps:

- Continue work with the DAI, Center City, and the City to determine ~~the~~ that the Standards remain appropriate and economically feasible. Continue to study the needs of the different zones and consider adjusting standards accordingly.
- ~~An overlay zoning district in the Downtown area is in place that assures that all investors conform to such standards - Central Business District~~
- The Urban Design Standards include recommendations for expanded open space; there is much opportunity for green and open space in downtown. Additional performance-based incentives could be considered that offer developer incentives for the provision of public green spaces.
- The DAUDS boundary overlaps with the Cultural District boundary. Consider opportunities for partnerships such as incorporating a percent for public art into public and private developments



"When you look at a city, it's like reading the hopes, aspirations and pride of everyone who built it."

- Hugh Newell Jacobsen