

An aerial photograph of a complex highway interchange in Hurst, Texas. The interchange features multiple levels of overpasses and ramps. To the right of the highway, there is a residential neighborhood with houses and trees. In the foreground, there are several large parking lots filled with cars, some industrial buildings, and a large open lot. The background shows a vast, flat landscape with scattered trees and buildings under a clear sky. A dark blue geometric shape is overlaid on the left side of the image, containing the text.

# City of Hurst

Sustainable Neighborhoods Plan

2017

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# ACKNOWLEDGMENTS

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## **Special Thanks**

The City and Catalyst Team acknowledges stakeholders that participated in this study including residents, property owners, developers, and real estate brokers.

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# Executive Summary

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## **HURST REDEVELOPMENT STRATEGY**

Hurst is a first-class city with great assets, resources and city leadership. However, to maintain its status, the city recognized that it needs to be proactive to remain resilient and competitive. As a mature and built-out suburban community in the DFW Metroplex, Hurst is beginning to experience some of the challenges that come with an aging suburban community. The goal of this initiative was to develop a market and community-based redevelopment strategy that can stimulate private investment and prioritize public involvement. While this plan recognizes that maintaining communities is ongoing and long-term process, this plan outlines various improvements, including quick interim solutions to generate early wins and keep the community invested in this long-term approach. By focusing on tactical and incremental implementation, this plan will create market momentum that can help grow the community's fiscal and political capacity over the long-term. Through this process, the plan also recognizes some emerging larger challenges such as outdated commercial buildings, declining housing stock, and aging infrastructure and high concentrations of older multi-family in some neighborhoods. Based on these challenges, the plan identifies key objectives and goals of Hurst's Redevelopment Strategy. Realistic and feasible implementation is one of the most important recommendations of this Plan. In addition this implementation has to be multi-pronged; there is no one "silver bullet" or generic program to maintain a health and sustainable community.

## **EMERGING CHALLENGES FOR HURST: COMMERCIAL QUALITY**

Shifting demographics and newer retail nodes have created a vast amount of underutilized commercial along Hurst's major corridors, especially south of Hwy 183. This shift, in conjunction with changing consumer preferences has left Hurst with an over-supply of obsolete retail formats that must be redeveloped to mitigate a vi-

cious cycle of low performing commercial areas. These centers not only impact aesthetics along Hurst's major commercial corridors but these aging retail centers are also the de-facto gateways into Hurst's neighborhoods. Commercial quality and health, in turn, greatly affects neighborhood vitality and reinvestment.

## **AGING HOUSING**

While Hurst has a wide stock of housing, the declining quality of housing is a real community threat and concern to the citizens. Hurst's has limited Greenfield development opportunities and this has created a shortage of newer housing to attract choice residents and executives. As neighborhoods continue to age, Hurst must continually engage its residents and ensure that property values are protected to ensure financial stability and resiliency. The city should take a proactive approach in code compliance, crime, distressed sales, and rental concentration to prevent neighborhood decline and maintain health. Another factor threatening neighborhoods is commercial quality as referenced above. Exploring ways to increase connectivity and ways to integrate housing as a component of commercial revitalization will also be essential to neighborhood quality as well.

## **INFRASTRUCTURE**

Aging infrastructure is one of the greatest issues facing a majority of the cities today. The city has a growing budget of CIP projects, but cost of service is outpacing the lifecycle of existing infrastructure. In addition, the slower pace of new development and lower residential values indicate lower revenues in the future, unless there is a concerted effort to address some of these long-term trends.. While there are existing improvements to sewer, water, and local streets, including the recent improvements on Pipeline Rd., the majority of the city has aging streets, single-use utility corridors, disconnected sidewalks and trail systems, and intermittent street lighting. In addition, redevelopment of aging commercial strips

is inherently more expensive due to land assembly costs, demolition, aging infrastructure, and multiple property ownership with different redevelopment horizons. The City will need to focus and prioritize infrastructure investment at key locations to incentivize private redevelopment in order to maximize values and rents.

## **MULTIFAMILY QUALITY**

Hurst, like many communities, is saddled with pockets of older, suburban apartment complexes that are poorly maintained and impact neighborhood quality. Lack of maintenance and its concentration in some neighborhoods contributes to lower rent, which impacts the owners' ability to reinvest that, in turn, reduces surrounding property values and rents, thus creating a negative vicious cycle. A majority of these properties have debt obligations and other encumbrances, which make repositioning difficult and some owners may prefer to maximize cash flows for short term gains, which is contradictory to reinvesting for long term investment goals. A number of these properties are also reaching the end of their useful life and reinvesting may not make economic sense, although they impact adjoining property values and increase service costs for the city. A longer-term, patient strategy will need to be employed to address this particular challenge in Hurst. However, Hurst passed a new stricter MF ordinance in 2015 that includes a 1 to 4 rating program where violations must be addressed.

## **DEVELOPMENT CHARACTER**

As a city primarily developed during the heyday of the automobile era, most development in Hurst is essentially auto-oriented with land uses separated by parking lots or fences and although there are sidewalks along several streets, development is not very walkable. More than mixed use, walkability should be one of the most important outcomes of this plan. In this regard, integrating private realm development standards with public realm (streets and open spaces) standards will be critical to achieve walkability. Effective

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development standards can reinforce the unique character of the Hurst's neighborhoods and create greater investment potential through emphasizing walkability as a key outcome.

Given Hurst's growth history from the 1950's to current development, neighborhoods and commercial areas are in varying conditions of quality and repair with generally newer neighborhoods to the north and older neighborhoods to the south. This study uses a Neighborhood Unit framework to assess and classify neighborhoods in to three types based on the issues, opportunities, and the level of intervention recommended in this Plan.

### VISION AND GOALS

As part of the Hurst redevelopment initiative, there are several major goals and issues that have emerged. These include preserving Hurst's character and high quality of life, and improving commercial quality and neighborhood integrity through thoughtful and incremental economic development and planning policies. As Hurst shifts into redevelopment and revitalization mode, the focus should be on safeguarding neighborhoods, livability, and reinvestment to address emerging challenges.

### SAFEGUARDING NEIGHBORHOODS

Preserving Hurst's quality neighborhoods continues to be important as can attract the next generation of residents to keep the community's vitality. Without a focus on preserving neighborhood integrity, Hurst risks losing out on new residents and reinvestment. Hurst must however remain proactive to enable some of the aging commercial corridors and associated neighborhoods to evolve in order remain relevant without losing Hurst's authenticity. This process, and future planning, will aid in communicating to the existing residents how growth and change can occur in a sensitive and responsible way. Strong design standards and adoption of market-based zoning tools will protect the district from ad-hoc decision-making while ensuring neighborhood integrity.

### ENHANCING LIVABILITY

According to livability.org, "Livability is the sum of the factors that add up to a community's quality of life—including the built and natural environments, economic prosperity, social stability and equity, educational opportunity, and cultural, entertainment, and recreation possibilities." The goal is to retain Hurst's leadership position in the Metroplex as a complete community with a range of housing, regional and neighborhood shopping, and employment opportunities.

### REINVESTMENT

Focused community investments should drive private redevelopment that can provide greater returns on public investment. This can then expand the city's capacity (fiscal and political) to address more

ambitious goals for the community. In this context, aligning an economic development strategy with a predictable regulatory framework will be the key to create market momentum for redevelopment.

### IMPLEMENTATION RECOMMENDATIONS

As the city continues to age and progress it is imperative that the city takes a proactive approach to remain competitive and address issues to maintain neighborhood health and vitality. A set of recommendations to implement this plan is included as part of this initiative. To implement the redevelopment plan, a framework that brings together three major elements is required – financial tools required to jump start the catalyst projects, regulatory changes to implement the design and redevelopment goals, and an organizational/governance structure to manage the long-term implementation of all elements of the plan.

**[Please note that these recommendations are mere illustrations of concepts that emerged from this process and each catalyst area would require additional participation from the public and private sector to determine viability. Future steps should include additional analysis for each site, refined planning that includes property owner coordination, community support and city support for implementation.]**

# 1. Introduction

# Introduction

## PURPOSE

The City of Hurst has recently retained the Catalyst team to help develop a proactive neighborhood redevelopment plan for Hurst. The primary goal of this initiative is to evaluate and develop recommendations related to neighborhood health and commercial quality that will ensure the vitality of Hurst's commercial corridors and neighborhoods for years to come. This initiative will be used to prioritize council policies and to support redevelopment as the City reaches build-out and guide decision making for future activities. However, it should be noted that implementation will require private sector coordination and private financial commitment as well as neighborhood commitment and support to optimize success.

The goals are to develop a feasible and realistic implementation and phasing strategy that ties economic development goals to land use and infrastructure decisions. Hurst is a mature community that is shifting from a development mindset to redevelopment and revitalization, which requires different tools and strategies. Redevelopment can be much more complicated, in terms of physical constraints, expense of removing or retrofitting existing improvements, navigating existing tenants, and adjacency sensitivity.

This plan will result in a market driven land use and development strategy that will incorporate identified principles to take advantage of Hurst's strategically central location in the Metroplex and address challenges with aging commercial and declining neighborhoods. This plan is set to encourage neighborhood reinvestment and regeneration of Hurst's strategic commercial corridors to increase economic development, which will improve Hurst's fiscal health and quality of life for its residents, thus completing the neighborhood virtuous cycle.

## PROCESS

This initiative started with a qualitative and quantitative review of existing neighborhoods and commercial areas to understand the current context and identify potential issues. This analysis included a review of existing land use, zoning, transportation networks, and ownership patterns to understand context and changing factors. In order to create a realistic vision that is consistent with the specific needs of the City, the Catalyst team also conducted a series of stakeholder meetings. The community input provided information on current issues and opportunities, as well as insight on how recurring factors transcend across a number of neighborhoods.

This process included several staff and council workshops to discuss issues and opportunities and explore council priorities in terms of new policies and preferences of emerging issues. The

city of Hurst has created a number of successful public-private partnerships to leverage private investment and has significant commercial momentum to employ.

## BACKGROUND

The City of Hurst was formed in 1909. Hurst incorporated as a general law city on September 25, 1952 with a total population of 2,700. The largest annual growth occurred between the 1960's and 1970's. Today, the population, according to U.S. Census data for 2016, is estimated to be 38,458, but growth has plateaued as the city is nearing buildout.

A large portion of the historical growth is attributed to the original Highway 121/183 infrastructure and associated developments that the new freeway system created. A large portion of this growth was attributed to two of the largest economic drivers in Hurst today; Bell Helicopter and Northeast Mall, which continue to be anchors for the region today. Bell Helicopter opened in 1951 and currently employs over 4,100 people and has an economic benefit of over \$3.8B per year. Northeast Mall opened in 1971 and at one time, was the largest mall in Tarrant County. Despite area mall closures, this mall continues to be a regional draw and economic driver for Hurst.

Another major driver in the region is Dallas/Fort Worth International Airport, located less than 10 miles away. DFW Airport opened in 1974, replacing the Great Southwest International Airport. Today, DFW Airport has an estimated \$19.8B impact on the local economy annually. As development and associated traffic increased, Hurst has also benefited from the recent expansion of Highway 183/121, which recently added express lanes to the congested 183/121 system. The new TEXpress express lanes opened in October 2014, which eased traffic congestion and stimulated new commercial activity along parcels created from displaced businesses.

### Neighborhood Virtuous Cycle



Hurst is at the epi-center of over 7.1M people who reside in the Dallas/Fort Worth area, and is strategically located to attract choice families who desire strong neighborhoods and quality education. Hurst's central location drives regional retail and commercial demand that supports Hurst's fiscal base and serves as an amenity to regional businesses, residents, and tourists.

It is critical that Hurst develop plans for revitalization and reinvestment for its commercial base and neighborhoods in order to keep pace with the projected growth within the Dallas/Fort Worth area.

## BUILDING ON PRIOR PLANS

The city of Hurst has a history of effective planning and studies to support neighborhood health and policy making. In fact, the City is undergoing a comprehensive parks plan, which is exploring updating parks and citywide trails.

The following list of plans were reviewed to inform this initiative:

- a. 2009 Hurst-Bellaire Sustainable Redevelopment Plan
- b. 2017 Strategic Plan, City of Hurst
- c. Hwy 10 and Bell Helicopter Median Landscaping Plan
- d. Pipeline Road Improvement Plan
- e. Safe Routes to School Plan

**Hurst Bellaire Sustainable Redevelopment Plan, 2009:** This project was undertaken as part of the North Central Texas Council of Governments (NCTCOG) Sustainable Development planning projects. The plan focused on the area known as Bellaire, generally defined as the area from Brown Trail east to city limit line, and from Pipeline Road to Greenway Drive.

The goal of this plan was to create a market-based realistic plan to redevelop underutilized commercial strip centers, improve the overall neighborhood character, increase home ownership, provide market-rate housing, create more vibrant mixed income

neighborhoods, and create stakeholder coordination to support implementation.

The Plan included recommendations and economic analysis for some of its recommendations. Specifically, the plan recommended redevelopment of all the aging multi-family developments in the Bellaire Neighborhood into single-family development.

The plan generated two redevelopment scenarios based on this assumption. The first concept was the Neighborhood Concept which focused on creating a district primarily focused on area residents with respect to neighborhood retail and related open spaces.

The second concept was the Arts District redevelopment concept, which focused on creating a local and regional destination with a newly developed Artisan Theater as the anchor of the district, complemented by other arts-related uses.

Based on community input and feedback, the Arts District Scenario was recommended as the preferred alternative with specific phasing and funding recommendations. The plan recommended the creation of a TIF together with NCTCOG's Sustainable Development program to fund the redevelopment of the multi-family development into single-family neighborhoods.

The economic recession that followed the adoption of the plan created challenges with respect to the city implementing some of the recommendations in the plan such as creating a TIF/TIRZ District and the streetscape plans. In addition, this plan did not recommend any specific changes to the regulatory framework to implement the preferred alternative plan.

**2017 Hurst Strategic Plan:** One of the key focus areas of the 2017 Council Strategic Plan is to proactively "create a redevelopment plan engaging with the private sector, identifying potential city involvement, and focusing on neighborhood and commercial

revitalization." With the realization that the city is built out, future growth in the city has to be through redevelopment of existing underutilized and obsolete buildings and sites. This is often harder to do on a site-by-site basis. Rather the strategic plan gives this redevelopment plan initiative the impetus to create an overarching redevelopment framework to link disparate opportunities through the use of strategic public investments.

### Hwy 10 and Bell Helicopter Streetscape and Landscape Plan:

The City and TXDOT are currently implementing a plan to improve the visual appeal of Hwy 10 with median landscaping. This includes the use of stamped concrete, river rock, and drought resistant landscaping.



**2016 Safe Routes to School Program:** The City is currently in the process of adding sidewalks as part of a continuing effort through the Safe Routes to School program by TxDOT. Specifically, the city is focusing on two South Hurst schools for pedestrian improvements – Harrison Lane Elementary School located at Harrison Lane and Cheryl Ave was recently completed, while Hurst Junior High located at Harmon Road and Pecan St is ongoing.



After implementing safe routes to school programs, communities have seen a 45% increase in walking to school, and 44% fewer injuries. Source: Active Living Research



## CURRENT PROJECTS/DEVELOPMENT TRENDS

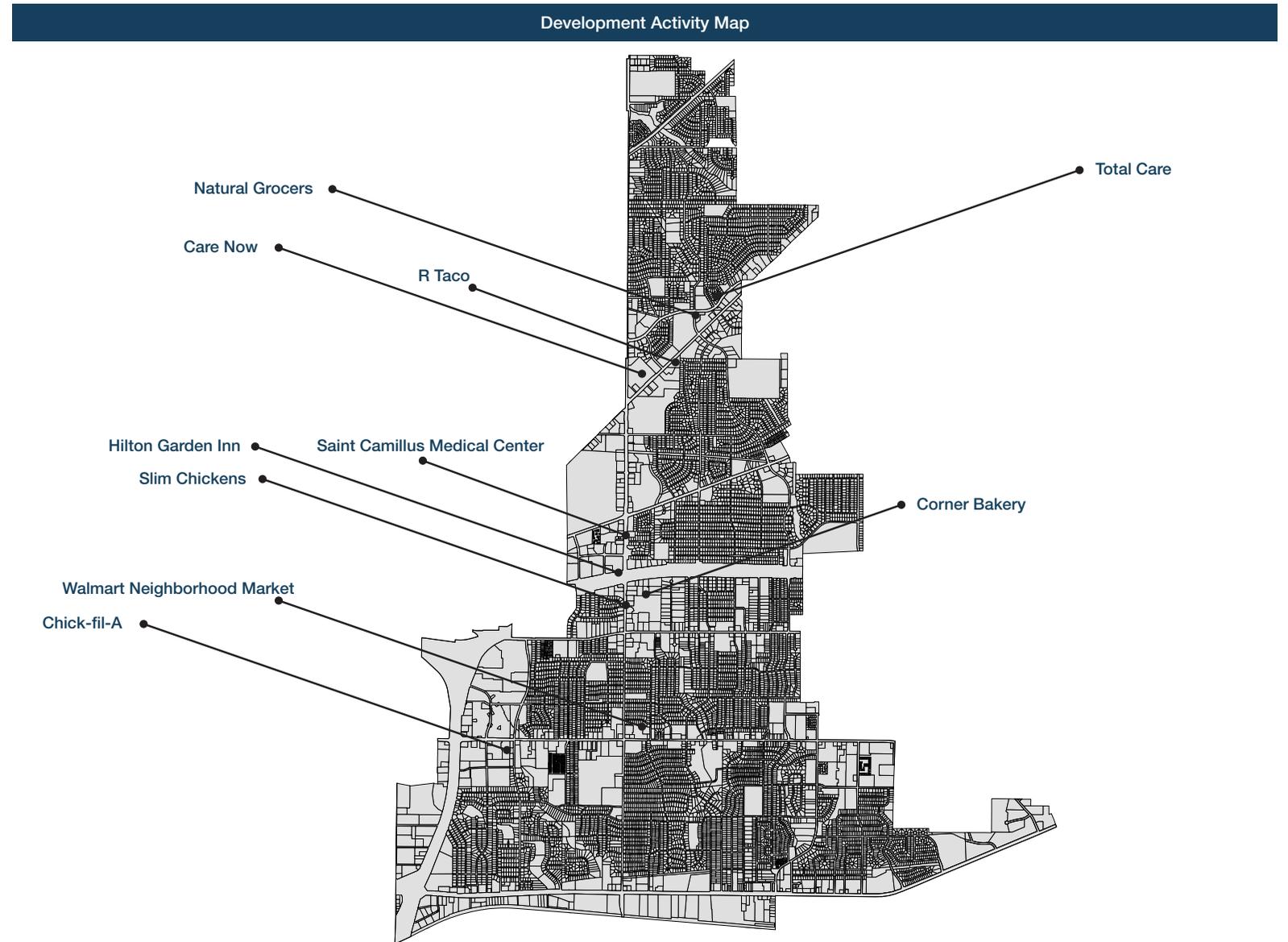
Hurst is strategically located within Dallas/Fort Worth and has substantial development momentum due to regional access, strong daytime employment, favorable co-tenants, high visibility and economic development.

### COMMERCIAL SUMMARY

- 118 new businesses in 2016, consisting of over 462,500 square feet.
- Current occupancy is 95%
- \$28 Million in new construction value

### RESIDENTIAL SUMMARY

- 717 new families moved to Hurst
- +13% in average sales price \$211,000
- Average 22 days on market



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## 2. Assessment

# Neighborhood Assessment

## NEIGHBORHOOD TRENDS

Improving neighborhood conditions is a priority for policymakers and residents of Hurst. To evaluate neighborhoods, the Catalyst team conducted a quantitative and qualitative review of Hurst's neighborhoods.

Qualitative factors include the organization of land uses, age of the neighborhoods, quality and maintenance of the residential fabric, quality of retail, streets, and other elements of the built environment. Quantitative factors include neighborhood values, crime, rental density, commercial quality, and distressed sales.

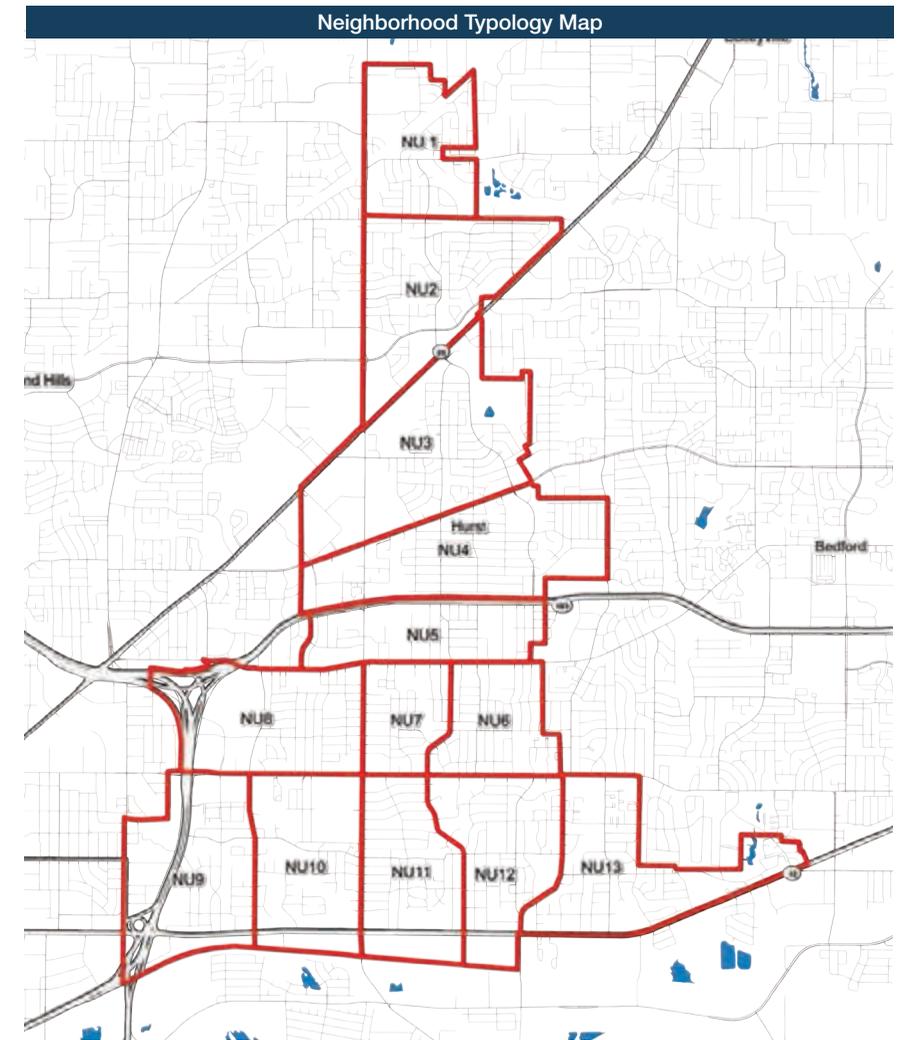
As part of this process, the City was divided into thirteen individual neighborhood units, which were roughly the same geographic size, character, and had similar population attributes. These neighborhood units are shown on the following Neighborhood Unit Map.

Based on such an assessment and consistent with the development history of the city, Neighborhood Units 1 through 3 are comprised of newer neighborhoods, newer street improvements, and better quality retailers. Precinct Line Road and Grapevine Hwy/SH 26 are the primary commercial corridors in these neighborhoods. Homes in these neighborhoods are larger, made of brick, and the streets have curbs, gutters, and sidewalks. Several of the newer neighborhoods have home owners associations that could have the capacity to maintain common area landscaping and perimeter fencing.

Neighborhood units 4 through 13 consist of older neighborhoods in the city. These neighborhoods generally consist of smaller homes generally built in the late 50's and 60's. Many of these neighborhoods are very attractive with older, cottage homes on larger, well maintained lots, and have mature trees. However, many of these neighborhoods have their gateways along the aging commercial corridors such as Bedford-Eules Road and Pipeline Road.

Neighborhood Unit 4 located north of Airport Freeway is the location of the Hurst Municipal Center and the Convention Center. In addition, there are several hotels in the vicinity of the Convention Center. Several multi-family developments are located along Harwood Road, west of Precinct Line Road.

Loop 820, Airport Freeway, Precinct Line Road, Bedford-Eules Road, Pipeline Road, and Hurst Blvd/Hwy 10 are the major commercial corridors through these neighborhoods. The Bedford-Eules and Pipeline Road Corridors are mostly comprised of older commercial strips that are underutilized or vacant. Several uses are auto-service, lower rent retail sales and service uses such as second hand sales, tattoo parlors, appliance repair, and similar uses. Many of these sites have large areas of surface parking with no organized driveways, inconsistent sidewalks, and no landscaping to soften the visual impact of the corridor. Several of the commercial buildings are obsolete, or in need of major rehab or major redevelopment. Overall, there is more commercial land and buildings than there is demand for quality neighborhood retail.



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Neighborhood unit 8 is the location of North East Mall and other major regional retail due to the regional access and prominence of this location. Neighborhood Units 6 and 13 have a relatively high concentration of older multifamily developments that are in varying condition of repair and maintenance. Hwy 10/Hurst Blvd. is a major commuter corridor with limited commercial development and some undeveloped parcels. The south side of the corridor is industrial in nature with a range of light manufacturing, auto sales, and several service uses. Hwy 10 is also home to one of the area's major employers, Bell Helicopter, and the associated Hurst Bell Commuter Rail Station.

A more detailed assessment of the existing conditions by neighborhood unit is included in the appendix.

As neighborhoods continue to age, it is important to develop an analytical framework for future decision making. A data oriented approach will help prioritize resources and facilitate a framework to support new policies that are targeted to measurable issues. While not all issues can be assessed quantitatively, this approach will help recognize trends and mitigate growing issues and enable the city to take a proactive approach to maintaining healthy and vibrant neighborhoods.

Accordingly, city leaders must understand the factors impacting neighborhood health and contributing to decline in order to make informed and sound decisions. While there are emerging studies on creating resilient neighborhoods, there is less guidance on revitalizing aging suburban neighborhoods.

This process uses major factors that have been shown to directly impact neighborhood quality and indicators that can be used to benchmark current performance for future monitoring. The major factors are as follows:

#### HOME VALUES

The most effective measurement for neighborhood performance is change in property values. To evaluate change in property values, Catalyst reviewed Multiple Listing Service (MLS) data ranging back to 2012 to understand historical trends, as well as exploring existing values on active listings.

#### DISTRESSED SALES

In Tarrant county, one out of every 2,082 houses are impacted by foreclosures. Foreclosures have been shown to impact neighborhood values and increase crime. Catalyst evaluated foreclosure data to understand distressed sales per neighborhood unit.

#### RENTAL DENSITY

High concentrations of rental have been shown to negatively impact home values. While rental property plays a critical role in housing, too many rentals can create an imbalance and can contribute to neighborhood decline. According to city data, there are approximately 17,400 residents who live in rental property, of which approximately 4,600 are multi-family units. Catalyst used existing property records to distinguish owner versus non-owner occupied units and then explored density of rentals per neighborhood unit.

#### SHOPPING CENTER AGE

Commercial quality has shown to directly impact neighborhood values and also contributes to fiscal impact loss and quality of life issues. Aging shopping centers, if not properly maintained and merchandised, can create substantial impacts on adjacent properties and affect the perception of the city.

#### SHOPPING CENTER VACANCY

Shopping center vacancy, in addition to rate per square foot, is one of the greatest measurements of performance. Catalyst used Costar and Xceligent shopping center data to gauge the performance of major shopping centers within Hurst.

#### CRIME

Every city is affected by crime. Although Hurst does experience some crime, overall, Hurst is one of the safest communities in North Texas. Hurst has a state-of-the-art justice center and well-staffed justice department to suit the needs of the City. Tarrant County crime data (2012 to 2015) shows that crime continues to decrease within the city. While crime is trending down, crime does affect neighborhood values and was evaluated to establish a current benchmark for ongoing monitoring.

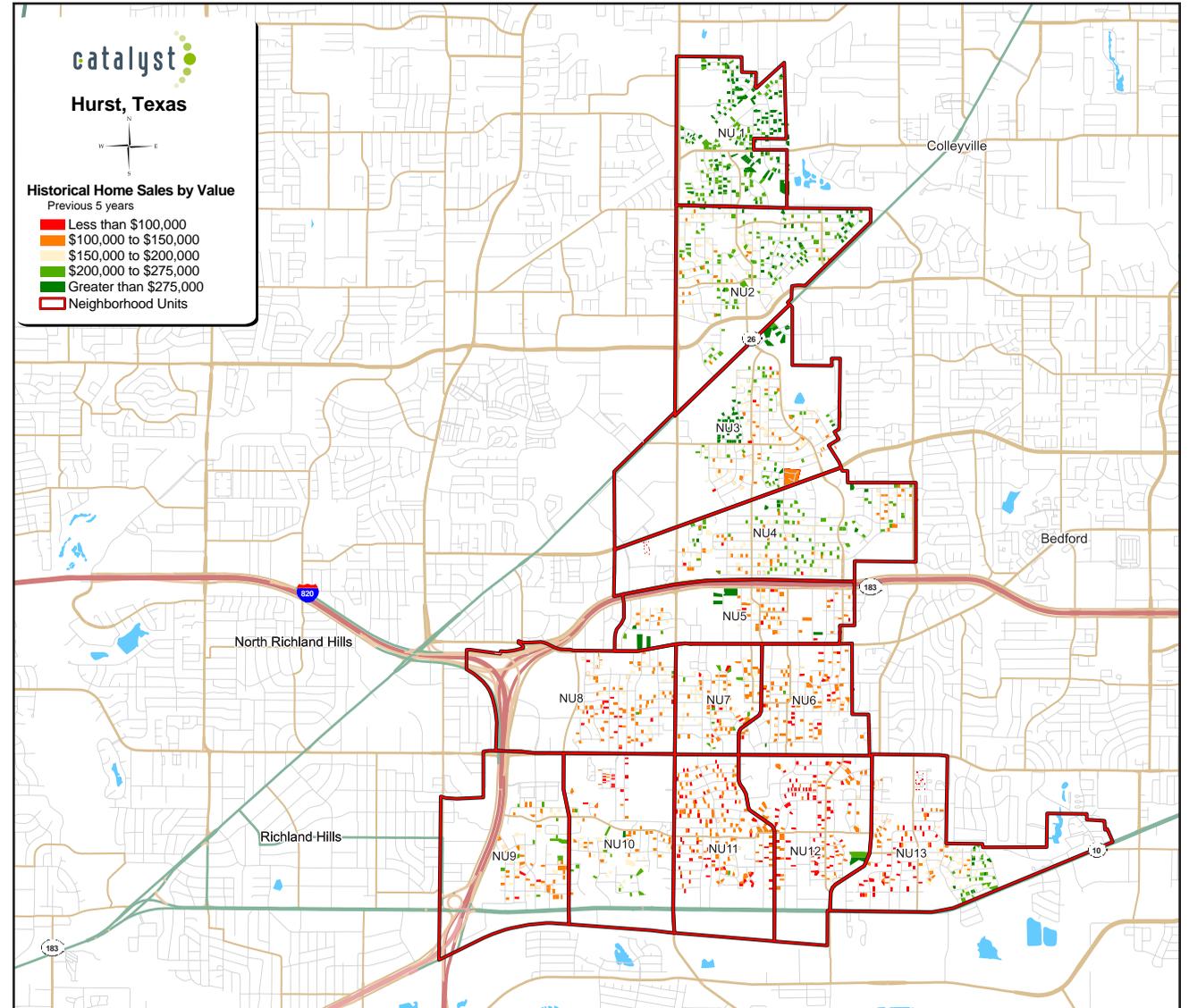
## HISTORICAL HOME VALUES

As of the date of this assessment, Hurst has over 31 active listings, with an average list price of \$274,830 and median list price of \$257,500. The average house on the market was built in 1983 with an average square footage of 2,401. The largest house was 3,836 square feet and the smallest was 1,462 square feet. The average price per square foot was \$112 per square foot and the median list per square foot in Hurst is currently \$110 per square foot, which is slightly less than the Texas average. A five year history shows that the median home size was 1,837 square feet and average size of sold home was 1,934 square feet. The average age of homes sold was 1974 and the average close price was \$171,200, or \$88.50 per square foot.

The median home value in Texas is \$163,500. Texas home values have gone up 5.9% over the past year and Zillow predicts they will rise 3.1% within the next year. The median list price per square foot in Texas is \$116. The median price of homes currently listed in Texas is \$260,000 versus \$257,000 in Hurst.

The analysis showed Neighborhood Units south of Highway 183 achieved a lower sales per square foot when compared to housing units north of Highway 183.

Neighborhood Unit	# of Units	Average Close Price	Average Square Footage	Average Price per SF	% abv/below avg.
1	265	\$276,692	2,654	\$104	123%
2	257	\$214,292	2,176	\$98	116%
3	261	\$201,977	2,076	\$97	114%
4	270	\$176,021	2,097	\$84	99%
5	98	\$154,512	1,901	\$81	96%
6	142	\$130,681	1,633	\$80	94%
7	119	\$147,124	1,761	\$84	98%
8	141	\$134,515	1,664	\$81	95%
9	92	\$150,944	1,897	\$80	94%
10	126	\$138,410	1,676	\$83	97%
11	207	\$113,556	1,472	\$77	91%
12	178	\$107,563	1,406	\$77	90%
13	210	\$148,443	1,844	\$81	95%
				<b>\$85</b>	<b>Avg.</b>

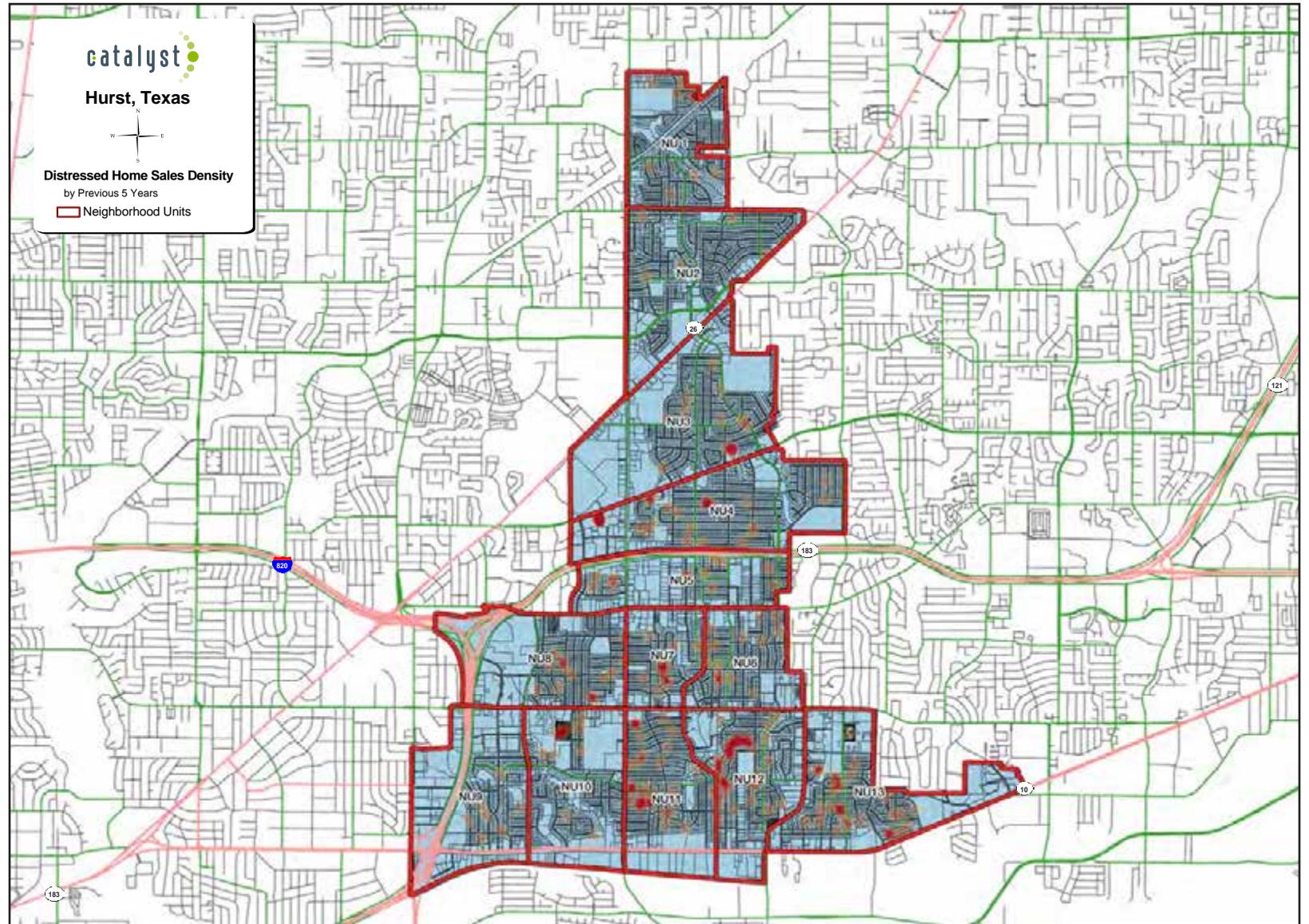


## DISTRESSED SALES

Catalyst conducted an analysis of Real Estate Owned (REO) properties since 2011. The maximum price per square foot was \$110/sf with an average of \$58.89. The average year built of sold properties was 1968. The average sales price was \$103,302, which reflects that REO's achieve a substantially lower value per square foot than market based residential. A majority of REO's occurred south of Highway 183, however Neighborhood Unit 4 was fourth in terms of number of REO's within the last five years.

Foreclosures impact marketability and fiscal health of the city and impact homeowner security and have a greater propensity for crime and contribution to blight. Additional studies have shown that increased foreclosures affect neighboring property values within a quarter mile radius from foreclosed properties.

Neighborhood Unit	# REO's	% of Total
1	9	4%
2	5	2%
3	13	6%
4	24	12%
5	12	6%
6	14	7%
7	10	5%
8	13	6%
9	8	4%
10	12	6%
11	27	13%
12	31	15%
13	27	13%
<b>Total</b>	<b>205</b>	<b>100%</b>



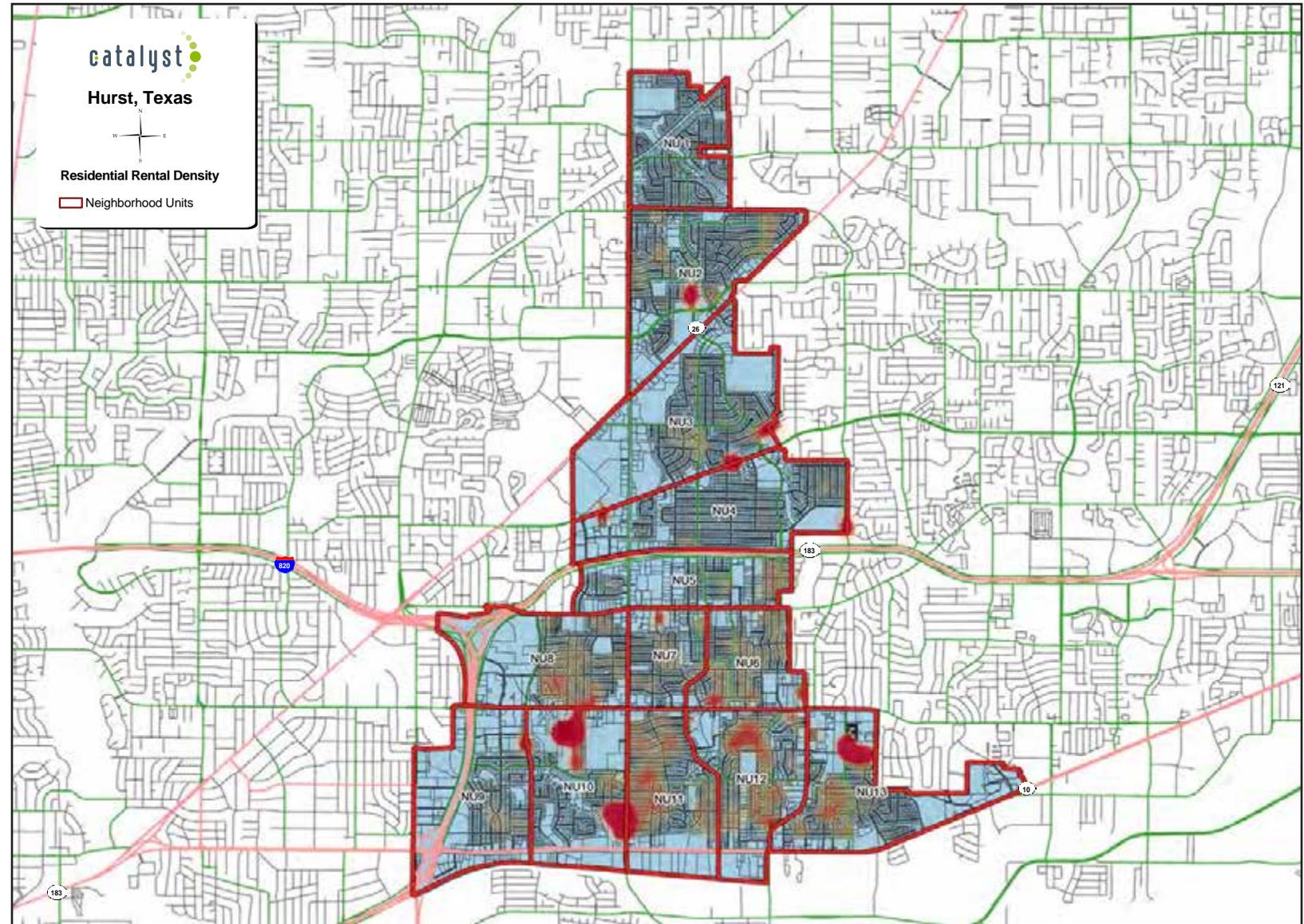
## RESIDENTIAL RENTAL DENSITY

Catalyst conducted an assessment of rental properties for each neighborhood unit. According to ESRI, Hurst is comprised of 58.7% owner-occupied housing units, and 34.8% renter-occupied units. This is a 5% increase since 2000, which reflects the percent of owner-occupied housing is decreasing. The national average of owner-occupied homes is 63.7%, which is down from 68% in 2002.

While housing diversification is important, data has shown that concentration of rentals can have an inverse impact on property values. For example, according to recent regional research and additional studies conducted by realtor.com, areas with a higher-than-average concentration of renters have lower property values compared to the region, on average by 14%.

Analysis shows that the average number of rentals per 1,000 people in Hurst is 38.20. Neighborhood Units 10, 11, and 12 have concentrations that exceed over 200% of the city average and also have the greatest concentration of multifamily.

Neighborhood Unit	Rentals per 1000 people
1	8.47
2	36.12
3	34.31
4	17.13
5	5.59
6	28.17
7	18.69
8	33.02
9	24.05
10	88.07
11	83.19
12	68.46
13	51.31
Average	38.20



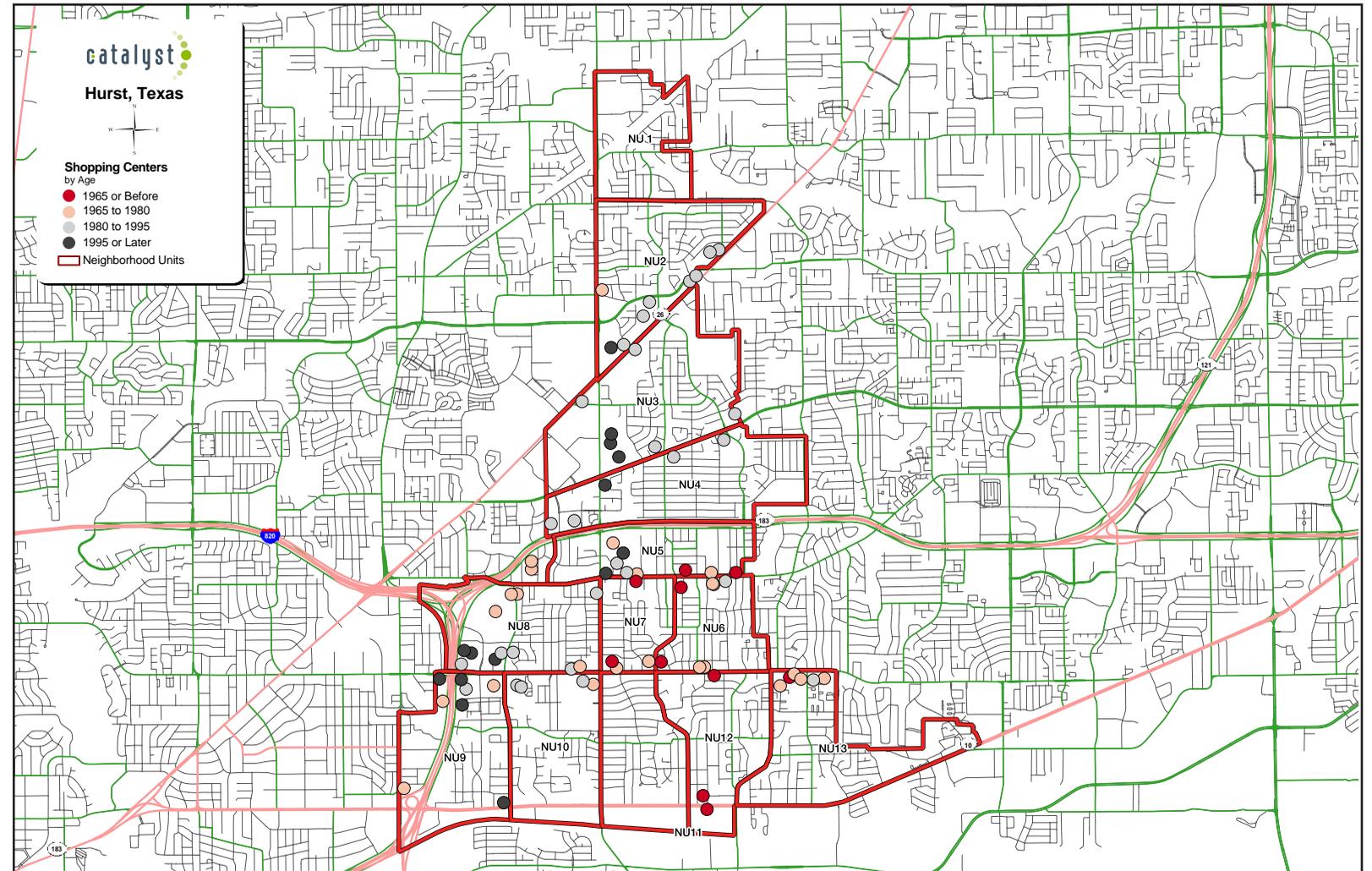
## SHOPPING CENTER BY AGE

As part of the analysis, Catalyst gathered retail data from CoStar and Xceligent for quantitative analysis on retail trends within Hurst. For the basis of this analysis, only shopping centers with 10,000 square feet of Gross Leasable Area (GLA) or greater were used.

The shopping centers were assigned brackets based on their year of construction, with the oldest bracket ranging from 1965 or earlier. The remaining brackets were characterized by 15 year increments, with shopping centers built in 1995 or later representing the most recent bracket.

The Neighborhood Units with the oldest average age were NU12, NU7, and NU13. Age can impact the need for improvements, facade upgrades, parking resurfacing, as well as visibility if more recent developments have come in (pad sites).

Neighborhood Unit	Average Shopping Center Age
1	N/A
2	1987
3	1983
4	1991
5	1990
6	1969
7	1965
8	1985
9	1992
10	1994
11	N/A
12	1955
13	1977

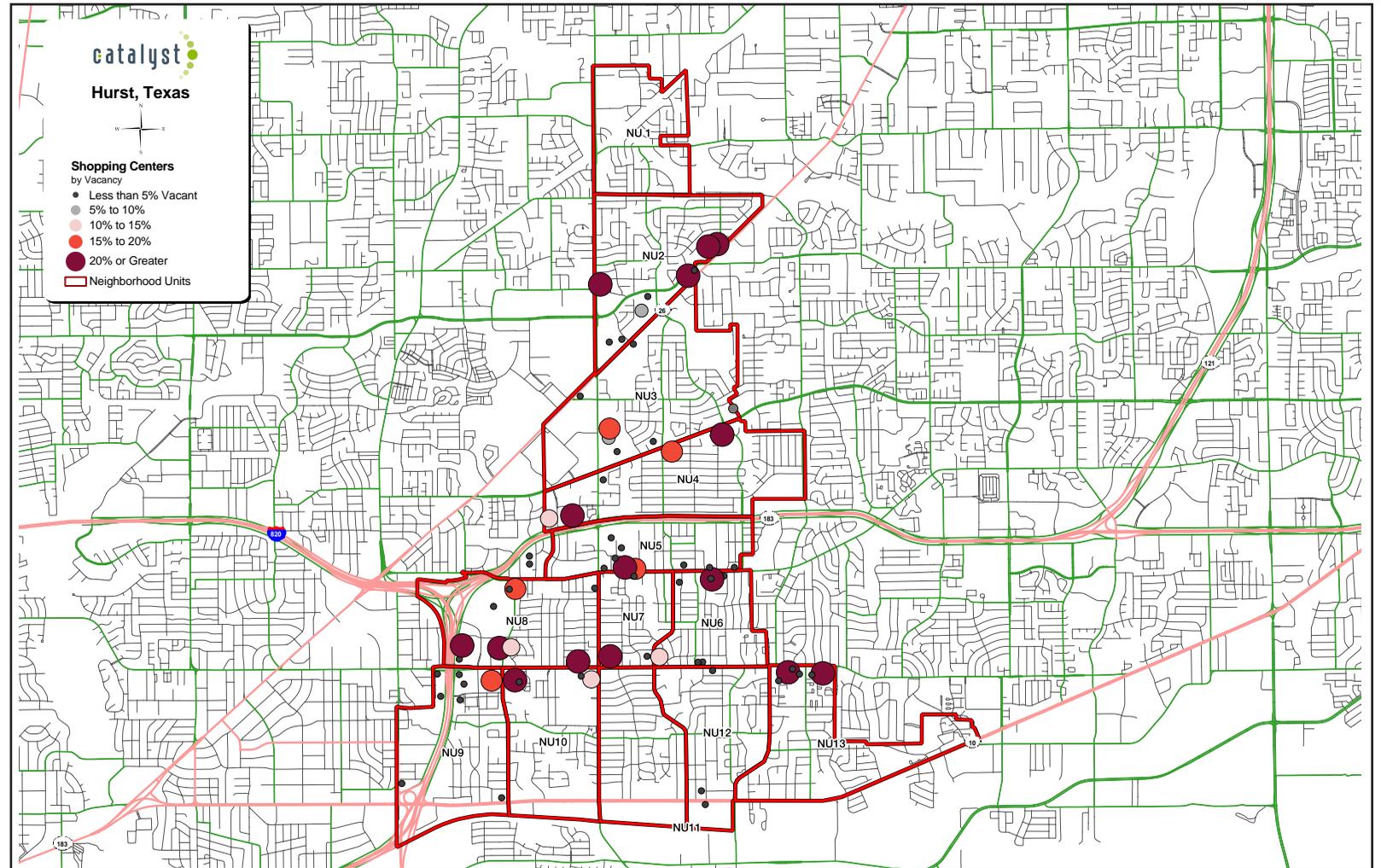


## SHOPPING CENTER VACANCY

Catalyst analyzed vacancy rates among retail centers with more than 10,000 square feet GLA. The range of average vacancy amongst Neighborhood Unit shopping centers varied from 0% to 29%. The Neighborhood Units without retail had this part of the analysis excluded from overall scoring.

NU4 had the greatest amount of vacancy with 29%, followed by NU13 and NU7. NU12 was fully occupied at the time of analysis. A negative relationship exists between the percent of vacant retail and home prices, although vacancy is not always an indicator of retail health.

Historical retail was not available for this analysis, however tracking and storing data related to retail trends over time will allow for deeper analysis.



Neighborhood Unit	Average Shopping Center Vacancy
1	N/A
2	10%
3	3%
4	29%
5	4%
6	8%
7	14%
8	2%
9	6%
10	12%
11	N/A
12	0%
13	17%

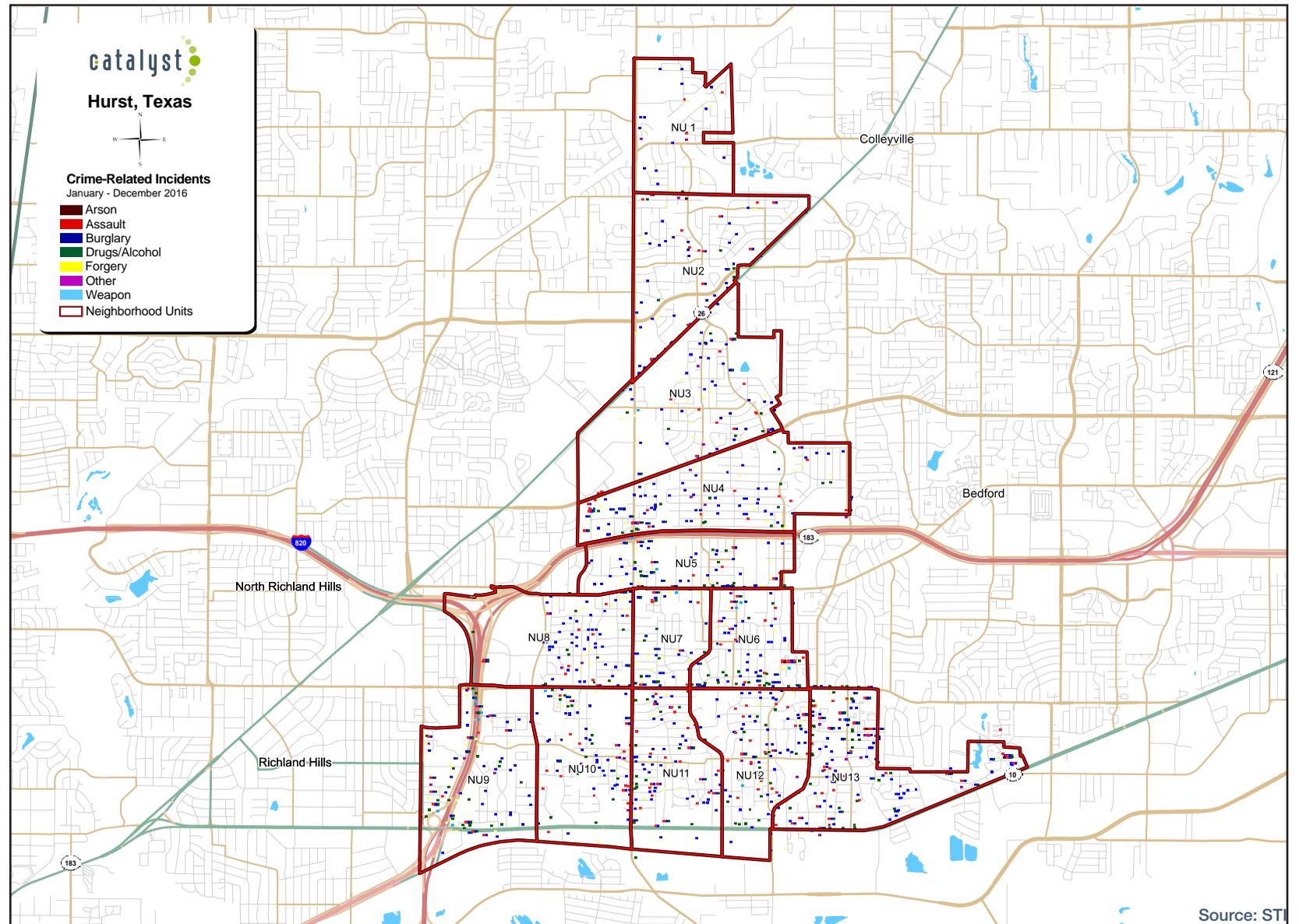
## CRIME BY NEIGHBORHOOD UNIT

Crime data was aggregated from the online Tarrant County crime database for this analysis. The crime data was spatially joined with Neighborhood Units in order to identify the type and number of crimes associated with each Neighborhood Unit over time. The crimes were grouped into one of seven categories: arson, assault, burglary, drugs/alcohol, forgery, other, and weapons.

The Neighborhood with the largest number of crimes was NU8, which registered 353 crimes per 1,000 people. Other Neighborhood Units with a relatively high number of crimes include NU5 and NU9. It should be noted that crimes that occurred in NU8 and were addressed to North East Mall were excluded from the analysis.

It should be noted as well that many Neighborhood Units contain large portions of commercial land uses, which tend to have a higher propensity for property crimes.

Neighborhood Unit	Crimes : 1,000
1	17.4
2	32.5
3	46.2
4	87.1
5	163.0
6	87.3
7	82.0
8	353.4
9	113.8
10	62.3
11	67.4
12	57.2
13	62.5
<b>Total</b>	<b>85.6</b>



Source: STI

## SUMMARY OF NEIGHBORHOOD FACTORS

Neighborhood Unit	Population 2016	# of Units Sold (previous 5 years)	Average Close Price	Average Square Footage	Rentals Per 1000 People	Crimes Per 1000 People	Distressed Properties Sold Per 1000 People	Average Shopping Center Age	Average Shopping Vacancy	Neighborhood Type
NU 1	2,008	265	\$276,692	2,654	8	17	4	N/A	N/A	Type I
NU2	2,366	257	\$214,292	2,176	29	32	2	1987	10%	Type I
NU3	2,835	261	\$201,977	2,076	29	46	7	1993	3%	Type I
NU4	2,938	270	\$176,021	2,097	20	87	11	1991	29%	Type I
NU5	1,663	98	\$154,512	1,901	25	163	4	1980	4%	Type I
NU6	2,725	142	\$130,681	1,633	34	87	5	1969	8%	Type III
NU7	1,743	119	\$147,124	1,761	30	82	4	1965	14%	Type II
NU8	2,162	141	\$134,515	1,664	45	353	4	1985	2%	Type III
NU9	3,138	92	\$150,944	1,897	13	114	1	1992	6%	Type I
NU10	2,630	126	\$138,410	1,676	91	62	4	1984	12%	Type II
NU11	2,390	207	\$113,556	1,472	61	67	10	N/A	N/A	Type III
NU12	3,445	178	\$107,563	1,406	43	57	11	1955	0%	Type III
NU13	7,507	210	\$148,443	1,844	21	62	16	1977	17%	Type II

## NEIGHBORHOOD TYPOLOGY

### TYPE I

Type I: Are organized neighborhoods that are newer with amenities such as parks and sidewalks. These neighborhoods have lower rates of default as well as code enforcement calls, and higher home values. The commercial context is also newer with higher rents and quality neighborhood commercial uses. Neighborhoods Units 1, 2, 3, 4, 5, and 9 fall under this category. Recommendations within these neighborhoods would reflect a lower level of intervention with a focus on maintaining the existing conditions and implementing aesthetic improvements.

### TYPE II

Type II: Are neighborhoods that have a mix of commercial, multi family, and single family neighborhoods that are in varying conditions of repair and maintenance. In other words, these neighborhoods have some stable areas and some areas that are in transition, all in close proximity. Some of the recommendations would focus on larger interventions in specific areas with other areas needing superficial improvements. Neighborhood Units 7, 10, and 13 fall into this category. Each of these neighborhoods has a mix of land uses in differing conditions: some newer, well maintained or redeveloped properties and some that are not.

### TYPE III

Type III: Are neighborhood units that have several factors that are negatively impacting investment and redevelopment in the neighborhoods. Although several of the single-family neighborhoods are quaint and charming, the surrounding context of the multi family development and declining commercial corridors could create a barrier to neighborhood reinvestment and redevelopment. These neighborhoods will need a range of interventions from residential rehab policies to incentivizing commercial redevelopment and bringing in new mixed use development. Neighborhoods 6, 8, 11 and 12 fall into this category.

# 3. Stakeholder Meetings

# Stakeholder Meetings

## KEY TAKEAWAYS

As part of this initiative, the Catalyst team and city of Hurst hosted a number of workshops and community groups to solicit input on the goals and priorities to advance the community. The city of Hurst has a strong desire to serve its residents and sustain the high quality of life and character for which Hurst is known. As part of this process, Catalyst met with local developers, property owners, and a broad spectrum of residents to solicit input on both factors affecting neighborhoods and commercial vitality. The following are responses from the meeting attendees.

### What are some of Hurst's strengths?

- Hurst has a good/affordable housing stock
- Central location
- Great school district
- Great access to transportation
- A lot of underutilized retail land
- School district can be a big attraction to bring new families with children to the area

### What are some opportunities that you see for the city?

- Improve Bellaire Shopping Center /Artisan Theater
- Leverage Hurst's public/civic amenities (tennis center, aquatic center, senior center)

### What are Hurst's key weaknesses?

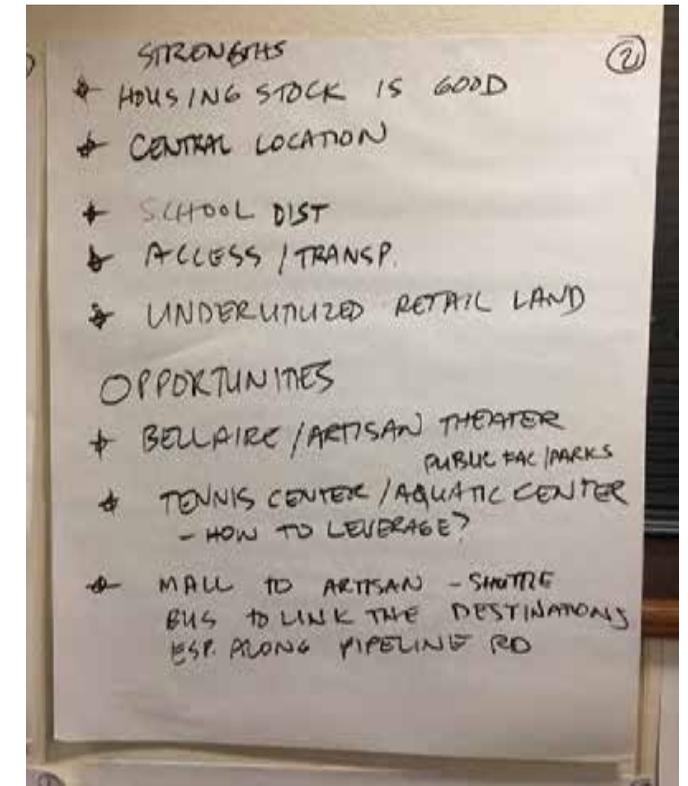
- Lack of higher density residential (mixed income)
- Changing demographics are affecting the quality of uses (i.e. Medical uses are no longer viable in the South Hurst market area. They are tending to go to wealthier communities).

### What do you see as threats to the city?

- Social transition needs to happen, but takes longer
- Additional retail nodes impacting Hurst's fiscal base and competitiveness

### How do you feel about the culture and quality of life in Hurst? What does it need for improvement?

- Create a Cultural Arts District needs in conjunction with the Artisan Theater.
- Explore adding another theater, restaurants, art galleries/studios to reinforce existing arts and culture base.
- Explore leveraging the Artisan Theater's wide regional pull. The Artisan has only 8% of their customers from Hurst.
- Leverage Artisan Theater's activity. The Artisan has approximately 300-500 attendees per day, 5 days a week.
- Expand Artisan by adding a performing arts school to add that element with the Artisan Theater to increase the square footage (current sq.ft. is 28 KI).
- Explore private companies that do development associated with small theaters (Colorado example).



### What would you like to see in terms of Economic Development?

- Determine the Target Market - Is the focus to attract more seniors or millennials to the city?
- Need to create cool places for people to go and hang out.
- How to make people “linger longer”?
- What are the destination/attractions that can be added to the mix that would be complementary?
- How can we attract younger families to move in and renovate existing homes?
- Consider bringing a local/regional seafood chain called “Catch”.
- Increase restaurants to make Hurst a destination.
- Need a lot of neighborhood service type uses that young families need – daycares, doctors, dentists, dry cleaning, dog park, community gardens, farmers’ market, county services (WIC, etc.).

### Do you believe we have enough retail or would you like to see more?

- City may not want more retail (already have a lot).
- Need to focus on quality of retail, especially in south Hurst.
- Need to be realistic about the type of retail and restaurants that we can support as a community (don’t aim for tenants that are too high end).
- Any additional retail may have a tendency to cannibalize our market given how much retail we already have in Hurst.
- Just need to take older commercial (lower rent) buildings off the market.
- There is demand in the area for new market-rate multi-family that has high quality amenities and design.

### What would you like to see city incentives used for?

- City should provide incentives for the right type of development (streetscape, public amenities, etc.).
- Need to consider this from a private developer point of view

### What is the return on investment and how long will it take to get it?

- Private investment must make sense given the market for the different land uses.

### What do you think about Hurst’s current market conditions?

- Another challenge in south Hurst is “slow sellers” who are not motivated at all (many properties have no debt and are cash flowing with minimal reinvestment).
- Retail market is cut-off to the south of Hwy 10 due to the rail line and Trinity river.
- No employment generator (other than Bell Helicopter) to encourage more home ownership in the area. Lot of service sector jobs (retail, restaurants).
- Need to plan for long-term market opportunities (15-20 years) with infill residential options.

- Disposable income of N. Hurst residents is fairly high since many have paid off their homes.
- Take advantage of the Mall traffic? Possibly have a shuttle bus to link key destinations, especially along Pipeline Road.
- Area hotels have 40,000 patrons/year – how to capture some of this?
- Existing tea room and antiques store are under appreciated.
- Is southeast Hurst too “ghetto” to bring people from other communities?

### How should Hurst’s branding and marketing strategy change?

- Hurst needs to promote itself more (events, festivals) in the local news.
- Residents also need to take more responsibility and be engaged.
- Long term community residents have a lot of pride in their



- community.
- How can Hurst take advantage of being a popular community for on-line home buying sites (#3 on realtor.com)? Create a similar dynamic to Waco neighborhoods that have become popular due to the HGTV show Fixer Upper.
- Need to create some identity elements for the neighborhoods (sign toppers, entry signs/landscaping etc.)
- A lot of the civic facilities are not visible from the street – need better way finding signage.
- Need way finding signage to SE Hurst destinations.

#### How could we better coordinate with cities in the region?

- Need to work with adjoining cities cooperatively since we all share similar contexts (Joint PD outreach facility with Bedford on Hwy 10).
- Take better advantage of the TRE station with better connection and development around it (similar to Downtown Garland station).
- East Pipeline Road (east of Brown Trail) should be a focus (work with adjoining cities of Bedford and Euless).
- Need to better leverage/take advantage of the TRE station access and proximity.
- Need to coordinate with the city of Bedford east along Pipeline Road.

#### How should Hurst better preserve the city?

- How can South Hurst take advantage of the older homes (like Grapevine and Roanoke)?
- Will need to address the fear of residential density from the neighborhoods.
- Be mindful of the population living south of 183 (significant portion is rental and are economically disadvantaged based on enrollment in the school lunch program).
- Lot of older residential homes could be rebuilt; but new homes need to be compatible with the existing neighborhood context (don't want to see McMansions here).
- Need to crack down on rental properties that are not



maintained well.

#### What would you like to see in terms of Redevelopment and Revitalization?

- Explore mixed use best practices.
- Explore transit, a downtown or some destination.
- City has quite a few areas zoned for Mixed Use, but for some reason, developers are not interested in Hurst.
- Vertical mixed use in a walk able context should be considered in Hurst (similar to the Venue in NRH).
- Any new/redevelopment that includes residential should be mixed income. Need to maintain housing for the service

workforce and entry level market.

- Challenge/dilemma with the older commercial sites – do we allow some superficial rehab and allow another big box or similar user or encourage total scrape and rebuild?
- Need to increase residential density (while ensuring the quality of the new residential), especially as an incentive for redevelopment of these large commercial sites (possibly upzone).
- Current mixed use ordinance requires ground floors to be commercial, but the market may not be there in certain locations.
- Need neighborhoods with multifamily to create a sense of place (similar to Viridian, West 7th, etc.)
- What are the catalytic factors that start the revitalization

- in similar neighborhoods (Bishop Arts, Magnolia Ave., etc.).
- Build ground floors to commercial standards, but allow residential uses to occupy until the commercial market matures.
- Hurst has no Greenfield sites left and the future is going to be all redevelopment which is much harder.

#### How do you view Hurst's "livability"?

- Community Engagement needs improvement.
- City provides a lot of support for new home owners; helps with community outreach, social networking.
- In addition to gateways into neighborhoods, need to look at other ways residents can celebrate their neighborhoods (street sign toppers).
- Improving the aesthetic appearance of the corridors and neighborhoods is key.
- Safety concerns need to be acknowledged.
- Speeding through neighborhood streets and lack of sidewalks make the streets dangerous for children.
- Need to address the major flooding issues in the vicinity of Hwy 10 for more development to happen along that corridor.



- Need better lighting and surveillance of the backs of some of the commercial properties.
- Lighting along the residential streets is inadequate and mature trees also tend to block them.
- Need to focus on healthy city initiatives – trails and sidewalks, bike share program (like Fort Worth).
- Improve connections across Precinct Line road along the Cotton Belt Trail and also provide connections to the south (no ped. connections to the south now).
- Take advantage of the overhead power line easements /ROW (TESCO, ONCOR) for trails (like NRH).
- #1 issue for a lot of the parents is the need for a safe way for kids to walk to school.
- City has several sidewalk projects they are implementing through the Safe Routes to School program.
- Focus on sidewalks near schools (not just on school property).
- Walkability is key – neighborhoods need to be more walkable; need sidewalks, especially near schools, parks, and connections to the corridor.

#### There have been concerns about Hurst's multi-family, how would you like to see them handled?

- Police Department has tried to be proactive with many of the apartment complexes in the past.
- City is in the process of a multi-year apartment inspection program.
- City needs to be aggressive with older, problematic apartment complexes – need to be torn down.
- Any consideration for garage apartments need to include considerations of adjoining property owner contexts.
- Multi-family in and of itself is not bad, but must be spread out (not concentrated like we have right now).
- Although many of the existing apartment complexes are old, rents are fairly high because of the market limitations (many people don't have any other better choices).
- Tax credit multi-family projects could be considered since they have higher operational standards.
- City needs to balance a carrot and stick approach (will need

to use both).

- Look at other city programs (Fort Worth, Farmers Branch).
- Can the city use crime control district funds to purchase some of the older, problematic apartment complexes since these cost the city a lot in terms of public safety calls?
- Existing apartments don't have any attractive design character and are also not well maintained



#### What would you like to see happen on Highway 10?

- Need more neighborhood serving retail and restaurants (challenging due to the constricted market area to the south, the context of the corridor, and other corridors being more attractive for retail in Hurst).
- Be proactive on the future development of the 5 ac. parcel across from Bell Helicopter on Hwy 10.

#### Southeast Hurst Commercial Centers?

- #1 priority should be the redevelopment of Bellaire Shopping Center with a mix of retail, restaurant, gathering space, art

- studios, etc.
- 2009 plan envisioned a mixed-use development in the Bellaire Shopping Center. Why was that not implemented? How can we make it happen?
- Artisan Theater and surrounding area (Bellaire Shopping Center) should be a focus of redevelopment given the popular community anchor (with restaurants, cafes, public space, etc.) (look at Sundance Plaza as a good example, needs to be a family friendly attraction).
- Ownership of Bellaire shopping center needs to be considered
- City, community, and Bellaire property owner need to definitively state whether the Artisan Theater is a part of a coherent redevelopment strategy around cultural-arts uses and actually follow through. The Artisan Theater does not benefit from the current “business as usual” strategy that does not

articulate a clear vision and willingness to make it happen. (in other words, does having the Artisan Theater as an anchor at the Bellaire shopping center help or hurt a long-term redevelopment strategy?)

- Landscaping along Hwy 10 at Bell helicopter has been a big improvement.
- Bellaire Theater and shopping center needs more sit-down restaurants and cafes (difficult to attract chains given the demographics, but the focus is anyway on small, mom and pop businesses).

**If the Artisan Theater/Bellaire is redeveloped, what could it be? Retail, mixed use?**

- Need to be mindful of future parking challenges.
- Need more advertisement/marketing of Artisan Theater events; current signage is not very visible from the road (it is blocked by pad sites in the

front).

- If Artisan Theater stays, it needs to become the center of the neighborhood since it is a unique attraction to SE Hurst.

**What would you like to see at the Pipeline Corridor?**

- Redevelopment of the old Offco site into Walmart Neighborhood Market on Pipeline Road has already started to catalyze redevelopment of the surrounding properties. Need to take advantage of that momentum.
- Possibly allow more density (taller buildings) closer to the corridors of Pipeline and Bedford-Eules Road.
- Pipeline could be a great alternative corridor to 183; continue the streetscape improvements.



[Please note that these scenarios that emerged from this process would require additional participation from the public and private sector to determine viability. Future steps should include additional analysis for each site, refined planning that includes property owner coordination, community support and city support for implementation.]

## 4. Market Summary

# Economic Indicators

## EXISTING CONDITIONS

### RETAIL

According to CBRE, occupancy for the Dallas/Fort Worth (DFW) retail market hit a new all-time high of 94.4% occupancy at the end of Q1 2017. The DFW retail market absorbed 265,350 sq. ft. during Q1 2017, while 547,856 sq. ft. of retail was delivered from construction. Even with the large amount of absorption and deliveries, there is currently over 9 million sq. ft. under construction in the market.

Hurst is located within the CBRE defined sub-market formally referred to as the Mid-Cities which experienced 143,754 sq. ft. net absorption in Q1 2017, with 69,000 sq. ft. of delivered construction. The Mid-Cities ended Q1 2017 with 94.7% occupancy in the retail market, and over 800,000 sq. ft. of retail space under construction. Some of the largest spaces available in the Mid-Cities sub-market are the former Tom Thumb at 5425 S. Cooper St. in Arlington (62,539 sq. ft.), and the Sunfresh at 4000 William D Tate in Grapevine (60,000 sq. ft.).

According to CoStar, there is over 6,389,000 sq. ft. of retail space within the City of Hurst. Hurst has a significant amount of retail space per capita, with nearly 165 sq. ft. per capita compared to 59 sq. ft. per capita throughout the DFW market. The Hurst retail market shows little signs of slowing as the market absorbed 118,054 sq. ft. in 2016 (Weitzman Group). Hurst ended Q4 2016 with 232,780 sq. ft. (6.33%) vacancy across the board, which was down from 9.54% vacancy YE 2015 (Weitzman Group), and 3% greater than DFW.

### OFFICE

According to CBRE, 2016 was a record setting year in regards to the DFW office sector with 5.28M sq. ft. of demand. As of Q1 2017, the construction pipeline has 28 projects that account for 6.1M sq. ft. under construction. The largest construction

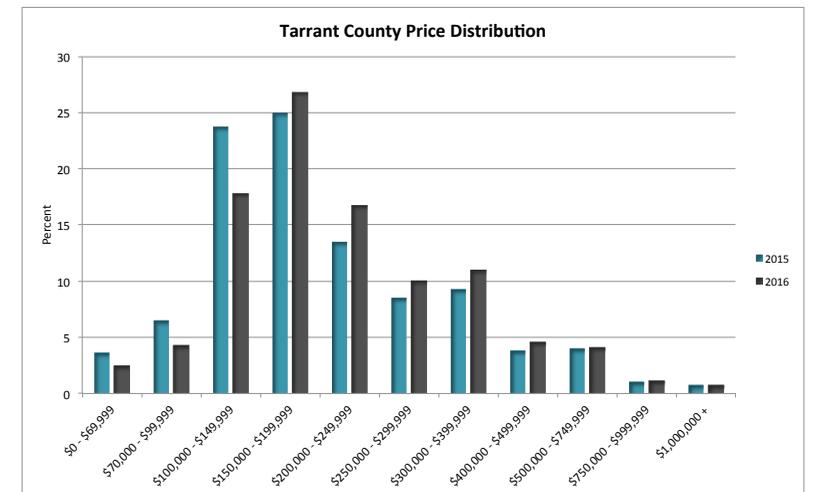
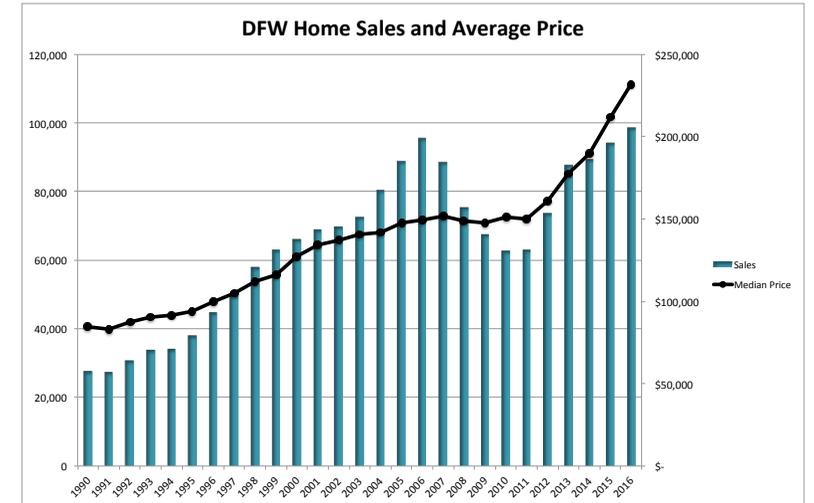
start of Q1 2017 was 225,000 sq. ft. in Las Colinas for Signet Jewelers. Brinker International signed a deal for 216,300 sq. ft. in the Cypress Waters development of Las Colinas as well. The DFW office market experienced 544,241 sq. ft. of net absorption with the largest contributors being CoreLogic HQ, Caliber Home Loans, Shelton School, and Securus Technologies.

The Mid-Cities sub-market consists of 13,409,972 sq. ft. of net rentable area for class A + B office space. CBRE measured 20.8% vacancy at the end of Q1 2017, with an additional 113,840 sq. ft. currently under construction. The Mid-Cities office market experienced 160,000 sq. ft. in deliveries, but only 1,236 sq. ft. net absorption.

Hurst has nearly 1,200,000 sq. ft. of existing class A + B office space distributed among 66 office buildings, according to CoStar. The per capita class A + B office space in Hurst is nearly identical to the DFW market with 30.8 sq. ft. and 30.1 sq. ft. per capita, respectively. Within the Hurst market there has been 9,027 sq. ft. worth of construction the last twelve months, with 4,827 sq. ft. of deliveries. Over 38,000 sq. ft. of class A + B office space has been absorbed by the city over the last twelve months, which has pushed the vacancy rate down to 14.2% from a five year average of 19.2%.

### HOUSING

The DFW housing market continues to surge forward in terms of sales volume for single-unit residential, as the market experienced a 5.24% (March YoY) increase from 8,338 to 8,775 (Texas A&M Real Estate Center). The year-to-date (March 2017) sales exceeded 20,500 closed listings, as the median price rose 11.98% YoY from \$223,250 to \$250,000. The corresponding median price per sq. ft. rose from \$106 to \$118 during that period. Months supply for single-family units actually raised from 2.1 to 2.2, while days on market fell from 79 to 74 (Texas A&M Real Estate Center).



Sales volumes for single-unit residential have increased every year in Tarrant County for the last 5 years, jumping significantly from 17,445 to 27,584 in 2016 (Texas A&M Real Estate Center).

The median sale price has risen 6.8% from \$228,513 to \$243,966 YoY. According to Zillow, the median home value in Tarrant County is \$181,500, and is expected to rise another 4% over the next five years.

According to data gathered from the Multiple Listing Service (MLS), the median sales price of single-unit residential in Hurst as of Q1 2017 is \$218,374. This represents a 16% increase in median sales price in one year, which is more than twice the increase experienced throughout Tarrant County as a whole. The corresponding price per sq. ft. value of \$112 is up after Q1 2017 from the \$72 per sq. ft. that Hurst registered Q1 2012. The days on market have plummeted in Hurst, and currently reside at a meager median of 10 days on market. Month's supply of inventory has followed a similar trend, falling from 3.9 Q1 2012 to 0.8 Q1 2017.

## DEMOGRAPHICS

### POPULATION

The Dallas-Fort Worth-Arlington Metropolitan Statistical Area (DFW MSA) is the fourth most populated in the United States, and the largest in Texas according to the U.S. Census. The DFW MSA has a population of 7,062,433, and expected to increase at an annual rate of 1.74%, which is more than twice the projected national growth rate of 0.84% annually (ESRI). The Census estimates that the DFW MSA added over 100,000 people from 2015 to 2016.

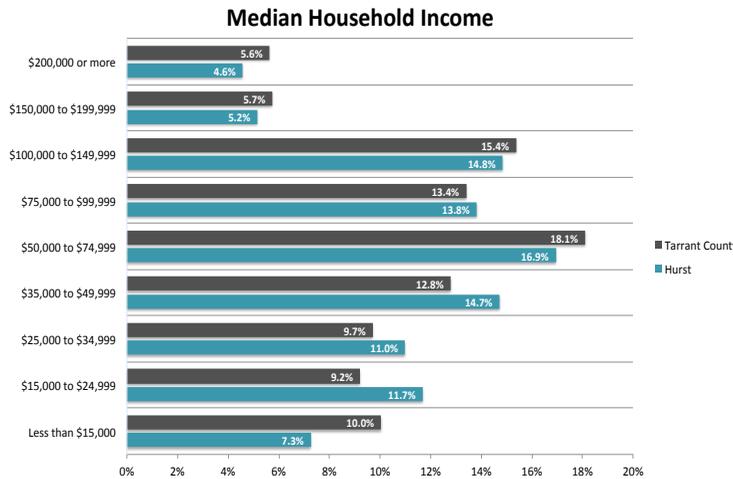
Tarrant County is the second most populated county in the DFW MSA, behind only Dallas County. Tarrant County is home to over 1,963,570 residents and is projected to grow at a rate of 1.44% annually over the next five years according to ESRI. Tarrant County has over 703,300 households with an average household size of 2.76.

The City of Hurst has a population of 38,458, with a projected annual growth rate of 0.87%. This brings the 2021 population to 40,620 (ESRI). There are 15,093 households in Hurst, with an average household size of 2.56 (ESRI). As population increases and build-out approaches, it will be vital to explore infill and redevelopment opportunities.

### INCOME

Household income data is directly related to the purchasing power of a geography. Household income positively correlates with retail expenditures under most conditions and drives the retail landscape and typology of a city. The median household income in the DFW MSA is \$60,841, while the per Capita Income is \$30,905 (ESRI). 40.9% of the total households make under \$50,000, and 28.8% of households in the MSA make over \$100,000.

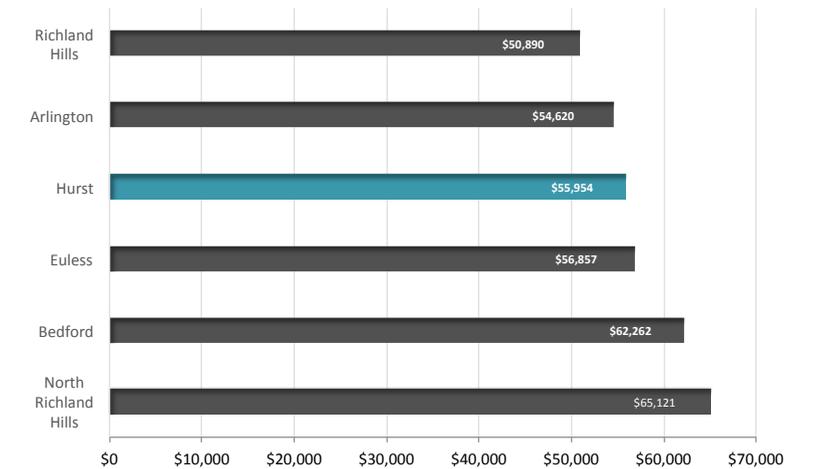
The median household income in Tarrant County is \$59,059, and



the per capita income is \$29,333. Tarrant County has a higher percentage of households with incomes under \$15,000 than Hurst, with 10% of households falling in this range.

The City of Hurst has a median household income of \$55,954, and a per capita income of \$30,905. The distribution of incomes for both the City of Hurst and Tarrant County can be seen in the chart below. 44.7% of the households make below \$50,000, while 30.8% make between \$50,000 and \$100,000. 24.6% of the households have median incomes above \$100,000. Hurst has median household incomes that are competitive with the region and characteristically similar to the larger metropolitan area. Below is a comparison of median household incomes of cities within the region.

### Competing Median Household Incomes



### AGE

The median age within the DFW MSA is 34.4 years old. Nearly 74% of the MSA is above the age of 18, and 70% of the population is above the age of 21. From 2010 to 2016 the distribution of population by age brackets has remained primarily unchanged throughout the MSA. The age groups below 55 have all experienced very slight (less than 1%) or no loss of the

population proportionately.

Tarrant County has a distribution of population by age that is almost identical to the greater MSA. The median age in Tarrant County is 34.2 years old, and 73% of the population is above the age of 18. From 2010 to 2016, Tarrant County has seen a dip in the proportion of population under the age of 14, and between the ages of 25 and 55.

The median age in Hurst is 39.9 years old, which is greater than both the MSA and the County. 77.1% of the population is above the age of 18, and 73.6% of the population is above the age of 21. Hurst has a greater a proportion of Baby Boomers (ages 55-74) and Silent Generation (ages 75+) than both the MSA and County. Hurst has an “aging in place” population, which is evidenced by the shifting population trends from 2010 to 2016. In 2010, 24.1% of the population was under the age of 18, but that

number has shifted to 22.9% in 2016. The 55+ populations has grown from 26.7% in 2010 to 30.3% in 2016. As the population ages, the older population will be attracted to places that offer greater opportunities for wellness, healthcare, and access to parks/walking trails, while millennials prefer active places that are engaging, authentic, and walkable. Hurst will need to take a nuanced and thoroughly vetted approach to accommodate these changing demographics in regards to both merchandising and housing.

#### RACE/ETHNICITY

Racial and ethnic composition within the MSA is very similar to Tarrant County with 62.8% and 63.6% white populations, respectively. DFW is comprised of 16.1% black population, while Tarrant County is 17% black. DFW is 7.5% Asian, while 5.9% of the County is Asian. The MSA and county are comprised of 30.3% and 30.6% Hispanic ethnicity, respectively.

Hurst has a larger white population than both the County and MSA with 78% of the population registering as white. Hurst has lower percentages of black and Asian populations as well, with 6.5% and 2.7% of the population identifying as those races. Hurst is comprised of 22.6% Hispanic population.

The U.S. Census Bureau projects that the nation will be minority-majority by 2060. Immigration, net migration, and higher birth rates amongst minority couples are the leading factors to these changes. Racial and ethnic composition has continued to slowly diversify from 2010 forward within the city of Hurst. As ethnicity diversifies throughout the years, a diverse and strategically drafted merchandising plan will provide targeted ethnic retailers for the community.

#### EDUCATIONAL ATTAINMENT

Highest levels of educational attainment throughout Hurst, Tarrant County, and the MSA are very similar. Hurst has higher levels of

high school graduates than Tarrant County and the MSA with 24.7%, 23.5%, and 22.6%. Hurst has slightly lower levels of residents with Bachelor’s degrees with 19.1% compared to 21% and 22% within the County and MSA. 84.5% of residents in Hurst have high school degrees or higher compared to 85.6% and 85.1% within the County and MSA. Tarrant County and the MSA have higher levels of Bachelor’s degree or higher with 31.1% and 33.4% opposed to 28% in Hurst.

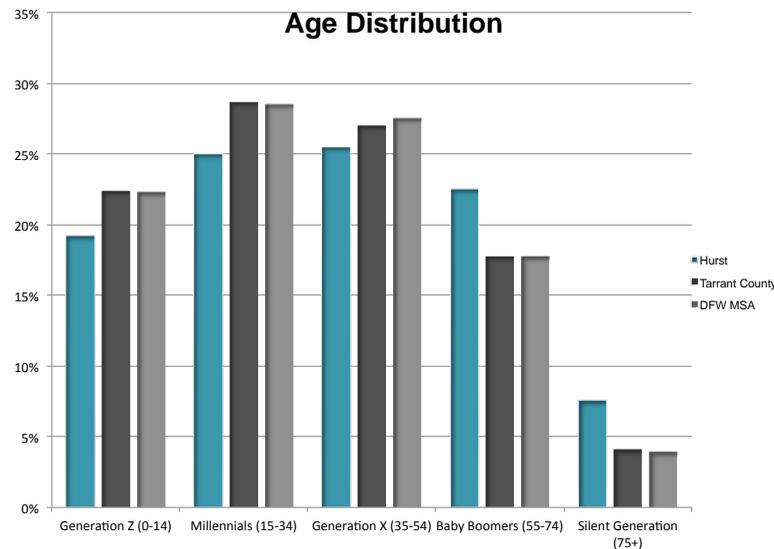
Access to higher education can attract businesses and corporate locations. Site selectors may factor levels of educational attainment into their site selection models. Levels of educational attainment can impact consumer preferences, income, and shopping habits.

#### DEMAND

##### SINGLE FAMILY

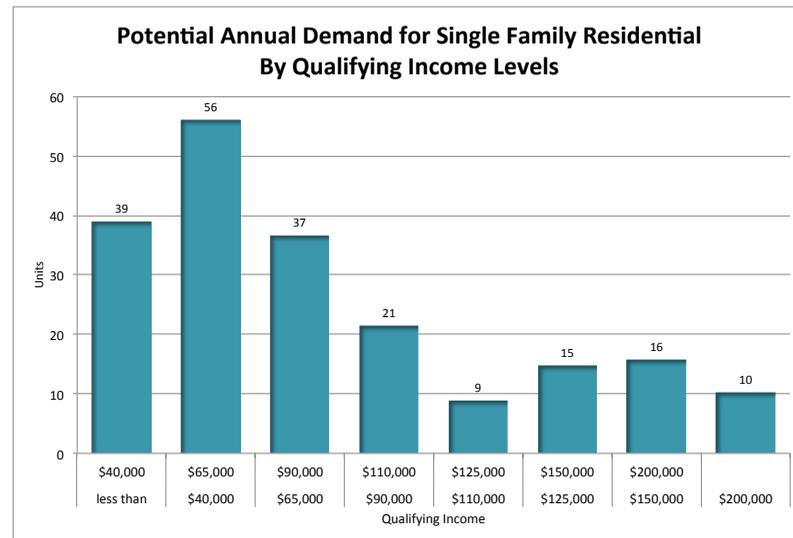
Potential demand for single family residential was analyzed by examining current and future household demand in Tarrant County across multiple income categories, and then examining trends in Hurst’s capture of new home purchases in Tarrant County. Current projections estimate 47,207 new households throughout the county over the next five years, which is an average of 9,441 new households annually. Based upon recent trends, 61% of new household growth across all income categories will choose to live in new single-family residential housing.

Currently there are 387,733 households that qualify as owner-occupied, and 245,946 non-owner occupied households in Tarrant County. Of the existing owner households, 21,928 (6%) are projected to move to a new residence, and 11,533 are projected to purchase a home upon moving. Of the existing renter households 245,946 (35%) are projected to move to a new residence, and 21,789 (23%) are projected to purchase a



new home upon moving.

Based on current building trends in Tarrant County, the annual residential demand for Hurst is projected around 202 units across all home values.

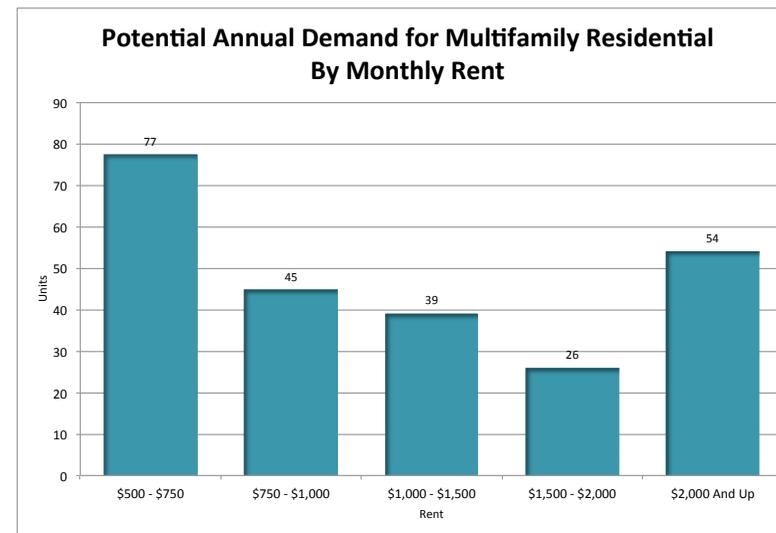


### MULTIFAMILY

According to CBRE, 7,163 multifamily units were delivered in Q1 2017, while 3,934 of those units were absorbed. Within the Northeast Fort Worth sub-market there were no deliveries or absorptions in Hurst/Bedford/Euless.

The Hurst/Bedford/Euless sub-market has a total of 16,770 units dispersed among 73 properties. The average rent per sq. ft. of these units is \$1.18, and the market is 95.3% occupied. According to U.S. Census building permit records, Hurst absorbed 6 units from 2011-2015. Tarrant County absorbed 13,352 units over that same period.

Potential demand for multifamily was analyzed by examining potential demand from new household growth, existing owner-occupied household turnover, and existing renter-occupied household turnover. At current rates, there is market potential for Hurst to absorb around 241 units annually.



### SMALL OFFICE

Small office space in Hurst would provide a strong option for infill and redevelopment, as small office space can utilize the existing structure to create unique and eclectic tenants. Of this total space, roughly 65% would be generated from turnover in the city. This analysis determined that over 8,500 square feet of small office space could be absorbed annually in Hurst. In creating this space, retail expenditures would increase for everyday goods and restaurants.

### RETAIL

Hurst has a per capita income of \$30,038 with an aggregate disposable income of \$1.86 Billion. Hurst residents spend nearly \$1.17 Billion on retail goods and services, annually.

Hurst is over represented in almost every retail category in terms of retail sales and retail potential, mainly as a result of the regional service provided by North East Mall and several other shopping centers. The regional pull and capacity of North East Mall has created oversaturation, yet it does not tell the whole story. Because North East Mall serves such a large area it does not depend solely on the local population as its service area.

Within a 5-minute drive time from the intersection of Pipeline Rd. & Bellaire Dr. there is significant “leakage” in most retail categories. There is a retail gap of over 20 Million dollars for total retail trade and over 6 Million for total food and drink. Some retail categories with the most significant retail gap are included in the chart below.

Industry Group	5-minute drivetime from Pipeline Rd & Bellaire Dr			
	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap
General Merchandise Stores	452	\$ 93,775,513	\$ 62,553,782	\$ 31,221,731
Department Stores Excluding Leased Depts.	4521	\$ 68,308,767	\$ 50,251,107	\$ 18,057,660
Other General Merchandise Stores	4529	\$ 25,466,745	\$ 12,302,675	\$ 13,164,070
Furniture & Home Furnishings Stores	442	\$ 15,584,745	\$ 5,535,328	\$ 10,049,417
Bldg Materials, Garden Equip. & Supply Stores	444	\$ 27,735,671	\$ 18,884,085	\$ 8,851,586
Bldg Material & Supplies Dealers	4441	\$ 25,935,653	\$ 17,956,935	\$ 7,978,718
Furniture Stores	4421	\$ 9,584,335	\$ 2,644,108	\$ 6,940,227
Food Services & Drinking Places	722	\$ 53,847,737	\$ 47,012,424	\$ 6,835,313
Restaurants/Other Eating Places	7225	\$ 51,292,246	\$ 46,199,430	\$ 5,092,816
Home Furnishings Stores	4422	\$ 6,000,410	\$ 2,891,220	\$ 3,109,190
Drinking Places - Alcoholic Beverages	7224	\$ 1,919,466	\$ -	\$ 1,919,466

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# 5. Catalytic Areas

# Catalytic Areas

## INTRODUCTION TO NEIGHBORHOOD TYPOLOGY

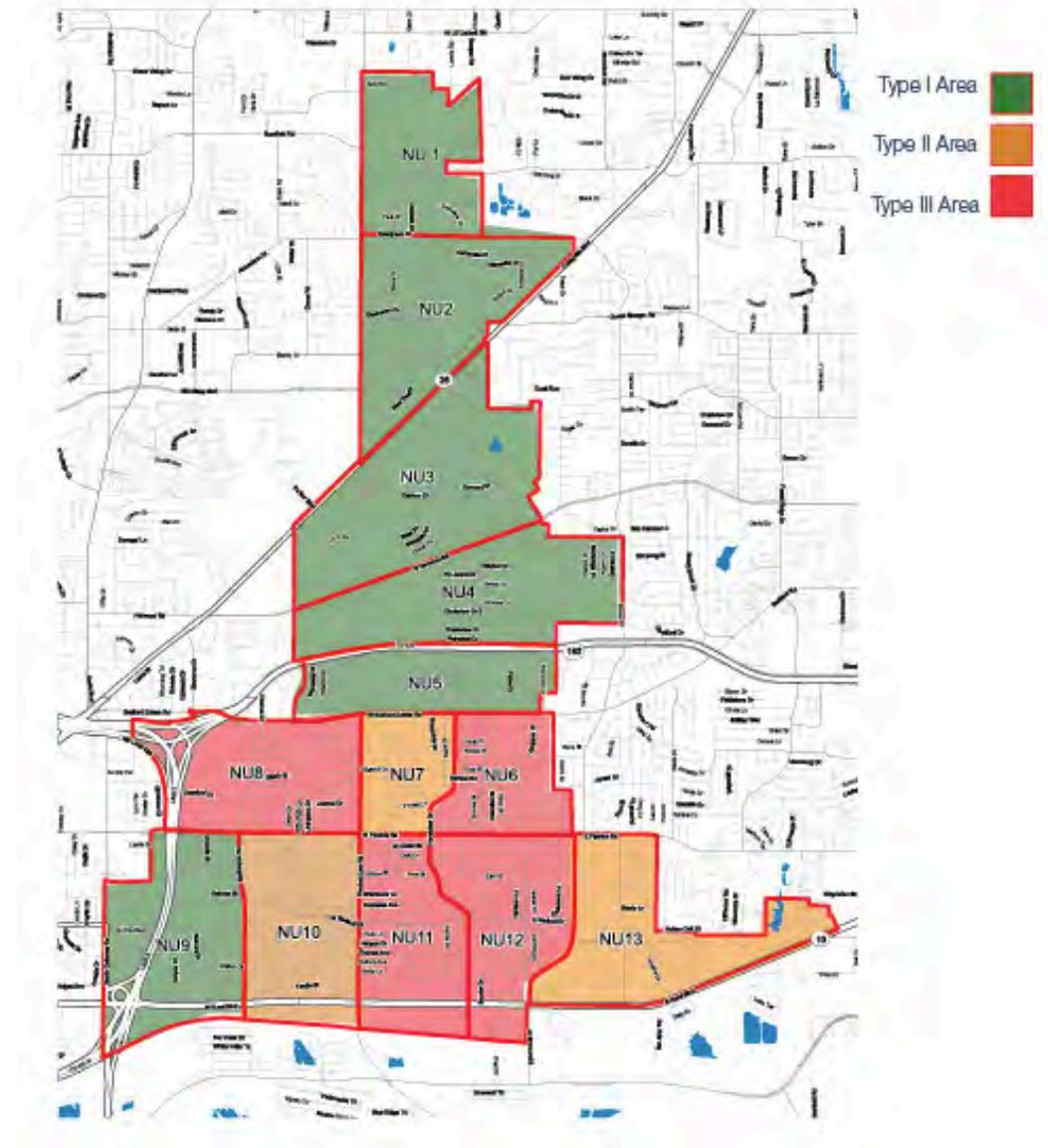
Based on the qualitative and quantitative assessment and the community and stakeholder input, the city and consultant team grouped the neighborhoods that shared similar characteristics. This provides the city and the consultant team a rational way to recommend a set of tailored interventions and improvements based on the range and depth of issues and needs of the neighborhoods. Based on the existing conditions and opportunities, neighborhood units were classified into Type I, Type II, and Type III neighborhoods.

**Type I:** Are organized neighborhoods that are newer with amenities such as parks and sidewalks. These neighborhoods have lower rates of default as well as code enforcement calls, and higher home values. The commercial context is also newer with higher rents and quality neighborhood commercial uses. Neighborhoods Units 1, 2, 3, 4, 5, and 9 fall under this category. Recommendations within these neighborhoods would reflect a lower level of intervention with a focus on maintaining the existing conditions and implementing aesthetic improvements.

**Type II:** Are neighborhoods that have a mix of commercial, multi family, and single family neighborhoods that are in varying conditions of repair and maintenance. In other words, these neighborhoods have some stable areas and some areas that are in transition, all in close proximity. Some of the recommendations would focus on larger interventions in specific areas with other areas needing superficial improvements. Neighborhood Units 7, 10, and 13 fall into this category. Each of these neighborhoods has a mix of land uses in differing conditions: some newer, well maintained or redeveloped properties and some that are not.

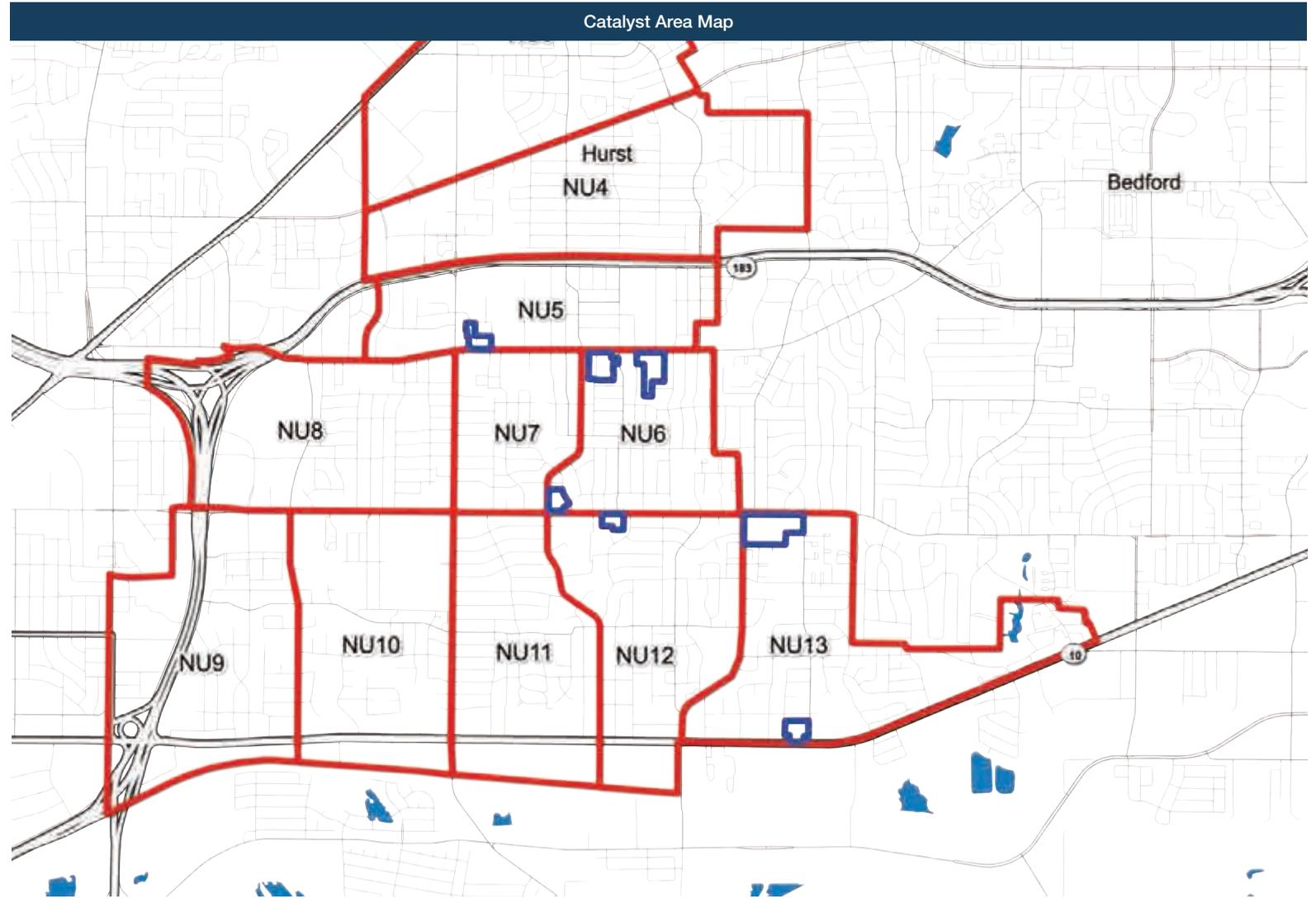
**Type III:** Are neighborhood units that have several factors that are negatively impacting investment and redevelopment in the neighborhoods. Although several of the single-family neighborhoods are quaint and charming, the surrounding context of the multi family development and declining commercial corridors could create a barrier to neighborhood reinvestment and redevelopment. These neighborhoods will need a range of interventions from residential rehab policies to incentivizing commercial redevelopment and bringing in new mixed use development. Neighborhoods 6, 8, 11 and 12 fall into this category.

Given this classification, the Type III Neighborhoods require a higher level of assessment and planning in order to create a holistic and integrated set of recommendations to address the systemic issues affecting these neighborhoods. To this end, a few catalytic sites were selected in order to illustrate possible redevelopment ideas and concepts. The criteria used for the selection of the catalytic sites included some vacant properties, condition of the properties, property owners that were amenable to considering redevelopment concepts and location adjacent to existing city facilities or recent development. These catalytic sites were not intended to be all inclusive; rather they are intended to be representative of the different conditions that exist in these neighborhoods. The illustrative concepts demonstrate specific design principles that could also be used on similarly situated properties.



## CATALYST AREA CONCEPTS

The following map represents potential catalyst areas that were identified through the stakeholder meetings and neighborhood assessment. These seven sites are not comprehensive, but rather reflect locations that have a variety of conditions including higher than average vacancy, fragmented ownership, underutilization and other conditions identified as part of this initiative.



[Please note that these scenarios are mere illustrations of concepts that emerged from this process and each catalyst area would require additional participation from the public and private sector to determine viability. Future steps should include additional analysis for each site, refined planning that includes property owner coordination, community support and city support for implementation.]

## AREA 1

City of Hurst vacant land (3.8 acres) located on Pipeline Road with the City's Recreation Center and the newly remodeled Central Aquatics Center immediately behind it. In addition to the 3.8 acres owned by the city, adjoining properties owned by the Masonic Lodge and Dr. Bohannon Dentistry could be assembled to create a better connected and complete development. Prior plans on this site include a Chapter 380 Agreement for Senior Rehab Clinic that became too expensive to build in light of grade change. The single-family neighborhood of Buena Vista is located to the south of the site. In addition, redevelopment of this site could create some momentum for the properties across from Pipeline Road to also be good candidates for redevelopment.

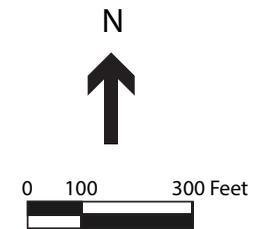
### Examples:



## Catalytic Area 1



**City Rec. Center Frontage**  
**Mixed Use and Mixed Residential**  
**DRAFT**  
**April 3, 2017**



**SUMMARY - CATALYST AREA 1**  
 The development of this property should explore the opportunity to potentially coordinate with the Bohanon and Hurst Lodge property for a larger development that can better take advantage of the frontage along Pipeline Road. Some of the development options consider smaller office/retail development on Pipeline Road with some medium density residential uses such as townhomes and patio homes transitioning to the adjoining neighborhood.

**PLANNING AND DESIGN PRINCIPLES**

- Buildings at or fairly close to Pipeline Road to create a better pedestrian context along the corridor.
- Parking should be located behind or to the side of buildings along Pipeline Road to both improve the pedestrian character of the roadway and to minimize the visual impact of vast parking lots from the roadway.
- The focus should be less on the specific uses and more on creating a better walking context along Pipeline Road with buildings closer to the roadway and framing the street.
- Design standards for the buildings could include a more modern architectural aesthetic with more flexibility in building façade materials to harken back to the corridor's history in the early automobile era.

## AREA 2

Val Oaks Shopping Center: This is an older shopping center on a 4-acre site located on Pipeline Road with a few weak retailers other than Main Lane Auto and new Leisure Pool and Spa store. It is in close proximity with the City Recreation Center site. The site is owned by J. Small Investments who is intending to sell this property, together with other properties owned by J. Small in Southeast Hurst. The shopping center and surrounding uses have a combination of older retail and auto-service uses along frontage and single family ranch neighborhood behind. Jeweler and convenience store free standing buildings are located in front of the site, with a bingo parlor located immediately west of this site.

### PLANNING AND DESIGN PRINCIPLES

- Increase landscaping along roadway and within parking lot
- Develop merchandising strategy to upgrade retail quality
- Encourage redevelop with performed based incentives
- Explore greater connectivity with adjacent neighborhood



### AREA 3

This site is approximately 9 acres of mostly vacant and undeveloped property also located along Bedford-Eules Road immediately adjacent to the popular Miguelito's restaurant.

#### PLANNING AND DESIGN PRINCIPLES

- Encourage quality landscaping to enhance pedestrian experience
- Explore redevelopment of non-retail uses, including the proposed urban residential
- Integrate small pocket park or greenspace as transition between residential and commercial





## SUMMARY

Current plans include a city supported tax credit project for a 120 unit affordable multi-family housing project valued at \$20M. The project is currently under review by the state for the tax credit approvals. The project proposed by the developer has been working with staff to align program with area concepts.

## PLANNING AND DESIGN PRINCIPLES

- Explore high quality mixed uses in lieu of strip commercial
- Encourage sidewalks and street amenities to enhance Bedford-Eules Road
- Explore integrating small greenspace or parklet for resident dog park



## AREA 5

Target Center Vacant Parcel: This property is approximately 5 acres located within the Super Target Shopping Center at Precinct Line and Bedford-Eules Road. The property has its primary access from Bedford-Eules Road and limited frontage on Precinct Line Road. The development site also has limited visibility from Precinct Line Road.

The surrounding development is mostly newer restaurant pad sites on Precinct Line Road. Additional development opportunities could become more attractive if this site were combined with the adjoining Target overflow parking (located south of the building), the underutilized office fronting on Bedford-Eules Road, and possibly, the Armstrong McCall building (assuming relocating the tenant to another suitable location or in the proposed redevelopment).

### Examples:



## Catalytic Area 5



**Target outparcel  
Development Option 1**  
Retail and Lodging  
DRAFT  
March 7, 2017



AREA 5 - SCENARIO 1

SUMMARY

This scenario explores continuing the existing development patterns of the Target shopping center by reformatting the parking and buildings to create additional pad sites on Pipeline and a freestanding retail building with parking on an interior lot. Potential uses could include hospitality, retail and garden office uses. Hotels benefit from being in close proximity to some of the area restaurants along the Pipeline Road and interstate frontage. The remainder plan shows subanchors adjacent to the existing Target building



## AREA 6

Bell helicopter site: This property is located on the north side of Hwy 10, close to Bell Helicopter's Headquarters. It is approximately 5.5 acres and is undeveloped. Although the area lacks neighborhood commercial uses, retail uses have been reluctant to locate along Hwy 10 given more attractive commercial corridors in the trade area and the truncation of the trade area immediately south of Hwy 10 due to the Trinity River. Target uses include neighborhood retail or service use.

### PLANNING AND DESIGN PRINCIPLES

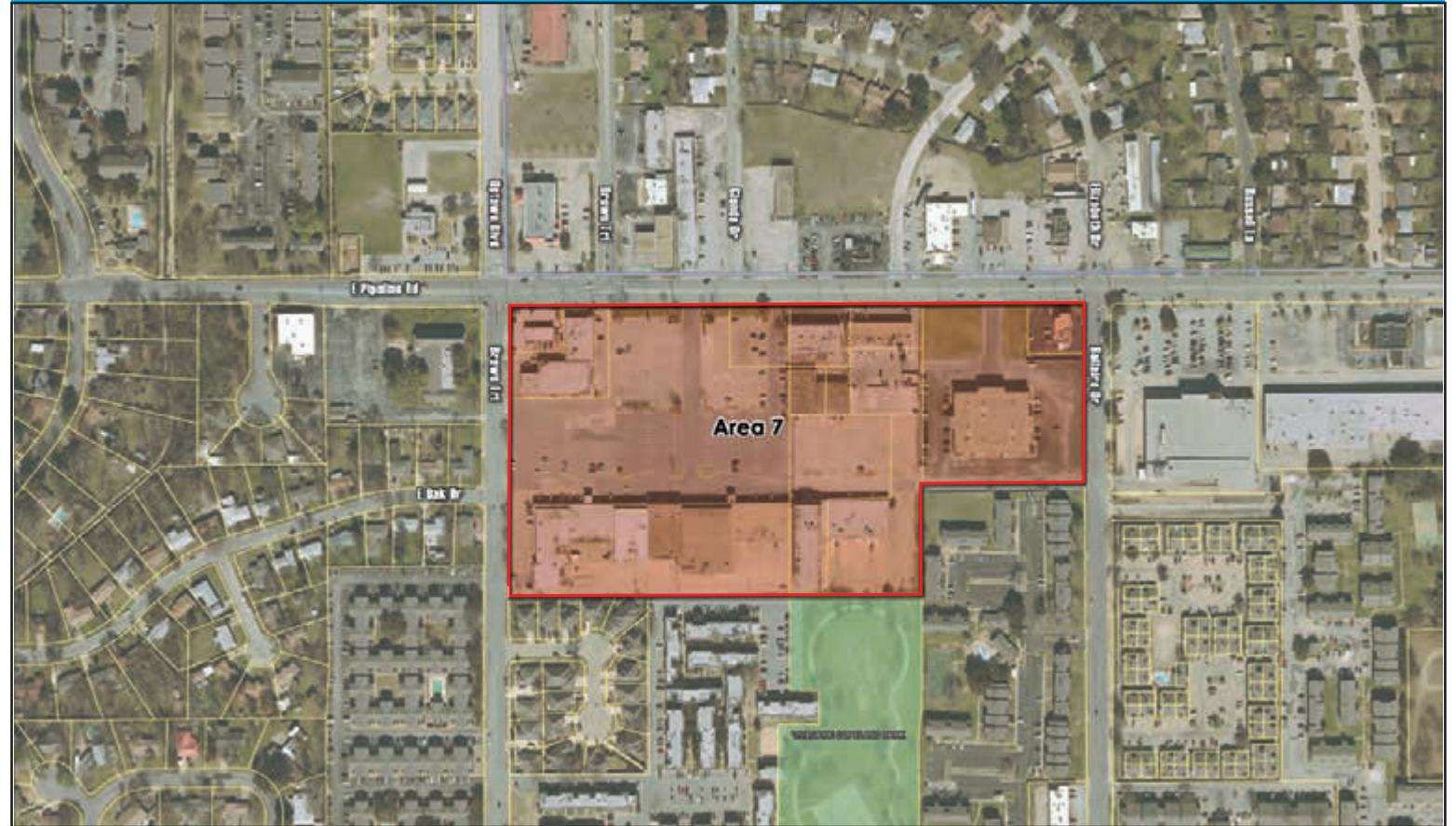
- Integrate design to provide connectivity to adjacent neighborhoods
- Encourage quality landscaping to serve as gateway/entryway for Bellaire area
- Explore uses which can serve as an amenity to Bell Helicopter employees and TxRail passengers and convenience for area neighborhood



## AREA 7

Bellaire Shopping Center: Built in the 1960's, the Bellaire Shopping Center was one of the city's premier retail locations. Over the years, the area has aged and declined with the surrounding properties and has not seen any significant reinvestments in a long time. The surrounding context has a significant concentration of older multifamily developments that have been declining with respect to maintenance and upkeep. The Bellaire Shopping Center itself is approximately 15 acres with the outparcels and is located at the southeast corner of the intersection of Brown Trail and Pipeline Road with an additional 3 acres (Kinney's Auto Service) located just east on the same block. Together with the multi-family parcels, the block is approximately 45 acres including the Vivagene Copeland Park and excluding the single-family subdivision located off of Brown Trail.

### Catalytic Area 7



## AREA 7 - PHASE 1A

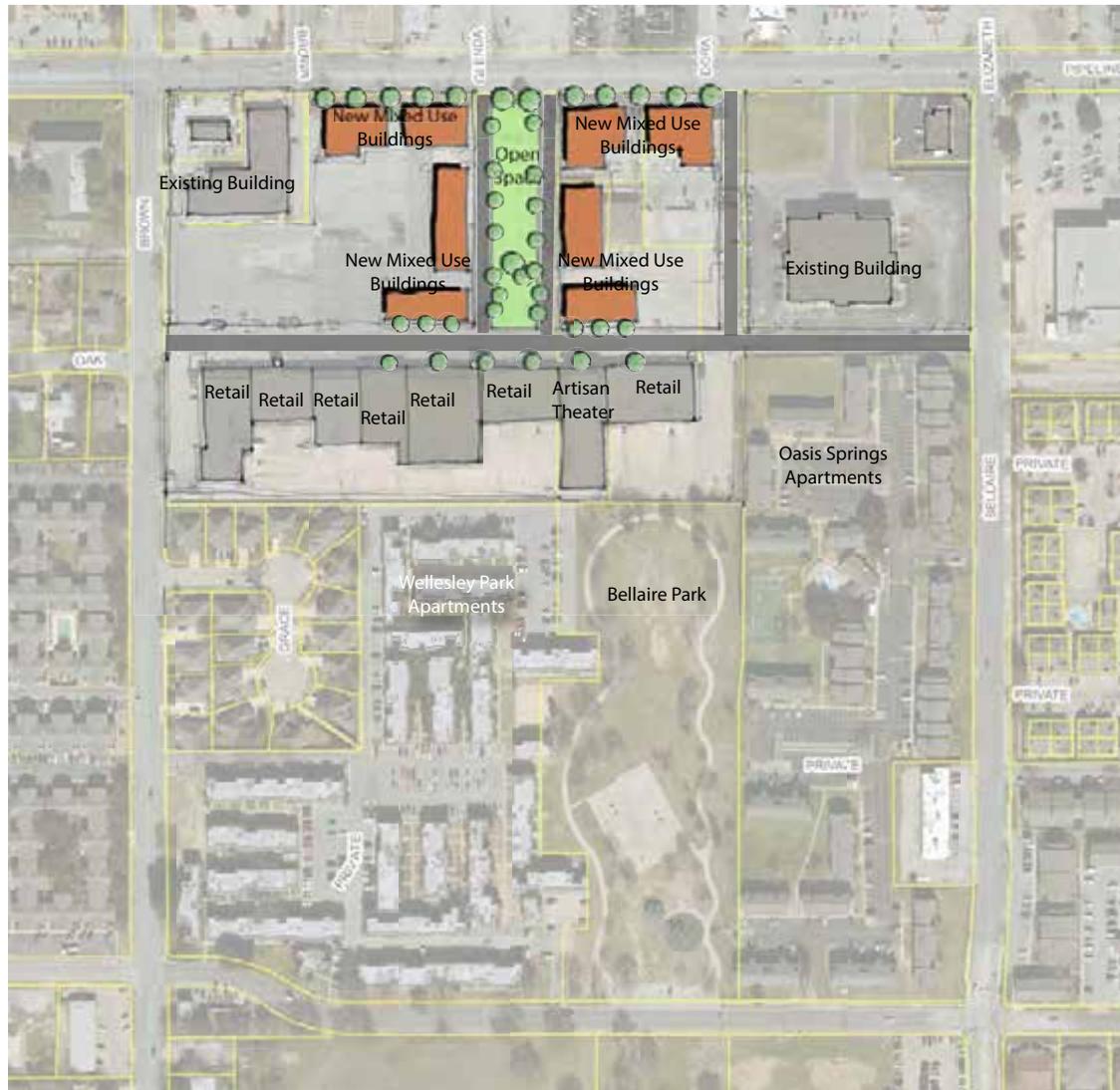
### SUMMARY

The first portion of phase 1 would be the creation of the pop-up plaza in the existing parking lot of Bellaire Center. This portion of phase 1 depicted would require the least amount of physical modifications. The concept is illustrative, in that, it shows how redevelopment could be integrated with existing development and amenities in the area. This development represents tactical urbanism that can be achieved through modest investment from property owners and/or the City.

### PLANNING AND DESIGN PRINCIPLES

- Encourage a mix of retail, arts, and community gatherings uses to create a vibrant center.
- Ensure that new development incorporates building design standards for long-term quality and maintenance.
- The focus should be less on the specific uses and more on creating a quality, urban gathering place for the community.





**Bellaire Center**  
**Interim Redevelopment Option**  
 Retail, Mixed Use and Civic/Open Space  
 DRAFT  
 March 7, 2017

Images to illustrate development character  
 (open space, streets, and buildings)



AREA 7 - PHASE 1B

SUMMARY

Bellaire Shopping Center: The redevelopment of the Bellaire Shopping Center was explored in two phases. This portion of the first phase could consider upgrading the existing big-box buildings with respect to building facades, signage, and interior upgrades. This will help with attracting better quality tenants and filling up some of the vacant and underutilized spaces. In addition, new buildings could be added to the Pipeline Road frontage with a linear plaza that can provide some much needed open space and new frontages for some modest new development. This phase would reorganize the shopping center into smaller “quasi” blocks with some of the internal driveways improved as new pedestrian-oriented streets with street trees, wider sidewalks, and buildings located at or close to the sidewalks.

## AREA 7 - PHASE 2

### Bellaire Center Build-out Redevelopment Option Retail, Mixed Use, Urban Residential and Civic/Open Space DRAFT March 7, 2017

Images to illustrate development character  
(open space, streets, and buildings)



### SUMMARY

The second phase would be the redevelopment of the entire center and better transitions and connections to the multi-family development to the south. This phase depicts the scenario where all the existing development has been demolished and some of the older multifamily development to the south has also been demolished and redeveloped. The concept is illustrative, in that, it shows how redevelopment could be integrated with existing development and amenities in the area. Such a redevelopment concept could also be undertaken incrementally.

### PLANNING AND DESIGN PRINCIPLES

- Encourage a mix of retail, office, and residential uses to create a vibrant center.
- Ensure that new development incorporates building design standards for long-term quality and maintenance
- Public or private "Streets" are to be improved with street trees, sidewalks, and other amenities for pedestrians.
- Maximize development frontage along Pipeline Road and along any open space amenities such as plazas and (existing) parks.

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# 6. Implementation Recommendations

# Implementation Recommendations

To implement the redevelopment plan, a framework that brings together three major elements is required – financial tools required to jump start the catalyst projects, regulatory changes to implement the design and redevelopment goals, and an organizational/governance structure to manage the long-term implementation of all elements of the plan. This implementation section first identifies the major focus areas of the implementation recommendations. Next, outline potential implementation initiatives that can create synergistic momentum. Lastly, prioritization of implementation initiatives by neighborhood type is provided to help the city prioritize and focus recommendations based on areas of most need and benefit.

## Implementation Focus Areas:

### 1. FINANCIAL TOOLS

Different local government funding sources are available to the city while developing a robust plan to implement the redevelopment recommendations. A logical way to plan for funding is to identify the different funding tools available and match them with the scale of the projects based on public and private capacity and market opportunities. The table below summarizes the approach to matching projects to appropriate funding opportunities and criteria used for decision making by the City.

Project Type and Scale	Primary Funding Options	Secondary Funding Options	Criteria
Small neighborhood projects (i.e. landscaping, entry features or sidewalk & trails, street lighting, code enforcement support)	General fund	<ul style="list-style-type: none"> <li>• Could be supplemented by PID/TIF funding for maintenance, beautification, and ongoing operations</li> <li>• Potential grant funding</li> </ul>	<ul style="list-style-type: none"> <li>• Neighborhood interest, ownership, and organization</li> <li>• Neighborhood participation level</li> <li>• Type I &amp; II neighborhoods</li> </ul>
Façade improvement for individual buildings	General fund (matching grants)	<ul style="list-style-type: none"> <li>• Chap. 380 for public improvements such as sidewalks, trails, etc. (for larger sites that are over 2 acres)</li> <li>• CIP funds along key roads for streetscape improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Location and proximity to other catalytic projects (completed or planned);</li> <li>• Location along major corridors (Bedford-Euless Road and Pipeline Road);</li> <li>• Aligned with vision for targeted investment area</li> </ul>
Redevelopment of individual sites (under 2 acres)	Eligible for façade improvement grants only (under \$10,000)	<ul style="list-style-type: none"> <li>• CIP funds along Pipeline Road for streetscape improvements</li> <li>• EDC grants</li> <li>• Chap. 380 agreement</li> </ul>	<ul style="list-style-type: none"> <li>• Focus should be on incentives for assembling larger sites (over 2 acres) to master plan</li> <li>• Provide limited incentives to keep a cash flowing business open (especially if the use matches the desired use in South Hurst)</li> </ul>
Redevelopment of commercial sites over 2 acres and under 5 acres	Façade improvement grants, chapter 380 agreements	<ul style="list-style-type: none"> <li>• CIP funds along pipeline Road for streetscape improvements;</li> <li>• Possible future TIF funding</li> <li>• PID for mixed-use with significant public needs</li> </ul>	<ul style="list-style-type: none"> <li>• Catalytic</li> <li>• Public amenities</li> <li>• Development standards</li> </ul>
Redevelopment of sites over 5 acres (generally larger commercial sites)	TIF funding and chapter 380 agreements	<ul style="list-style-type: none"> <li>• Coordinate with CIP funding</li> <li>• NEZ abatements</li> <li>• Chap. 380 agreement</li> <li>• TIF (if in eligible area)</li> </ul>	<ul style="list-style-type: none"> <li>• Scrape and rebuild</li> <li>• Redo of private infrastructure</li> <li>• Location and land assembly</li> <li>• Public amenities and streetscape improvements</li> </ul>
Redevelopment of multi-family developments	Bond funding (implemented through a redevelopment authority or similar structure)	<ul style="list-style-type: none"> <li>• TIF</li> <li>• Chap. 380 funding</li> <li>• NEZ abatements</li> </ul>	<ul style="list-style-type: none"> <li>• Scrape and rebuild</li> <li>• Upgrade/update private infrastructure</li> <li>• Catalytic</li> <li>• Extraordinary public amenities and streetscape improvements</li> <li>• Priority multi-family area of redevelopment</li> <li>• Mixed-use with strong fiscal impact</li> </ul>

(i) **Chapter 380 Agreements:** In the short term, the city should focus on incremental and small projects to create market momentum and build the city's fiscal capacity for more ambitious projects down the road. This includes a whole host of incentives through Chapter 380 of the Texas Local Government Code. In some cases, when an associated private development project is of a considerable size, some of the public improvements such as streetscape, public open space, or trail segments could be combined with private investment. In order to be successful, the city should create a plan to prioritize projects and locations that can advance the city's goals and leverage public investment to stimulate private investment. Beyond the catalytic projects identified in this plan, the city should apply the following criteria for projects requesting incentives through Chapter 380:

**CATALYTIC VALUE:**

- The location should have relative proximity (1/4 mi. or less) to other catalytic projects either completed or in advanced planning stages, or have strong propensity to spawn additional development.
- Proximity or adjacency to planned streetscape, other public improvements, trails or parks (existing and planned).
- Proximity/adjacency to other underutilized or vacant properties that can create additional market momentum. This would include Targeted Investment Areas (TIA's) which could include the catalyst areas in the Hurst Revitalization Study.

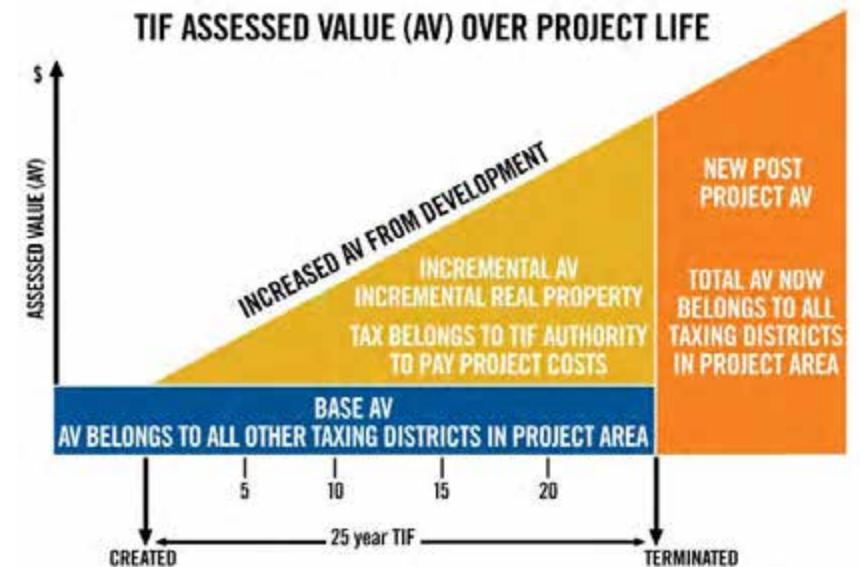
**PUBLIC AMENITIES:**

- Ensure project provides net new needed public amenities such as shared parking, enhanced sidewalks, trails, small pocket parks/plazas or gathering places to add vibrancy and activity to the area (beyond what is required by the city's ordinances).

**DEVELOPMENT QUALITY:**

- The project should attract a higher and better uses such as neighborhood service (dry-cleaning, pharmacy, doctors' and dentists' offices, hair and nail salons, etc.) and local restaurants.
- Encourage higher quality materials that are greater than minimum requirements.

(ii) **Special Districts:** Other funding options to implement neighborhood scaled streetscape, infrastructure, parks, and trails should include a tax increment financing district (TIF). These improvements are area or project specific and could be funded outside a bond program or general funds. Rather, the future increases in tax revenues to the city can be invested back into the Special District through the creation of a TIF district. A list of prioritized catalytic infrastructure projects should be identified and should be funded through the TIF. In other words, if an infrastructure project provides benefits to multiple property owners or cannot be undertaken by any one property owner, it can be undertaken with upfront TIF funding (bonds). However, there may be public improvements that can be undertaken by or combined with individual redevelopment projects to gain economies of scale. Such projects may be funded by private investment that may be reimbursed through the TIF based on development performance. A TIF would be an effective way to capitalize and capture current and interim redevelopment values and focus on investments back in the area as an incentive mechanism. The preferred time to develop a TIF is when values are relatively low in order to maximize the increment that can be reinvested into the area. Any TIF that is created should have clear policy recommendations for how projects are evaluated and prioritized for funding on an on-going basis. Maintenance, business owner coordination and marketing, crime and graffiti control and related elements could be funded through a public/business improvement district (PID/BID).



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(iii) **Bond Programs:** As the city successfully implements some incremental catalytic projects and starts moving the market momentum towards redevelopment in South Hurst, the city should consider implementation on some of the more ambitious recommendations of the plan over the next five to ten years (depending on the rate of success and market redevelopment momentum). These include large scale redevelopment of the underperforming multi-family developments, and major street and trail improvements. Funding for some of these big ticket items could be explored through the city's general bonding authority. Another reason to use bond program funding for such projects is due to the fact that the benefits from these initiatives will impact the city at large and as such, warrant voter approval to ensure that it is a community wide priority.

(iv) **Neighborhood Empowerment Zone (NEZ):** Chapter 378 of the Texas Local Government Code allows municipalities to create Neighborhood Empowerment Zones in order to facilitate the creation of affordable and balanced housing, increase economic development within the zone, increase the quality of social services, education, and public safety to residents within the zone, or aid in the rehabilitation of existing housing. Such a district would allow the City to waive or adopt fees related to the construction of buildings in the zone, and enter into agreements for a period of less than 10 years, for refunds of municipal sales tax on sales within the zone and property tax abatements within the zone. The City may also set baseline performance standards to encourage the use of alternative building materials to address energy efficiency and performance.

## 2. REGULATORY FRAMEWORK:

A carefully crafted regulatory strategy will be another critical focus area for implementation. One of the most important aspects of plan implementation is to establish adjacency predictability for redevelopment. This ensures that property values will increase consistently as redevelopment occurs. Consequently, a regulatory mechanism consistent with the community's vision for the catalytic sites and the aging commercial corridors of Bedford-Eules Road and Pipeline Roads will be essential for implementation. In addition, any future funding such as a TIF district that takes advantage of future increments in property values will require a consistent regulatory framework under which assumptions of redevelopment and associated public improvements can be applied. Fundamentally, the city needs to implement a comprehensive and predictable regulatory system that ensures private development will maximize leveraging of public investment in infrastructure.

The city of Hurst mostly developed its neighborhoods and commercial corridors south of Hwy 183 during the 1950's – 70's which was the height of auto-oriented development in the US. Although zoning first started as a way to separate industrial uses from other uses within the city, in its current form, zoning is firmly based on separating and regulating uses first and foremost. The second critical aspect of current zoning is development standards related to the automobile – parking, driveways, setbacks, etc. The last element is the standards for separating uses through the use of buffers and fences. Consequently, the resulting built environment is auto-oriented, low density, and lacking in any cohesiveness. However, some of the single-family neighborhoods exemplify the qualities of great mid-century modern neighborhoods with connected and curvilinear streets, mature trees, mid-century modern ranch architecture, and generally well maintained lots and modest homes. Generally most of the single-family neighborhoods in south Hurst are zoned R-1 (6 DU/acre), multi-family developments are zoned R-3 (18 DU/acre) and the commercial corridors are zoned MU (Mixed Use Planned Development Overlay District). The following table summarizes the existing MU PD Overlay Standards and recommendations to amend the ordinance to better implement the vision for redevelopment of the catalyst sites and south Hurst aging commercial corridors.

## 3. GOVERNANCE STRUCTURE

The governance structure that identifies barriers to redevelopment and facilitates coordination between the different public, private, and non-profit entities will also be important as the city focuses on redevelopment as the future opportunity for the city's growth and change.

If Hurst's vision for redevelopment is to be successful, a dedicated management structure would act as the central point of contact between the City departments, state entities (TxDOT, etc.), south Hurst business community, multi-family representatives, area churches, development community, and other neighborhood representatives. This management structure would coordinate and streamline programs, direct investment, and provide the day-to-day operations support of the business of redevelopment in Hurst.

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Hurst, like many other cities in the US has many different organizations – local government, private, and non-profit dealing with different aspects of Hurst and neighboring communities. The following is a list of major entities and their respective roles and responsibilities with respect in Hurst. The following is a summary of major stakeholders and partners:

**City of Hurst:** The city of Hurst is responsible for establishing the broad growth and redevelopment policy framework for the city, including the adoption of this initiative. The city is also the major entity that would provide public services and infrastructure for all development. Any public incentives require approval by the City Council. The city is also responsible for maintenance of all public infrastructure (except TxDOT roadway corridors) in Hurst.

**Tarrant County:** Tarrant County provides education, health and human services (TCCC, health department) and limited infrastructure support (streets).

**TxDOT/NTTA:** Texas Department of Transportation owns and maintains several roadway corridors in Hurst. These include the major regional highways such as SH 183/121, Loop 820, SH 26, Hwy 10, and FM 3029 (Precinct Line Road). The North Texas Tollway Authority (NTTA) operates the TEXpress lanes along SH 183/121.

**HEB Independent School District:** Created in 1958 by the merging of 3 city school districts (Hurst, Euless, and Bedford), HEB ISD is recognized across the state and nationwide for its superior curriculum, low teacher-student ratios, and a singular focus on instructional spending. It operates 20 elementary schools (6 in Hurst), five junior high schools (one in Hurst), and four high schools (one in Hurst). It continues to be a major reason for families with school age children to move to Hurst and as such, maintaining an excellent school system is an important part of keeping Hurst competitive by educating young learners for the next phase of the city's growth and change.

**HEB Chamber of Commerce:** is an association of businesses and organizations working together for more than 60 years to improve the quality of life and economic climate in the Hurst Euless Bedford area. The Chamber pursues its mission of Advancing Business, Strengthening Community, by supporting business recruitment and retention, workforce development and through government advocacy. The HEB Chamber is a 501(c) 6 organization funded through membership dues sponsorships and advertising. The HEB Chamber is one of just three percent of all chambers in the United States to have received 4-Star accreditation from the U.S. Chamber of Commerce. (source: HEB Chamber website).

In addition to the above existing organizations, a Tax Increment Financing (TIF) board and a Public Improvement District (PID) board could be established based on future financial tools selected for capital investment and maintenance expenditures, respectively. To the extent possible, these new boards should be streamlined and staff support should come from the city to ensure coordination of all plan implementation efforts.

***Major Functional Areas of Hurst Redevelopment Management:***

As the catalyst projects move forward and the regulatory changes are made, several functional aspects of this process of implementation will require specific attention.

Summary of MU PD Overlay District Regulations

Element	Secondary of Regulation	Issues/Comments
Purpose	<ul style="list-style-type: none"> <li>Implement compact, walkable, mixed-use development/redevelopment</li> </ul>	<ul style="list-style-type: none"> <li>Fits with the vision for redevelopment of South Hurst</li> </ul>
Site Plan	<ul style="list-style-type: none"> <li>Required with process being the same as a zoning change process with notification procedures and public hearings</li> </ul>	<ul style="list-style-type: none"> <li>Creates uncertainty of outcomes for most developers</li> <li>Recommend administrative approvals given the higher design standards and submittal requirements</li> </ul>
Permitted Uses	<ul style="list-style-type: none"> <li>Generally uses permitted in GB (General Business), R-3 (Residential Apartment), RH (Retirement Housing), O-1 and O-2 (office), NB (Neighborhood Business), and LB (Limited Business) Districts</li> </ul>	<ul style="list-style-type: none"> <li>Fits with the vision for redevelopment.</li> <li>Recommend adding live-work and townhome uses as appropriate transitions between MU sites and existing single-family residential neighborhoods</li> </ul>
Conditional Uses	<ul style="list-style-type: none"> <li>Single-use buildings, multi-family development over 18 DU/acre, single-family residential, auto-service uses, accessory gas stations, commercial uses with drive-thrus, contractor service uses, and overnight kennels</li> </ul>	<ul style="list-style-type: none"> <li>Recommend eliminating the requirement for each building to be mixed-use (need a clearer definition of what constitutes mixed-use)</li> <li>Required certain street frontages to be built to commercial building code standards to allow for market based changes to commercial uses along major roadways</li> <li>Recommend changing/eliminating the density limitation on multi-family uses (18 DU/acre is suburban garden apartment density which is prohibited in the next section)</li> </ul>
Prohibited Uses	<ul style="list-style-type: none"> <li>Outdoor commercial uses, strip retail centers with parking along the roadway, bars, outside storage, outside gas service stations, massage parlors, mini-storage, car washes, motels, pawnshops, sexually-oriented businesses, car sales, suburban style garden apartments</li> </ul>	<ul style="list-style-type: none"> <li>Generally consistent with the vision for redevelopment</li> </ul>
Non-Conforming Uses and Buildings	<ul style="list-style-type: none"> <li>Strict application with no expansion or reconstruction allowed from original footprint.</li> </ul>	<ul style="list-style-type: none"> <li>Allow for existing buildings and sites to be improved as long as they do not make an existing non-conformity worse</li> <li>As written, it will be difficult for properties to transition based on market evolution</li> </ul>
Area Requirements	<ul style="list-style-type: none"> <li>Minimum lot size = 1 acre</li> <li>Minimum lot width = 130'</li> <li>No lot coverage max</li> </ul>	<ul style="list-style-type: none"> <li>Eliminate this requirement. Some smaller lots may possibly existing with no option to combine with adjoining properties</li> </ul>
Multi-family standards	<ul style="list-style-type: none"> <li>Limitation on monotonous facades</li> <li>Flexible on façade materials and building styles (subject to exterior wall surface requirements)</li> <li>Establishes minimum unit sizes by type of unit (efficiency, 1 BR, 2 BR, etc.)</li> <li>Special regulations for townhomes and condos</li> </ul>	<ul style="list-style-type: none"> <li>Need additional functional urban design standards with images to illustrate the intent of the design standards</li> <li>Eliminate minimum area requirements by multi-family type (too micromanaging)</li> </ul>

Summary of MU PD Overlay District Regulations

Element	Secondary of Regulation	Issues/Comments
Yard Requirements	<ul style="list-style-type: none"> <li>No minimum or maximum front yard setback. Generally required to be close to the public street or along a plaza</li> <li>Sidewalks required along all public streets or along plazas</li> <li>No side yard (for adjoining commercial or MU zoning)</li> <li>Rear setback of 25' or what ever was in effect at the time of adoption of the MU ordinance</li> <li>Setback next to single-family residential zoned property shall be 20' plus 1:1 increment for each foot over one story. Limits any two-story development within 25' of single-family residential</li> <li>No outdoor storage within 25' of SF residential property unless screened by a masonry fence</li> </ul>	<ul style="list-style-type: none"> <li>Specify some minimum setbacks along certain street types or Bedford Euless Road/Pipeline Road (especially if we are trying to recreate these streets as pedestrian oriented streets or other internal streets that should be pedestrian oriented given the other 2 corridors are fundamentally auto-oriented)</li> <li>The key to creating anything with a semblance of pedestrian orientation HAS to be continuity of street frontages along multiple blocks/properties. Without some way to articulate which those pedestrian blocks or streets are to be (through a regulating plan), it is impossible to create continuity from one parcel to the next, especially in an infill, redevelopment context</li> </ul>
Height	<ul style="list-style-type: none"> <li>Minimum 2 story for new construction</li> <li>45' or 3 stories max. for mixed use buildings with a 1:1 height slope setback for buildings over 3 stories adjacent to single-family residential</li> <li>65' or 5 stories max. with conditions</li> </ul>	<ul style="list-style-type: none"> <li>Recommend eliminating this requirement</li> <li>Market is not there yet and lot of properties will just not redevelop due to this requirement</li> </ul>
Building Orientation	<ul style="list-style-type: none"> <li>Entrances to be oriented to streets/sidewalks or plazas</li> </ul>	<ul style="list-style-type: none"> <li>Fits with the vision for redevelopment, but need some articulation of which streets/frontages for continuity</li> </ul>
Screening	<ul style="list-style-type: none"> <li>Replace existing wooden fences (especially older than 10 years) with vegetative or masonry fences</li> <li>Pedestrian connection from adjoining residential neighborhoods to commercial areas is encouraged</li> <li>Fencing standards are established for different fence types</li> <li>Roof mounted equipment screening required</li> </ul>	<ul style="list-style-type: none"> <li>Recommend a less aggressive approach and let market drive such details allowing evolution of existing sites incrementally</li> </ul>
Exterior Wall Surfaces	<ul style="list-style-type: none"> <li>75% masonry (natural stone, brick, pre-stressed concrete panels, stucco, split faced, fluted, scored, or glazed CMU) required on all exterior walls.</li> <li>Ground floor retail requires 70% transparent glazing.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate if this is in keeping with the streamline modern/mid-century modern architectural materials. Recommend a more eclectic mix with a modern/international design aesthetic that will set Hurst apart from other DFW cities</li> </ul>

Summary of MU PD Overlay District Regulations

Element	Secondary of Regulation	Issues/Comments
Parking, Loading, and access	<ul style="list-style-type: none"> <li>• Cross access/shared access easements required (unless topography does not allow for it).</li> <li>• On-street parking allowed on all public streets except arterial roadways.</li> <li>• Allowance for one row of surface parking along the roadway.</li> <li>• Surface parking lots to be separated into pods of 25 spaces each.</li> <li>• Flexibility to set required parking standards based on a parking study for larger developments.</li> <li>• Off-street parking rates are different for different commercial uses –retail, office, restaurant, residential (based on number of bedrooms), etc.</li> <li>• Establishes a 15% franchise fee for any paid private parking .</li> <li>• Parking setback of 3’ required when parking or loading areas are across the street from residential uses.</li> </ul>	<ul style="list-style-type: none"> <li>• Recommend a more flexible approach to parking with one blended ratio for all commercial uses (retail, office, and restaurant) which will allow for the market to transition uses without being hamstrung by additional parking when an office building becomes a restaurant</li> <li>• Recommend something in the range of 1 space per 250 sq.ft.</li> <li>• Also recommend one blended ratio for residential uses</li> </ul>
Building Design Standards	<ul style="list-style-type: none"> <li>• Developments shall provide a contiguous public edge along public streets through building facades, low walls, articulated screening walls, street furniture, landscaping, berms, signage, sidewalks, etc.</li> <li>• Emphasis on building entrances along streets/sidewalks.</li> <li>• Ground floor facades to have doors and windows.</li> <li>• No blank facades along public streets.</li> <li>• Buildings to incorporate horizontal elements for massing and scale.</li> <li>• Screening of utility equipment (on site or roof top).</li> <li>• Organization of parking lots in a pattern of streets and blocks.</li> <li>• Incorporation of public places and activities such as greens, plazas, etc. to create interest for pedestrians.</li> <li>• Demonstrate consideration of CPTED principles for elements such as landscaping, entries, alleys, driveways, lighting, stairways, and walkways.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish some functional urban design standards</li> <li>• Explore opportunities to create a more modern/international design aesthetic with respect to all elements of the built environment</li> </ul>
Open Space	<ul style="list-style-type: none"> <li>• Defined as area for public use of which at least 50% is not covered by buildings, structures, or parking.</li> <li>• Required at 20% of a project area.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider reducing the open space requirement to 10% (quality of the space is more important than quantity)</li> <li>• Plus maintenance of open space and landscaping should be addressed</li> </ul>
Landscaping	<ul style="list-style-type: none"> <li>• No specified percentage.</li> <li>• Street trees required at 20’ on center.</li> </ul>	<ul style="list-style-type: none"> <li>• 20’ on center for street trees is excessive (root systems will grow into one another). Plus need to specify where they are required? Along public streets?</li> </ul>
Signs and Lighting	<ul style="list-style-type: none"> <li>• Decorative signs preferred</li> <li>• City standards for signs shall apply</li> <li>• Decorative lighting shall be installed</li> </ul>	<ul style="list-style-type: none"> <li>• Not enough guidance on what is the vision for these elements</li> </ul>

Summary of MU PD Overlay District Regulations

Element	Secondary of Regulation	Issues/Comments
Alcohol Sales	<ul style="list-style-type: none"> <li>Limited to uses that do not exceed 50% of their gross receipts through the sale of alcoholic beverages (both for dine in and carry out)</li> </ul>	<ul style="list-style-type: none"> <li>Recommend changing the standard to not exceed 75% of gross receipts for alcohol sales (same as TABC)</li> </ul>
Modifications	<ul style="list-style-type: none"> <li>Any of these standards may be modified through the site plan ordinance for any project</li> </ul>	<ul style="list-style-type: none"> <li>Establish some minor adjustments to be made to standards based on specific conditions by staff and changes beyond those thresholds to be approved by P&amp;Z and Council</li> </ul>

**Identification and prioritization of Capital Infrastructure Projects:** As redevelopment becomes the focus of future city growth, the city will have to assess major infrastructure needs to accommodate the redevelopment vision. This includes streets, water, sewer, and drainage in addition to parks and trails. A lot of the existing infrastructure is aging and will need to be replaced at a rate that may surpass the tax revenues that can pay for such replacement. A serious assessment and prioritization will need to happen over the next few years in addition to identifying elements of infrastructure investments that can create a higher return on public investment by driving a higher value redevelopment dynamic at key locations. In addition this initiative will have to be coordinated with parks and trail projects that come out as a result of the 2017 Parks Master Plan.

Next, after these projects are prioritized based on the public and private projects planned, funding strategies to implement these projects will need to be identified and implemented. Finally, based on the financial strategies recommended, public funds will need to be allocated to the prioritized projects together with any additional funding sources that may be available (such as a TIF or BID/PID) in the future. The city of Hurst would be the entity that would coordinate this activity with the assistance of Tarrant County.

**Coordination/Prioritization of Public Incentives for Private Projects:** As some of the public projects planned or underway commence, several private projects will also come online or vice versa. Some of these private projects will be seeking public incentives such as tax abatements, façade improvement grants, or public infrastructure support. The requests for incentives should be evaluated based on how each of them supports the overall redevelopment vision and the extent to which each of them leverages the investment on any planned public project. Based on this initiative, criteria should be established for the evaluation of private projects seeking incentives. The City would be the entity that is best suited in this role as an economic development priority with the community's backing.

**Coordination of neighborhood activities and festivals:** There are several modest incremental and short-term activities the city can start with to create interest and attract attention to things happening in south Hurst. These include street festivals associated with National Night Out, seasonal events for fall/Halloween, Thanksgiving, Christmas, spring/Easter, etc. Such events could become more frequent (one weekend a month) and be associated with pop-up food-truck plaza and/or music/theater events at the Artisan Theater. Once they gain traction, they could be associated with more regular events such as farmers' or community markets. The city could be the initial entity to coordinate between different public and private entities to put on starter events. Once such events gain more community interest and traction, a non-profit board or a separate committee made up of city, private, and neighborhood interests could take it on as a full-time activity.

**Maintenance of public areas and Code Enforcement:** Maintaining clean and safe public parks, trails, and streets will be very critical if Hurst wants to attract new businesses and residents. This includes enhanced code commercial, multi-family and neighborhood enforcement, trash and litter pick up, graffiti removal, neighborhood security, and maintaining the city's investment in streets, public spaces, and public buildings. In order for south Hurst to attract new businesses and urban residential development, it will be critical to elevate code enforcement efforts to clean up visual appearance along the city's aging commercial corridors. It will be critical to support aesthetic improvements along these corridors in order to keep attracting reinvestment into the adjoining neighborhoods by young families. At some point, given the scale of such demands on the public sector, it may make sense to evaluate the feasibility of establishing a public improvement district (PID) to assist in the maintenance and code enforcement operation in south Hurst, especially along these commercial corridors. Of course, this has to be undertaken in partnership with property owners and business owners. At that time, the functions of the PID and the organizational structure could be developed with the input from all stakeholders.

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## RECOMMENDED MANAGEMENT STRUCTURE FOR IMPLEMENTATION OF THE REDEVELOPMENT INITIATIVE:

Implementation Recommendations by City Department Functions: This section organizes some of the implementation recommendations by the responsible city department and neighborhood type to indicate priority.

### 1. ECONOMIC DEVELOPMENT

#### City-wide Recommendations

- The EDC should coordinate inter-departmental data and external sources to implement a city-wide system to monitor neighborhood factors including crime, code, values, distressed sales, vacancy, and rental density. This should be created immediately following this report and should be evaluated at least quarterly to monitor Neighborhood Unit health.
- The city manager and council should explore creating a development corporation and land banking fund for redevelopment/revitalization efforts.
- The EDC should issue an RFP to conduct a branding study and integrate marketing for arts/culture oriented activities. This is critical for existing cultural events and could develop needed funding to promote Hurst as an arts district.
- The EDC should develop a citywide commercial retail merchandising strategy to activate aging retail. The EDC should develop a master list of uses which align with the city of Hurst demographics and operational and location requirements of retail and restaurant uses. The list should be tailored to each area using a vision/values framework and sensitive to existing uses to mitigate cannibalization and sales transfer. A focus should be first in North Texas concepts and those which enhance differentiation from other communities. This process should include ongoing retail recruitment for catalyst areas and vacant spaces.
- The EDC should work with other city departments to create an arts commission to promote city wide cultural events.
- The EDC should coordinate with a third-party to create marketing materials for potential developers and tenants on specific opportunities within each catalyst/Target Investment Area (TIA). These would include current site plans, demographic summaries, aerial maps, traffic counts and other pertinent data.
- The EDC should develop an incentive program for façade improvements in older shopping centers to be approved and adopted by city council.
- As part of the merchandising strategy, the consultant shall work with staff to explore the benefits of changing the required food/beverage mix in special areas to allow for higher intensity restaurants for activation/destination.

#### Type III Neighborhood Recommendations

- Develop regional partnerships with major employers to identify needs, which Hurst can fulfill (housing, spin off opportunities, etc.)
- The EDC should coordinate with developers and landowners and work with CoStar/Xceligent to ensure properties are inventoried and data is accurate for monitoring, reporting and outreach.

### 2. PLANNING & ZONING

#### City-wide Recommendations

- Amend the MU PD Overlay standards including the creation of a redevelopment pattern book to establish guidelines and best practices for commercial, multi-family, and residential redevelopment/revitalization.
- Create a neighborhood outreach program to educate and empower citizens on neighborhood issues and available resources.
- Create a community program to prioritize and target neighborhoods for resources and funding.
- Develop a way finding initiative to raise awareness of destinations, facilities, and information.
- Update aged sign, subdivision, landscaping, and code of ordinances.

#### Type II Neighborhood Recommendations

- Extend Municipal Redevelopment Zone to the North side of Highway 10.

#### Type III Neighborhood Recommendations

- Develop quarterly meeting with HOA's, business community to update on city programs, activity, and priorities to enhance communication and awareness.
- Expand parks and trails study to include probable costs to activate creeks with greenbelt regional trail system to improve North/South connectivity.

### 3. PUBLIC WORKS/INFRASTRUCTURE

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City-wide Recommendations

- Based on the neighborhood type, the city should assess the condition of the major infrastructure systems (water, sewer, drainage, and streets) to identify major and minor investments needed to accommodate redevelopment in the future. This includes identifying changes to city's ordinances and manuals to eliminate/minimize barriers to redevelopment.
- Based on an assessment of major infrastructure needs, identify possibly funding sources and priorities (all with a redevelopment focus).
- Identify best practices to implement LID (low impact development)/multi-use infrastructure that is both cost effective as well as value-add to adjoining redevelopment opportunities.

#### 4. NEIGHBORHOODS, PARKS, AND TRAILS

City-wide Recommendations

- Prioritize park and trail plan implementation that aligns with the priorities in this plan and identify partnership opportunities with catalytic projects recommended.
- Establish a program that can streamline home improvements and emergency repairs.
- Develop a position for a staff member dedicated to neighborhood and housing related activities.

Type II Neighborhood Recommendations

- Explore residential demo/rebuild program on lower quality residential to improve quality.

Type III Neighborhood Recommendations

- Prioritize and fund 1-2 gateways per year.
- Develop a legacy system that can track code cases including actions and cases for monitoring.
- Update/create a strategic Comprehensive Plan/Future Land Use Plan to align vision with future investments – with a specific focus on redevelopment opportunities and under-developed and vacant properties.

# Implementation Matrix

Element	Action	Timeline			Partners	Costs
		Short	Medium	Long		
<b>City-Wide Recommendations</b>						
Policy	Implement a city-wide system to monitor neighborhood factors including crime, code, values, distressed sales, vacancy, rental density	√			Code, EDC, Police, Planning, City Manager	\$
Action	Create a neighborhood outreach program to educate and empower citizens on neighborhood issues and available resources	√			Planning	\$
Action	Create a community program to prioritize and targets neighborhoods for resources and funding	√			Planning	\$
Action	Establish a program that can streamline home improvements and emergency repairs		√			\$
Action	Develop a staff member dedicated to neighborhood and housing related activities		√		City Manager's Office	\$
Action	Explore creating a development corporation and land banking fund for redevelopment/revitalization		√		EDC	\$\$
Policy	Conduct a branding study and integrate marketing for arts/culture oriented activities to promote the arts	√			EDC	\$
Action	Develop a citywide commercial retail merchandising strategy to activate aging retail	√			EDC	\$
Action	Create an Arts Commission to promote city wide cultural events		√		EDC	\$
Action	Create marketing materials to potential developers and tenants on specific opportunities within each Catalyst Area	√			EDC	\$
Action	Develop a redevelopment pattern book to establish guidelines and best practices for commercial and residential redevelopment/revitalization		√		Planning	\$
Action	Develop a way finding initiative to raise awareness of destinations, facilities and information		√		Planning	\$\$

Element	Action	Timeline			Partners	Costs
		Short	Medium	Long		
Action/Policy	Update aged sign, subdivision, landscaping and code of ordinances		√		Planning	
Policy	Explore changing the required food/beverage mix in special areas to allow for higher intensity restaurants for activation/destination		√		City Manager, Code	\$
Policy	Develop stronger guidelines for multi-family development	√			Code	\$
Policy	Explore incentive program for façade improvements in older shopping centers		√		EDC	\$
Action	Update Comprehensive Plan to align vision with future investments	√			City Manager	\$\$
Action	Develop regional partnerships with major employers including DFW, Bell, American Airlines, etc. to identify needs which Hurst can fulfill (i.e. housing, spin off opportunities).		√		EDC, City Manager, Chamber	\$
Action	Expand parks and trails study to include probable costs to activate creeks with greenbelt regional trail system to improve north/south regional connectivity		√		Parks, Planning	\$
Action	Develop a legacy system that can track code cases including actions and cases for monitoring	√			Code, City Manager	\$
Action	Work with Costar/Xceligent and property owners to ensure properties are inventoried and data is accurate for monitoring and outreach		√		EDC	\$
<b>Type I Neighborhoods</b>						
Action	Prioritize and fund one to two gateways per year		√		Public Works	\$
Action	Develop quarterly meeting with HOA's, business community to update on city programs, activity and priorities to enhance communication and awareness	√			Planning	\$

Element	Action	Timeline			Partners	Costs
		Short	Medium	Long		
<b>Type II Neighborhoods</b>						
Policy	Extend Municipal Redevelopment Zone to north side of Highway 10	√			Planning	\$
Policy	Explore residential demo/rebuild program on lower quality residential to improve neighborhood quality		√			\$\$
<b>Type III Neighborhoods</b>						
Action	Update Comprehensive Plan to align vision with future investments	√			Public Works, Parks, Planning/EDC	\$\$\$
Action	Develop regional partnerships with major employers including DFW, Bell, American Airlines, etc. to identify needs which Hurst can fulfill (i.e. housing, spin off opportunities).		√		EDC, City Manager, Chamber	\$
Action	Expand parks and trails study to include probable costs to activate creeks with greenbelt regional trail system to improve north/south regional connectivity	√			Parks, Planning	\$
Policy	Develop a legacy system that can track code cases including actions and cases for monitoring	√			Code, City Manager	\$
Action	Work with Costar/Xceligent and property owners to ensure properties are inventories and data is accurate for monitoring and outreach	√			EDC	\$
Policy	Prioritize and fund one to two gateways per year	√			Public Works	\$\$
Action	Prioritize and fund one to two gateways per year	√			Public Works	\$
Action	Develop quarterly meeting with HOA's, business community to update on city programs, activity and priorities to enhance communication and awareness		√		Planning	\$\$

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City of Hurst  
**2017 Strategic Implementation Plan**

Appendix:  
Neighborhood  
Assessment

# Neighborhood Unit #1

## NEIGHBORHOOD CHARACTERISTICS

- Significant commercial (redeveloped and underperforming) north of Highway 26.
- Almost 10 acres SF lot in the middle of the area (with possible potential for some infill residential)
- Mostly SF detached residential uses on 6,000-12,000 sq.ft. lots. Limited duplexes on Hurstview Drive across from the nursing facility
- Homes range from modest one-story mid-70's ranches to mid-80's and 90's homes

## NEIGHBORHOOD OPPORTUNITIES

1. Work with neighborhood groups/HOA's to improve neighborhood entry features
2. Code issues with residential fences



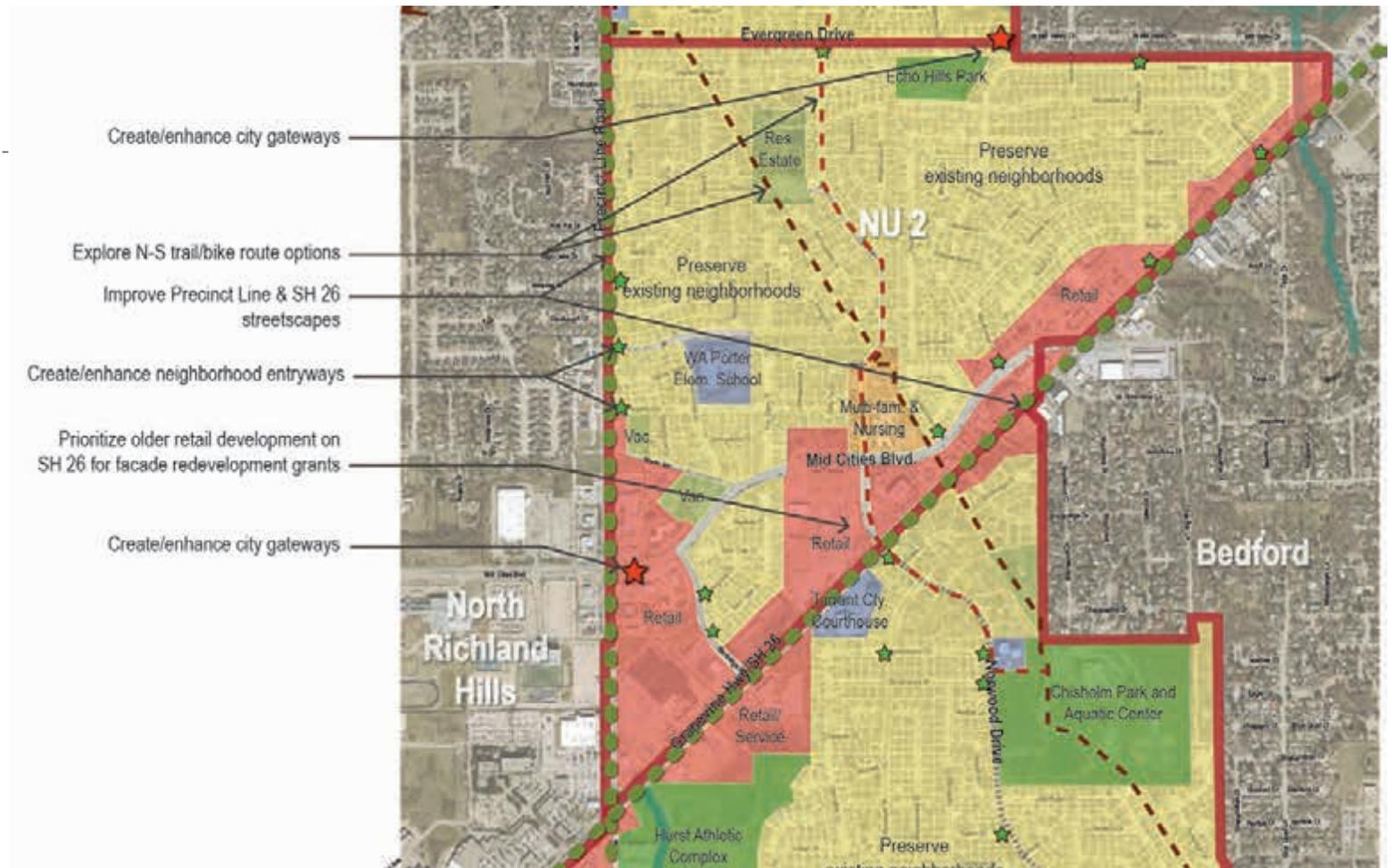
# Neighborhood Unit #2

## NEIGHBORHOOD CHARACTERISTICS

- Significant commercial (redeveloped and underperforming) along Highway 26
- One community park – Echo Hills Park; 1 elementary school (Porter Elem. At Prestondale and Springhill Dr.)
- Mostly SF detached residential uses on 6,000-12,000 sq.ft. lots. Limited duplexes on Hurstview Drive across from the nursing facility
- Homes range from modest one-story mid-70's ranches to mid-80's and 90's homes

## NEIGHBORHOOD OPPORTUNITIES

1. Improve SH 26 streetscape by partnering with TxDOT and major property owners – add landscaping, parking lot screening, street trees, consistent sidewalks, improve signage (possibly transition to monument signs only)
2. Consider creating a façade improvement grant program to work with older retail centers along 26 to improve landscaping, façade design, and signage
3. Work with neighborhood groups/HOA's to improve neighborhood entry features
4. Code issues with residential fences



# Neighborhood Unit #3

## NEIGHBORHOOD CHARACTERISTICS

- Significant non-residential areas
- Parks – Chisholm Park (with Aquatic Center) and Hurst Athletic Complex
- TCC NE Campus
- Residential neighborhoods built in the 1970s, 1990's and some more recent (2000's)
- Limited office and multi-family along Harwood Road
- Significant retail along Precinct Line between Harwood and SH 26.
- Newest retail at SH 26 adjacent to Athletic Complex
- 2 major powerline easements running through the neighborhood
- Fence maintenance along Norwood
- Generally well maintained masonry fences along Harwood Road

## NEIGHBORHOOD OPPORTUNITIES

- Aesthetic improvements along Norwood
- Focus on façade improvement grants for older retail along Harwood
- Improve pedestrian connectivity to TCC NE Campus
- Potential for trail improvements along one or both of the powerline easements running through the neighborhood
- Improve aesthetics along Precinct Line Road with a focus on softening the edges of the corridor with landscaping



# Neighborhood Unit #4

## NEIGHBORHOOD CHARACTERISTICS

Significant non-residential (including Hurst Municipal Complex, Conference Center, and 6-story Liberty Bank Office building), lodging, and multi-family uses west of Precinct Line

Significantly older neighborhoods (1960's and 1970's) east of Precinct Line Road (around 10,000 sq.ft. lots) with mature trees and well maintained yards

Some newer restaurant pads along 183/121 Frontage road.

2 parks – Smith Barfield Park and Mayfair Park

2 drainage corridors running N-S through the neighborhoods

LD Bell High School located on the SE corner



## NEIGHBORHOOD OPPORTUNITIES

Improve aesthetics along Precinct Line with more landscaping and streetscape treatments

Explore the potential to improve the drainage creeks as amenities with trails and the future potential to connect under 183/121 to South Hurst neighborhoods.

Encourage rehab/investment in the existing older neighborhoods

Explore the potential for redevelopment of the area around the Hurst Municipal Center and Convention Center given the public investment in the area

# Neighborhood Unit #5

## NEIGHBORHOOD CHARACTERISTICS

- Significant retail (some relatively new) along Precinct Line and at 183/121 and Precinct Line (mostly pad-site restaurants and major retail center - Target)
- Some older retail along Bedford-Eules Road east of Precinct Line (less intense commercial west of Precinct Line with approximately 11 acres along Bedford-Eules Road just west of Precinct Line with potential for redevelopment)
- Bedford-Eules Road is a major east-west connector to NE Mall
- Cimarron Trl – one of the few remaining rural roadways with older homes
- Attractive older neighborhoods built in the 1960's (mature trees and quiet neighborhood streets)
- N-S drainage way is a buffer between the neighborhoods and the commercial along Precinct Line.



## NEIGHBORHOOD OPPORTUNITIES

1. Continue with aesthetic improvements along Precinct Line Road
2. Prioritize key catalytic sites (older retail centers) for potential redevelopment with a focus on improving transitions between neighborhoods and the retail corridor
3. Explore incremental infill/redevelopment opportunities
4. Encourage rehab/investment in the existing older neighborhoods
5. Explore the potential to improve the N-S drainage way with trails and natural vegetation as a better transition between the neighborhoods and retail

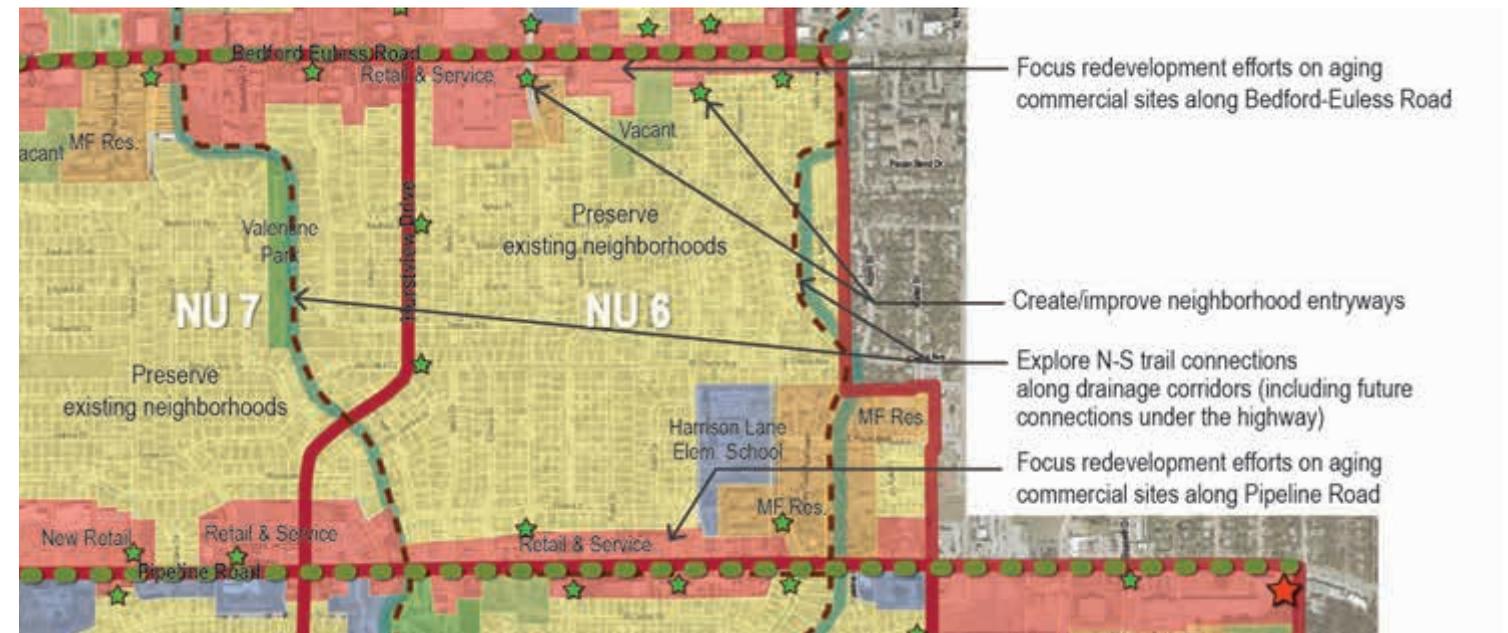
# Neighborhood Unit #6

## NEIGHBORHOOD CHARACTERISTICS

- Significantly older (from late 1950's to 60's) single-family neighborhoods with mature trees and well maintained yards
- Some multi-family concentrated in the SE corner of the neighborhood unit
- Some institutional uses (nursing and rehab center)
- Major N-S drainage corridor
- 1 School – Harrison Lane Elem. School
- Transitions between neighborhood and retail on Bedford-Eules Road are unattractive
- Older, underperforming retail on Bedford-Eules and Pipeline Road
- Many potential infill sites along both corridors
- Code enforcement issues – fences, building condition

## NEIGHBORHOOD OPPORTUNITIES

1. Continue with aesthetic improvements along Precinct Line Road
2. Prioritize key catalytic sites (older retail centers) for potential redevelopment with a focus on improving transitions between neighborhoods and the retail corridor
3. Explore incremental infill/redevelopment opportunities
4. Encourage rehab/investment in the existing older neighborhoods
5. Explore the potential to improve the N-S drainage way with trails and natural vegetation as a better transition between the neighborhoods and retail



# Neighborhood Unit #7

## NEIGHBORHOOD CHARACTERISTICS

- New retail center (Walmart Neighborhood Market) at Precinct Line and Pipeline Road
- Several underutilized retail sites along both Bedford-Eules Road and Pipeline Road
- Lots along Precinct Line Road are more neighborhood oriented
- Major N-S drainage corridor (Mesquite Branch) that bisects the neighborhood unit (runs through Valentine Park)
- Valentine Park (mostly unimproved) has limited access and backs up to residential uses along Birch Street
- City owned Brookside Convention Center and parking lot located just south of Bedford Eules Road on Brookside Dr.
- Neighborhoods are mostly single-family (late 1950's, 60's, very few newer homes) with lots between 8,000 and 9,000 sq.ft.
- One block of duplexes at Bedford-Eules Road and Trailwood Drive.
- One multifamily development (Hunter Chase apartments) at the corner of Bedford-Eules Road and Precinct Line
- Approx. 3.2 ac. vacant parcel on Precinct Line just south of Bedford-Eules Road

## NEIGHBORHOOD OPPORTUNITIES

1. Continue with aesthetic improvements along Precinct Line Road and Bedford Eules Road
2. Prioritize key catalytic sites (older retail centers) for potential redevelopment with a focus on improving transitions between neighborhoods and the retail corridor
3. Explore incremental infill/redevelopment opportunities
4. Encourage rehab/investment in the existing older neighborhoods (evaluate zoning standards related to relax setback standards and possibly allow accessory dwelling units)
5. Explore the potential to improve the N-S drainage way (Mesquite Creek) with trails and natural vegetation
6. Improve Valentine Park with amenities such as trails, picnic shelters, playground, etc. Add/improve sidewalks/connections to adjoining streets.
7. Address maintenance of residential privacy fences (several in disrepair) and neighborhood entry elements (none exist)



# Neighborhood Unit #8

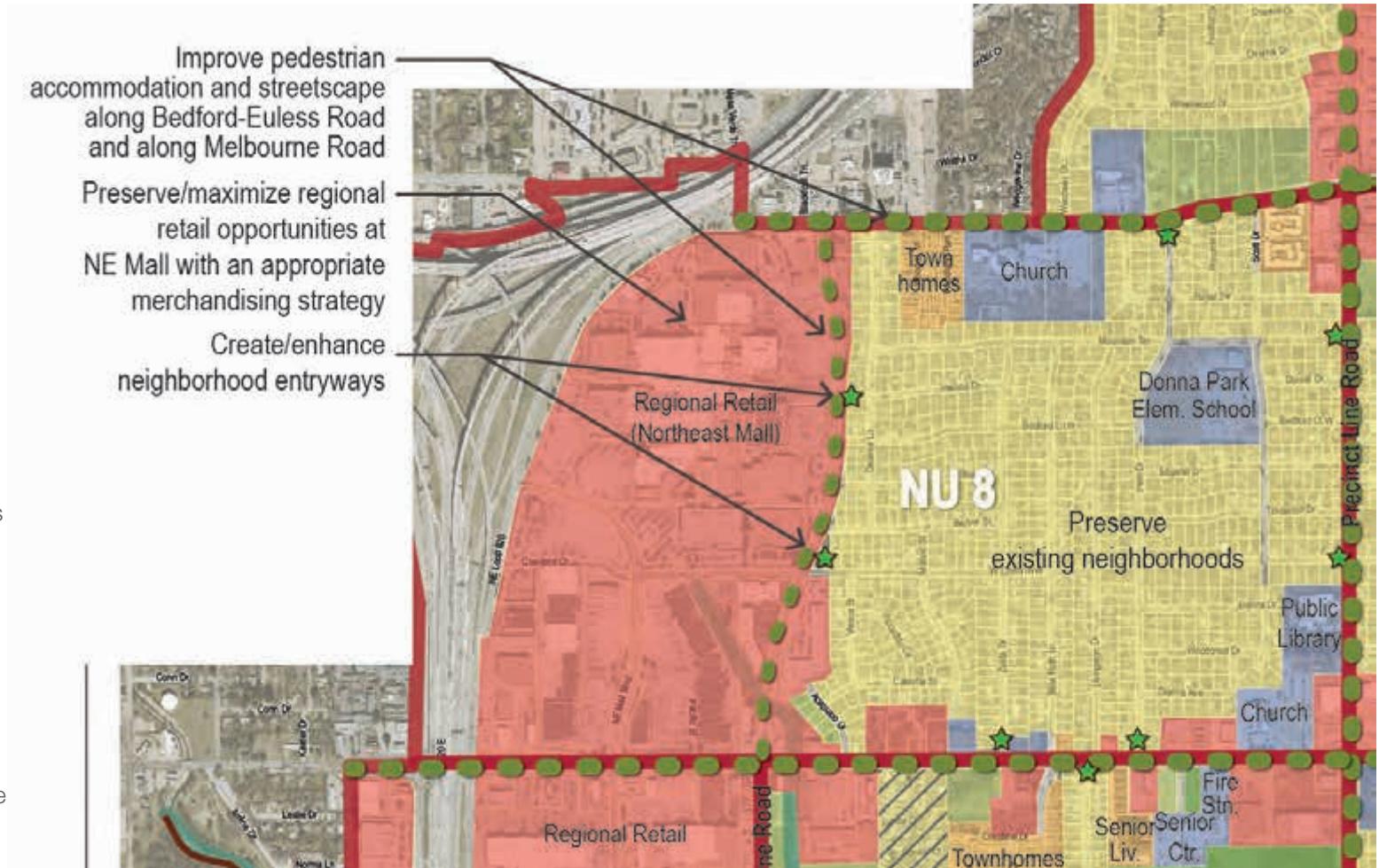
## NEIGHBORHOOD CHARACTERISTICS

### Major regional retail (Northeast Mall) located west of Melbourne Road

- East of Melbourne is mainly residential (with some multifamily at Bedford Eules and Precinct Line and townhomes on Bedford Eules Road just east of Melbourne Road)
- Single-family residential neighborhoods built in the 1960's and 70's (lots ranging from 11,000 sq.ft. to 12,000 sq.ft.)
- 1 school (Dona Park Elementary School) and 1 park (Windmill Park) located in the middle of the neighborhood (at Cheryl and Irwin Dr.)
- Hurst Public Library and US Post Office located on Precinct Line Road close to Pipeline

## NEIGHBORHOOD OPPORTUNITIES

1. Neighborhood perimeter fences along Melbourne Road should be maintained/improved (possibly changed to masonry to help improve aesthetics along Melbourne Road)
2. Prioritize any pedestrian connections between mall, neighborhood, school, park, and library (focus on Cheryl Ave and Irwin Dr.)
3. Continue pedestrian access, streetscape along Pipeline Road
4. Focus on retaining existing regional retail tenants at NE Mall
5. Encourage more destination restaurants to cluster close to the Mall
6. Explore incremental infill/redevelopment opportunities (especially between the neighborhood and major corridors and between major intersections along major corridors – Bedford-Eules Road and Pipeline Road)
7. Encourage rehab/investment in the existing older neighborhoods (evaluate zoning standards related to relax setback standards and possibly allow accessory dwelling units)



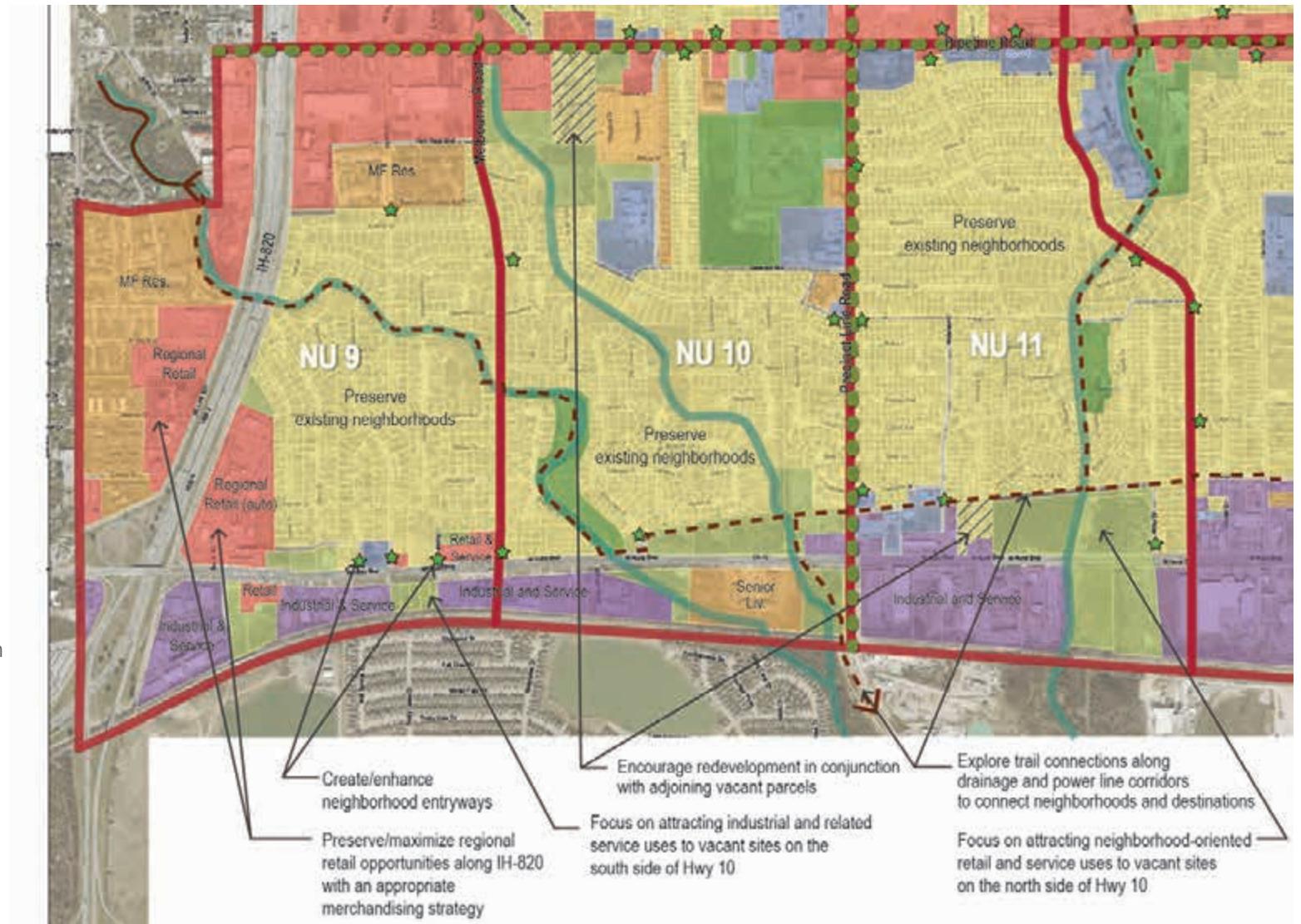
# Neighborhood Unit #9

## NEIGHBORHOOD CHARACTERISTICS

- Influence of major highway (820/121) –
- retail on both sides of the highway (north of Calloway Creek)
- Auto-oriented retail (car dealers) south of the creek along the highway
- Small portion of the city located west of 820 (separated by the Highway)
- Significant multi-family development along Booth Calloway (behind the commercial uses on the highway)
- Older industrial and auto-service uses along Hwy 10 (Hurst Blvd)
- Major creek (Calloway Branch) runs from the northeast of the neighborhood unit to the southeast with Jaycee-Baker Park at the end of Belmont Drive.
- Single-family neighborhoods along Calloway Creek behind the commercial frontages along the major roadways
- Most of the homes built in the 1960's. Some newer homes (1980's along Greenwood Circle)

## NEIGHBORHOOD OPPORTUNITIES

1. Neighborhood perimeter fences should be maintained/improved
2. Evaluate the potential to improve the aesthetics of Calloway Creek as a linear open space with trails in addition to current storm drainage functions (in additions to connections under the highway if possible in the future)
3. Prioritize any pedestrian connections between Jaycee-Baker Park, Calloway Creek and the neighborhoods
4. Focus on aesthetic improvements along the Highway frontage (explore façade improvement and landscaping improvement grants)
5. Encourage rehab/investment in the existing older neighborhoods (evaluate zoning standards related to relaxed setback standards and possibly allow accessory dwelling units)
6. Improve aesthetics along Hwy 10 (landscaping, improving sign ordinance requirements, screening of outdoor storage, stepping up code enforcement)



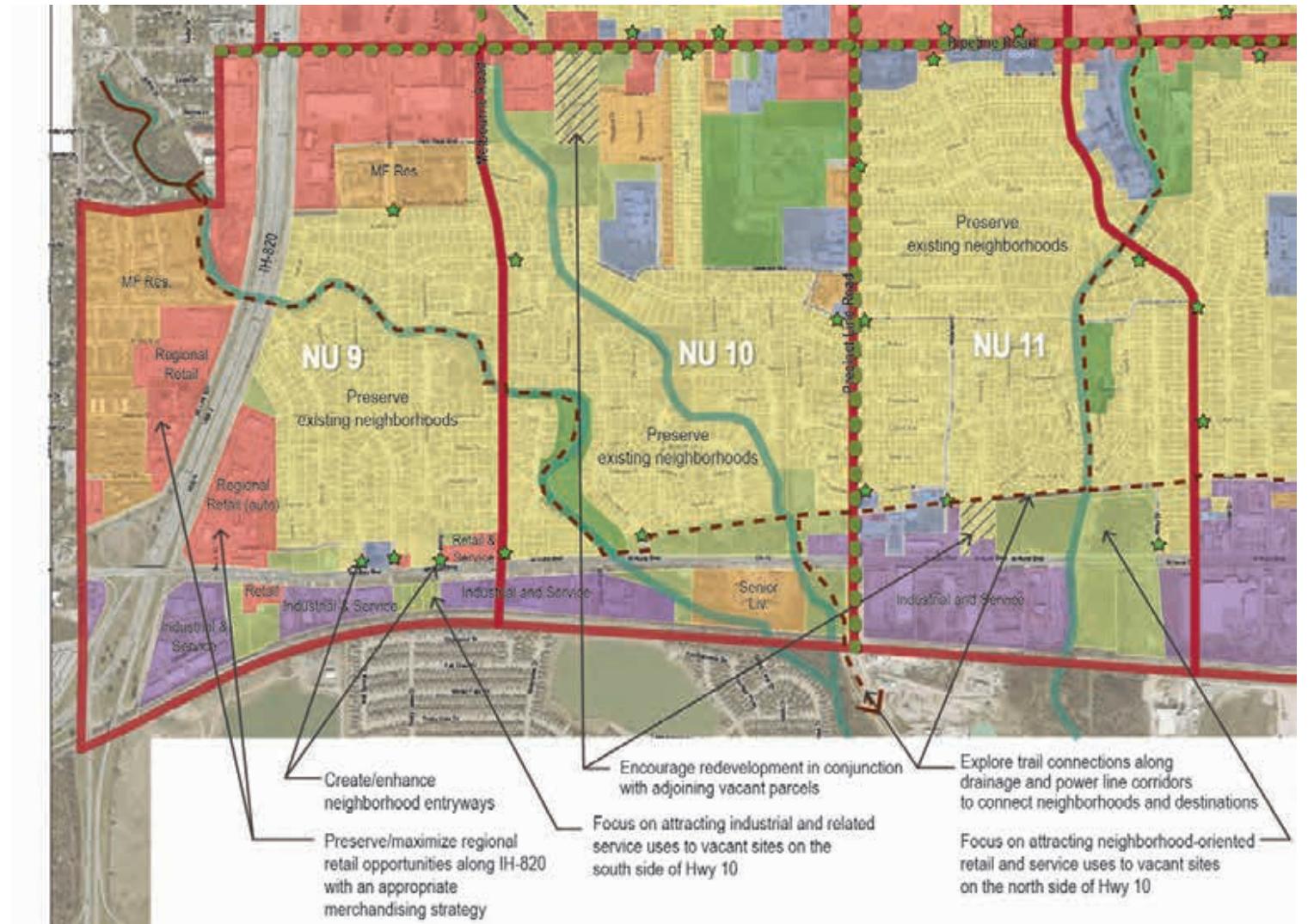
# Neighborhood Unit #10

## NEIGHBORHOOD CHARACTERISTICS

- 2 major creeks run through the neighborhood unit – Calloway Creek and Walker Branch that feed into the Trinity River to the south
- Significant parks and public facilities in the neighborhood – Hurst Community Park (with active fields), Hurst Hills Park, Billy Creek Estates Park, 2 schools (Hurst Hills Elementary School, West Hurst Elementary School), Hurst Senior Center, and Fire Station
- Mix of single-family (some from 1960's, but most from the 80's, 90's and 00's), duplex, townhomes, and limited new multi-family residential
- Mobile home park (Royal Estates Mobile Home Park) located at Pipeline just east of the commercial at the intersection with Melbourne Road (approx. 70 mobile homes) (9 ac)
- Adjoining the mobile home park is approx. 16 acres (with the drainage creek) that is currently undeveloped
- Industrial/storage uses along Hwy 10/Hurst Blvd (west of the creek and a newer retirement community east of the creek (Villas on Calloway Creek)
- Some vacant properties along the Hwy 10 frontage

## NEIGHBORHOOD OPPORTUNITIES

1. Evaluate the potential to redevelop mobile home park in conjunction with the adjoining undeveloped land (approx. 25 acres)
2. Future development of lower intensity office or other neighborhood compatible uses along Hwy 10
3. Explore pedestrian and trail linkages between the city facilities, parks, and schools
4. Encourage infill/redevelopment around the new fire station and senior activities center
5. Evaluate the potential to improve the aesthetics of both creeks as linear open spaces with trails in addition to current storm drainage functions (in additions to connections to the south to any Trinity Regional trails)
6. Improve aesthetics along Hwy 10 (landscaping, improving sign ordinance requirements, screening of outdoor storage, stepping up code enforcement)



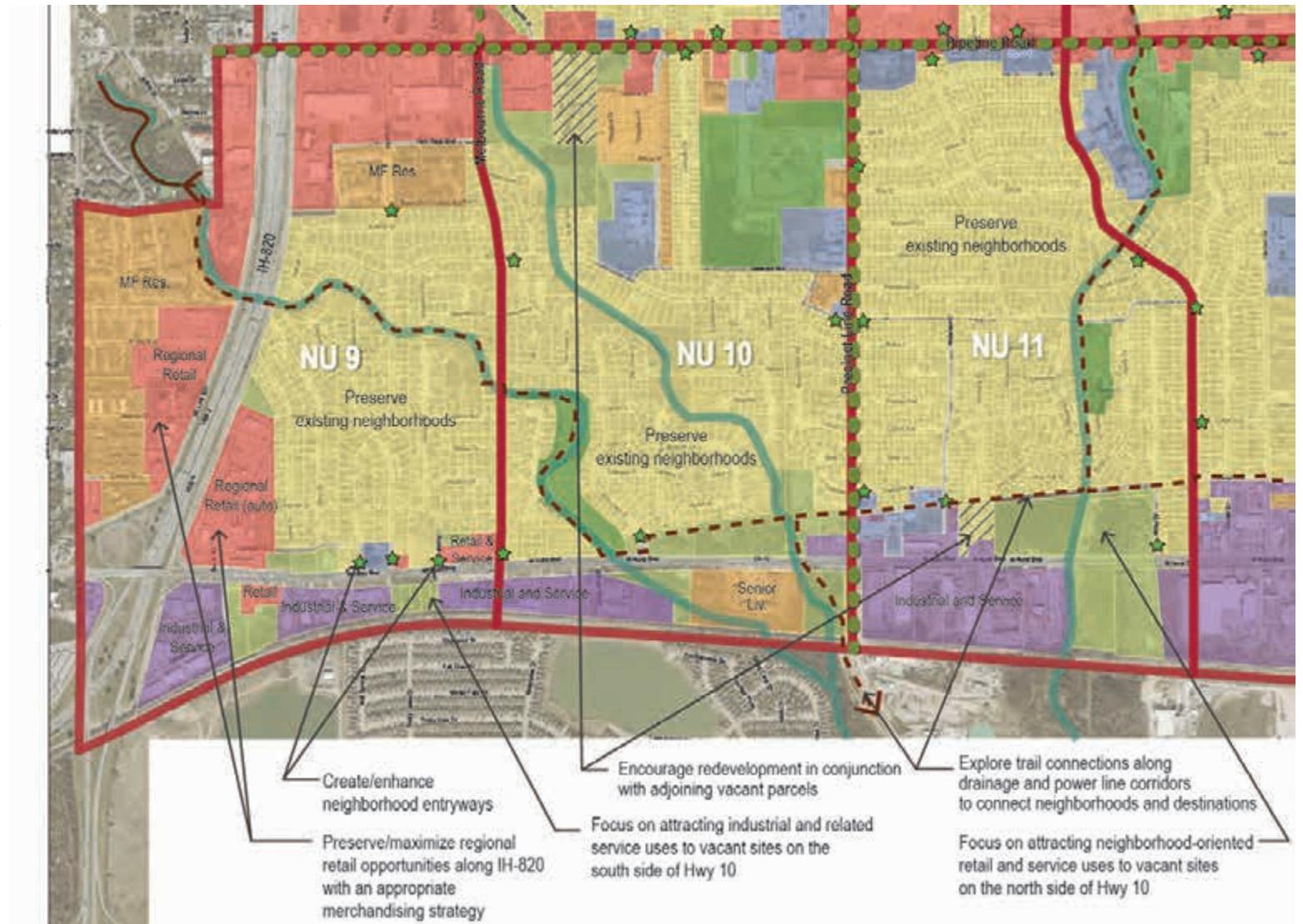
# Neighborhood Unit #11

## NEIGHBORHOOD CHARACTERISTICS

- Mostly residential with the exception of some of the frontages along Pipeline Road and Hwy 10
- Generally older (late 1950's, 60's), modestly sized homes (between 1,000 and 1,800 sq.ft.)
- Lots are in the 7,000 sq.ft. range
- Small area of mobile homes at Hwy 10 (approx. 4 ac.)
- Major N-S drainage creek runs through the neighborhood unit
- Redbud Park is located along the creek
- Some undeveloped property located along Hwy 10 (north approx. 22.7 ac; south approx. 18 ac) (property on the north side of Hwy 10 is heavily wooded)
- Heavier industrial type uses along the south side of Hwy 10

## NEIGHBORHOOD OPPORTUNITIES

1. Encourage rehab/investment in the existing older neighborhoods (evaluate zoning standards related to relaxed setback standards and possibly allow accessory dwelling units)
2. Focus on appropriate development of the vacant parcels along Hwy 10 and if possible consolidate with the adjoining mobile home park (consolidated acreage is approx. 28 ac.)
3. Potential for creek to be improved as a linear green with trails
4. Improve aesthetics along Hwy 10 (landscaping, improving sign ordinance requirements, screening of outdoor storage, stepping up code enforcement) (currently underway through TxDOT Landscaping program)



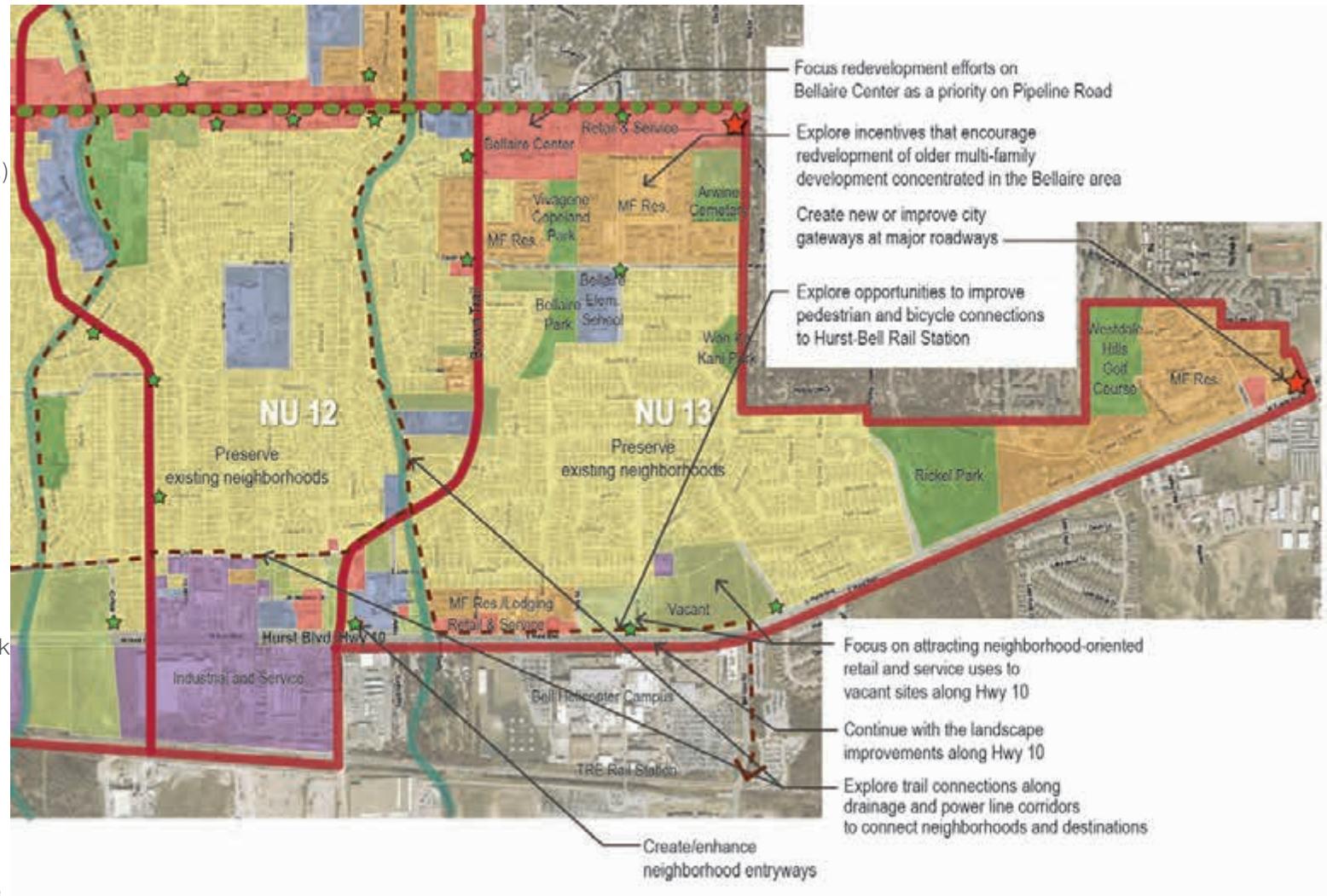
# Neighborhood Unit #12

## NEIGHBORHOOD CHARACTERISTICS

- Hurst Recreation Department and Tennis Center located along the creek at Pipeline Road
- Hurst Junior High School located in the middle of the neighborhood on Harmon Lane
- Older, modest homes (from the 50's) (some homes less than 1,000 sq.ft.) (lots are 7,000 sq.ft. – 12,000 sq.ft.)
- Well maintained homes and yards
- Some streets have sidewalks (Harmon, Harrison, Norwood) and some don't (no consistent sidewalks)
- Older multi-family located along Brown Trail north of Pecan and some at Redbud and Brown Trail
- N-S drainage channel (but not as wide as the others) runs east of Norwood
- Vacant commercial lot (city owned?) and undeveloped property adjacent to City Rec. Center on Pipeline Road (together approx. 5.5 ac)
- Older auto-related uses along the north side of Hwy 10 and industrial uses along the south side of Hwy 10

## NEIGHBORHOOD OPPORTUNITIES

1. Focus redevelopment catalytic sites next to city facility/investment or park (Pipeline road near the Rec. Center)
2. Encourage rehab/investment in the existing older neighborhoods (evaluate zoning standards related to relaxed setback standards and possibly allow accessory dwelling units)
3. Identify key streets for sidewalk connections – focus on school connections and connections to parks, rec. center and future linear trail
4. Focus on rehab of the older multi-family located along Brown Trail
5. Potential for creek to be improved as a linear green with trails
6. Improve aesthetics along Hwy 10 (landscaping, improving sign ordinance requirements, screening of outdoor storage, stepping up code enforcement)



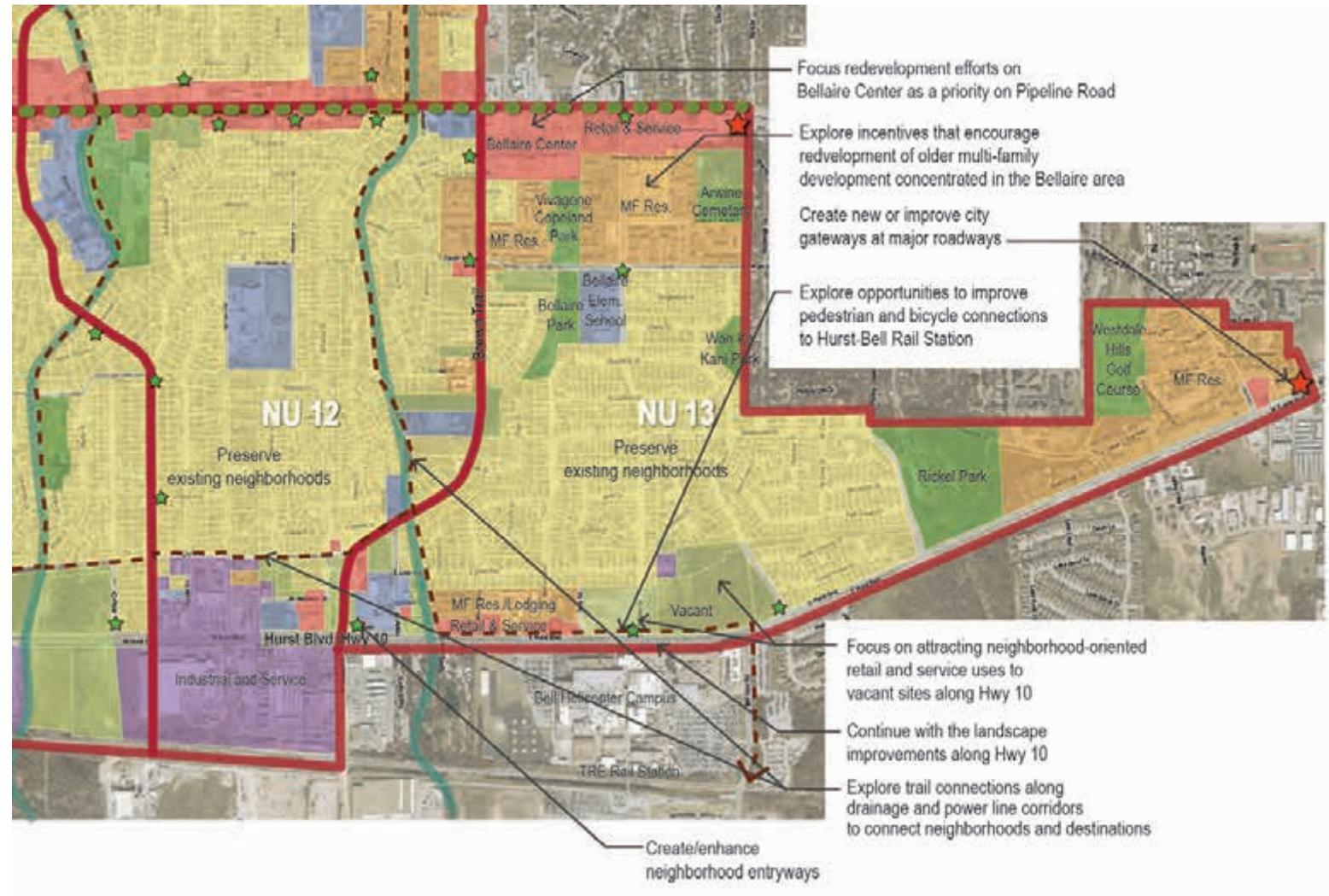
# Neighborhood Unit #13

## NEIGHBORHOOD CHARACTERISTICS

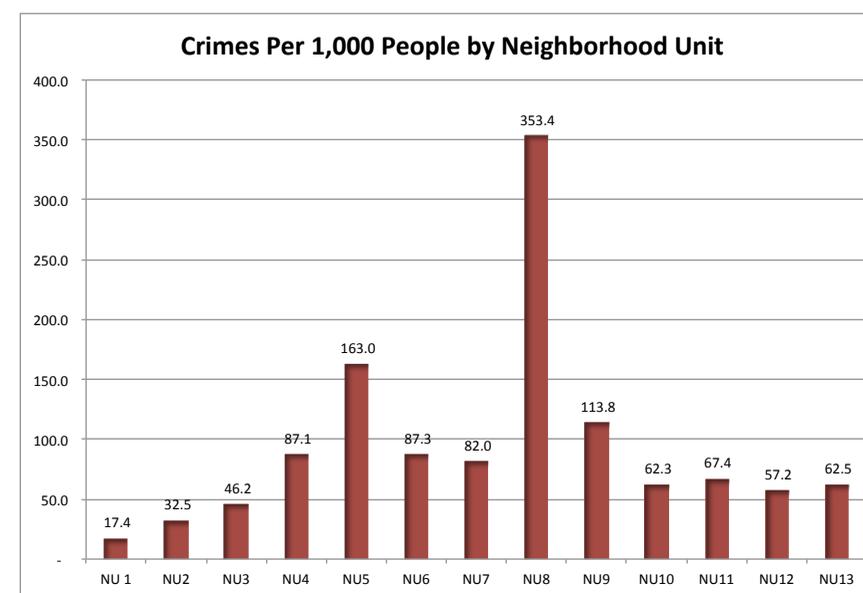
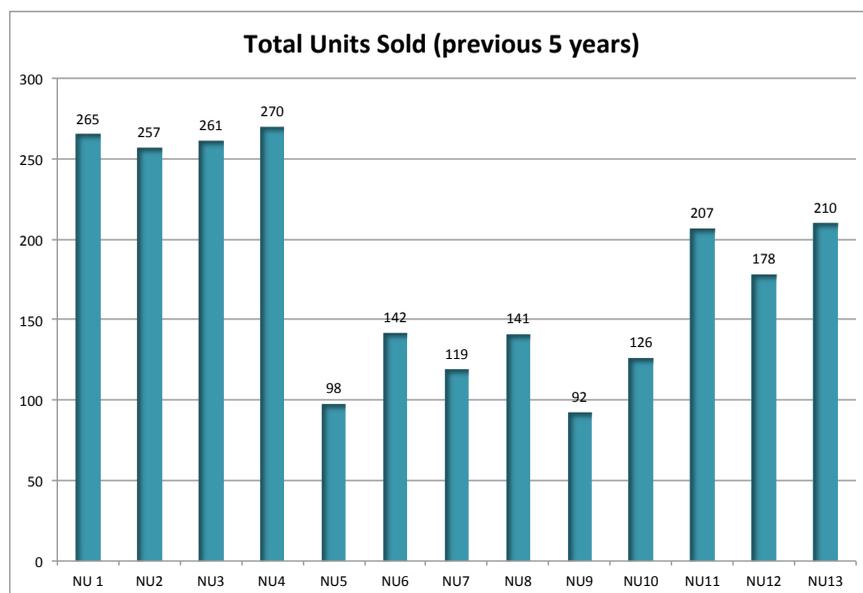
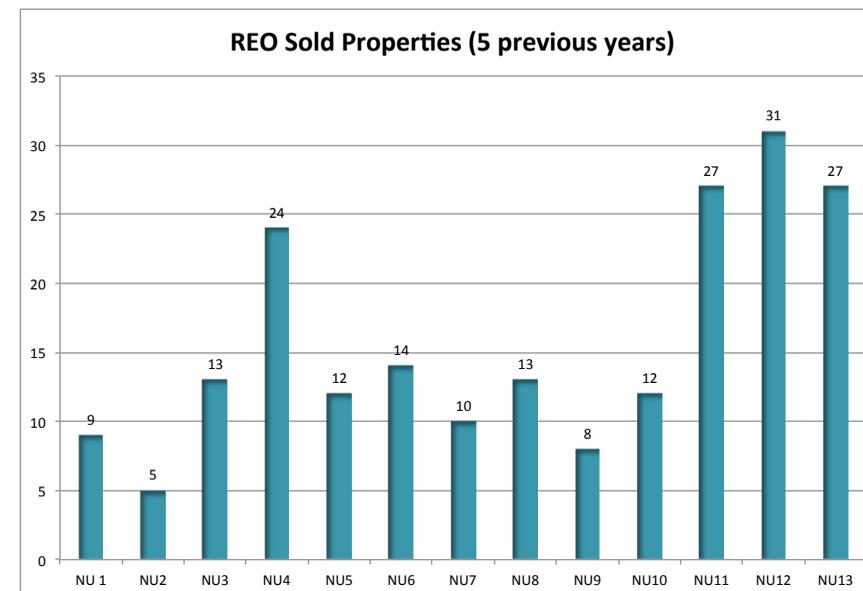
- Significant parks (Bellaire Park, Vivagene Copeland Park, Tesco Park, Rickel Park), portion of the Westdale Hills Country Club and Golf Course, and natural elements (creeks)
- 1 school – Bellaire Elementary School on Bellaire Drive in the middle of the neighborhood unit
- Older single-family neighborhoods (from the 1950's and 60's). But also has newer homes from the 1990's
- Several older multi-family (1970's) developments in the periphery of the neighborhood (along Bellaire and Pecan Streets, one along Hwy 10)
- Some 1980's era multi-family located in the southeast corner of the city/neighborhood adjacent to Rickel Park and the golf course
- Several underutilized commercial sites
- Kroger grocery at Pipeline and Bellaire Drive
- Artisan Theater local community anchor located at Pipeline and Bellaire Drive

## NEIGHBORHOOD OPPORTUNITIES

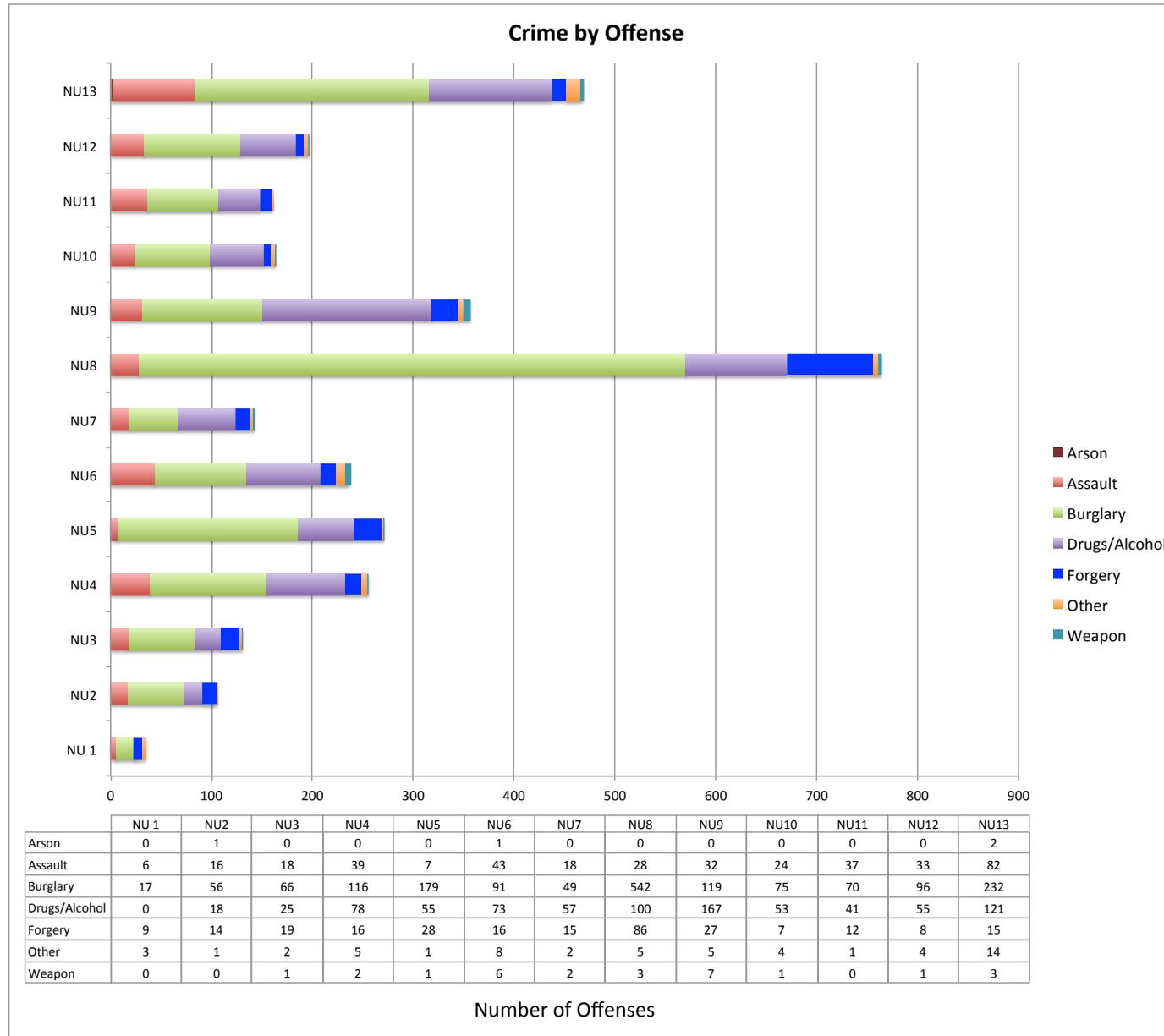
1. Most potential for new development/redevelopment
2. Focus redevelopment of underutilized commercial sites near community anchors (Artisan Theater) or parks or natural features
3. Focus improvements (sidewalk or trail improvements) that can add value to any multi-family development that can be upgraded/remodeled
4. Evaluate the opportunity to extend trails from Bellaire Park to the Artisan theater facility to the north through redevelopment and to the south to the neighborhoods
5. Some redevelopment potential along Hwy 10 at Bellaire Drive
6. Explore potential for any better visual/pedestrian/trail connections to TRE Station



# Appendix: Extended Demographics



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City of Hurst  
**2017 Strategic Implementation Plan**