

# RETAIL STUDY

*Of*  
UNDERPERFORMING AND VACANT RETAIL AREAS

## EXECUTIVE SUMMARY



A Joint Study of the Cities of Carrollton, Plano and Richardson

**J. D. WILSON & ASSOCIATES**

Leland Consulting Group, Inc.  
Newman Jackson Bieberstein, Inc.

# JOINT RETAIL STUDY

## **EXECUTIVE SUMMARY**

### **Introduction/Background**

#### *Purpose of the Study*

A national trend of stagnating and declining “inner ring” suburbs is evident throughout the U.S. Inner-ring suburbs were the first suburban neighborhoods beyond the original central city and today may be far from the fringe or urban boundary. Facing increasing competition from both “the fringe” and revitalizing downtowns, commercial areas in these “in between” communities are experiencing declines in property values and market share. These impacts are felt not only by property owners, but also by the communities within which these properties are located. The competitive position of commercial real estate in these communities will gradually erode unless there is a significant repositioning of its role, recognition of its current target markets, and restructuring of the physical layout of centers to reflect the more mature nature of the communities that surround them. Together, the public and private sectors face the challenge of revitalizing the commercial developments.

The cities of Carrollton, Plano and Richardson — all “inner ring” suburbs of Dallas — are “case studies” of the problems described above. Each of these communities, in their own way, faces a multitude of challenges to revitalizing their key commercial areas. Among them:

- Municipal planning practices which led to retail over-zoning
- Rapidly changing retail formats (nationally and regionally)
- Dramatic shifts in demographic characteristics, particularly age and ethnicity
- Limited market opportunities
- “Cannibalization” of retail sales by large format retailers
- Eroding market share due to competition from outer suburbs
- Historically adversarial relationship between public and private sectors
- Complexity of “deal points” in older commercial centers

For each of these communities, the implications of allowing these trends to continue are severe and immediate. The long-term health of a community relies, in great measure, on its ability to

provide easily-accessible goods and services for its residents. A decline in this ability has far-reaching consequences, including: loss in fiscal revenues; deterioration of surrounding commercial development; negative impact on neighborhoods; decline in jobs and income; erosion in overall economic health; and, damage to future economic development efforts.

In an effort to reverse the trend of commercial decline occurring in their own communities, these cities joined forces to commission a study that would provide recommendations and strategies for the productive use/reuse of vacant/underused commercial structures, vacant sites and/or partially-developed retail zoned sites within their boundaries.

This report provides a technical basis for the individual cities to establish policies, revise codes and ordinances, consider rezoning proposals, and establish incentives to promote appropriate development and/or redevelopment. Based on the identification of “best practices” and the issues identified in analyzing the “prototypical” sites, a series of tools and strategies were developed to guide the municipal practitioner through the identification of issues and development of “agents” for change. The tools include a profile of market conditions, criteria for evaluating future sites in order to select an appropriate strategy, and a description of alternative strategies and tools necessary to further their implementation. This is concluded with “next steps” for establishing a framework within the communities to “ready their environments” for investment.

### *Project Process*

The Joint Retail Study process began during the Fall of 2001 and will conclude during the Summer of 2002. The effort was initiated and directed by a Technical Committee made up of community development representatives from the three participating cities. They were supported by a team of consultants, including Dennis Wilson of J.D. Wilson and Associates (Planners and Urban Designers), Bill Cunningham and Anne Ricker of Leland Consulting Group (Real Estate Strategists), and Rowland Jackson and Michael Spackman of Newman, Jackson, Bieberstein (Landscape Architects and Land Planners). Insight and guidance was provided by an Advisory Committee comprised of commercial developers, brokers, business owners, and neighborhood advocates.

### *Audience for Findings*

This report is intended as not only a summation of the process, but a strategic guide for community policy makers, staff, property owners and operators of commercial properties. For all who participated in its preparation, the goal was the identification of strategies to promote

sustainable commercial environments which are adaptable to the evolving nature of retail development, support an increase in property values and ultimately result in a greater community benefit.

## **Best Practices**

Following are conclusions regarding the “best practices” for cities to follow as a partner in the revitalization of their commercial base. They are based on lessons learned by successful commercial (re)development efforts from across the country, an in-depth understanding of issues impacting local retail markets, and industry knowledge gained through participation in this study by area experts (the Advisory Committee). They are intended to provide a foundation for the implementation of revitalization strategies for commercial properties in the three participating cities. The following “best practices” are based on successful retail developments.

1. Know the Market
2. Prune Retail-Zoned Land
3. Recycle Older Retail Centers
4. Avoid Strip-Zoning Major Roadway Intersections
5. Concentrate Retail at Major Intersections
6. Create “Pedestrian Districts”
7. Manage Parking
8. Use Landscaping to Soften Development
9. Tame Signage
10. Ensure Visibility to Tenants and Site Features
11. Facilitate Creation of Associations and Districts
12. Require “Clean and Safe” Retail Environments

## **Market Analysis**

### *Introduction*

Planning for the strategic revitalization of commercial properties requires that a community know its market and understand its unique potential. Retail development is driven by market forces — demand in the form of population, households and spending potential growth, and supply in the form of competition. Markets are people, and understanding the characteristics of those people — a community’s residents and employees — is critical to an effective retail strategy. For the purpose of this study, market opportunities were identified through an assessment of national and

local trends, and analyses of supply and demand conditions for various development products within the trade areas of the three communities.

#### *National and Regional Retail Trends*

Changes in retailing are the result of evolving consumer behavior brought about by demographic shifts, advances in technology, and expanded shopping choices. National and regional retail trends affecting development within America's "inner ring" suburban areas such as Carrollton, Plano and Richardson, include:

***Ethnic Retailing:*** In response to changing demographics, particularly growth in the Hispanic, African American and Asian populations, retailers are increasingly targeting goods and services and even entire shopping areas serve these groups.

***"Main Street in the Suburbs":*** As downtowns across the country continue to revitalize, they are creating place-making models for neighboring suburbs.

***Store Formats and Center Types:*** Emerging consumer trends have precipitated the following changes in store formats and retail center types including: smaller is better; multi-branding / cross-branding; reuse of second generation space; and, urban formats and store types.

#### *Local Economic and Demographic Trends*

A review of historical data suggest that the three communities have experienced annual growth rates ranging from 1.5% to 6.3% over the last decade, an increase in median household incomes, and increasingly diverse ethnic profiles – trends providing opportunities for investment and reinvestment.

#### *Local Retail Supply Characteristics*

Retail supply within the three communities represents a typical suburban mix of shopping center and store types. Retail concentrations are located along major transportation thoroughfares such as US Hwy 75, Interstate 35E, the North Dallas Tollway, President George Bush Turnpike and key arterials within each community.

Plano contains nearly 60% of the retail space within the three communities and also has the lowest vacancy rates. This is due primarily to Plano's newer retail base and wealthier customer base. The highest vacancy rates are being experienced in Richardson, which has a much older

retail base and slower household and income growth. Carrollton's retail environment falls between Plano and Richardson – relatively high household and income growth, but an aging retail base.

### *Retail Demand Estimates*

Demand for new commercial development is estimated by analyzing current consumer expenditures by trade-area residents, identifying the total square feet those expenditures can support, and comparing these conditions to the existing amount of commercial square footage in the trade area. Based on this analysis, niche opportunities were identified for each of the three communities as follows:

#### *Carrollton*

- “Middle Market” Apparel – Discount Department Store; Footwear; Specialty Apparel
- Entertainment – Theaters; Sporting Goods; Recreational Retail; Bookstore
- Restaurants – Sit-Down, Family-Style Restaurants; Specialty Foods; Fast Food/Carryout

#### *Plano*

- Entertainment – Theaters; Sporting Goods; Recreational Retail; Bookstore
- “Higher-End” Apparel – Specialty Apparel (Men's/Women's); Footwear

#### *Richardson*

- “Higher-End” Apparel – Specialty Apparel (Men's/Women's); Footwear
- Entertainment – Theaters; Sporting Goods; Recreational Retail; Bookstore
- Household Equipment – Appliances; Home Electronics; Computer Equipment
- Home Furnishings – Specialty Furniture; Home Accessories

## **Evaluation of Prototypical Sites**

### *Introduction*

The overriding goal of any commercial revitalization strategy is to select areas and sites for reinvestment with the greatest likelihood of success. While success can be defined in many ways, it is most easily measured in economic terms – for the public sector, increased property values and tax revenues; for the private sector, higher rents/sale prices and rates of return. However, success can also be defined in physical, political, and even social terms. Therefore, areas/sites must be “screened” with criteria that reflect the range of factors for success. The prototypical sites which were the subject of study, and which are presented in Appendix B, were “screened” to ensure a broad variety of issues relating to “reinvestment” were addressed.

### *Opportunities for Reinvestment*

Among the three participating communities, opportunities for use and reuse of commercial properties were identified. These opportunities include:

- Creation of mixed-use environments
- Engaged planning for the community's future
- Repositioned commercial centers
- Enhanced physical standards
- Connected commercial centers
- Policy framework which "readies" the environment for investment

### *Potential Barriers to Reinvestment*

Commercial redevelopment is challenging. It requires a high level of analysis, planning and assistance in order to attract new investment from the property owner. Commercial areas affect the health and vitality of surrounding neighborhoods, but they are also a subset of a larger market and therefore must respond to changes locally and regionally. As such, they have unique strengths to be capitalized on and limitations to be overcome. These limitations, commonly referred to in this report as barriers, pose exceptional obstacles which require exceptional solutions.

Barriers identified during the study process fell into four broad categories — market, physical, financial and regulatory. The identification of barriers, and the issues which perpetuate them, framed the research and analysis necessary to arrive at final recommendations.

## **Implementation Strategies**

### *Strategies to Capitalize on Opportunities and Overcome Barriers*

In the context of this study, a review of more than 150 commercial properties in the three communities resulted in the identification of seven prototypes representative of a range of conditions affecting property use and reuse. Selection of possible approaches to promote investment in these properties was based on the results of an analysis of evaluation criteria. Strategies to address the challenges presented by the subject properties include: creation of a mixed-use environment; property re-zone; property build-out; physical retrofit; general marketing and financial assistance; completion of a sub-area plan; and, establishment of a policy framework and development standards.

These strategies are intended to help public decision-makers understand the challenges facing commercial centers in their community. No single strategy is the only solution for a challenged retail environment. In fact, a combination of targeted strategies is most effective. Identification of preferred strategies should be the result of market findings, the site evaluation, review of community goals and discussions with individual property owners.

### *Public and Private Roles*

Local government has the largest and longest-term interest and responsibility in community reinvestment. Therefore, under any reinvestment strategy, the public entity needs to have a strong involvement and visible presence. It should provide continuing leadership, regulatory incentives and “seed” capital for pilot projects. Not only does government have the legal ability to address a failing retail environment, it is the primary conduit to local, regional, state and federal funding sources.

The cities that commissioned this study recognize the importance of public participation in attracting reinvestment. Collectively they understand that their role should be to “prepare the environment” and to act as an advocate, promoter, facilitator, policy-maker, financier and educator. If done effectively, the private sector will respond as an investor, operator, manager, and marketer.

## **Getting Started**

In order for city government to proactively initiate programs to facilitate and to directly participate in the evolution of their commercial areas and the properties within them, they need to:

- Adopt a policy framework to reflect a commitment to stimulating reinvestment, including funding sources and criteria for “rate of return on investment”.
- Revise ordinances and standards to reflect current “best practices” in retail development.
- Identify funding sources for use in revitalization/reinvestment efforts; possibly establishing a range of programs to be offered.
- Streamline economic development programs to attract targeted uses such as “anchors” and other market “generators”.
- Monitor and inform property-owners and the development community of changes in market conditions, the regulatory environment, and incentive programs.

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## **Appendix**

### **A. Strategy Action Plan**

### **B. Prototypical Sites – Scenario-Specific Strategies**

#### **Development Program (1 page)**

- Center Description
- Redevelopment Program
- Site and Trade Area Map
- Market Opportunities (Summary)
- Market Demand Summary
- Barriers to Investment

#### **Design Concepts (1-2 pages)**

- Alternative Concept Plans
- Sample Sketches

#### **Implementation Program (1 page)**

- Potential Implementation Element
- Site and Trade Area Map
- Financial Impacts
- Implementation Action Items

### **C. Revitalization Tools & Strategies Glossary**

### **D. Sample Retail Site Selection Criteria**

# **JOINT RETAIL STUDY**

## STUDY SUMMARY

### **Introduction/Background**

#### *Purpose of the Study*

*“The suburbs built in the 1940’s, 1950’s, and 1960’s are beginning to show the same signs of decay that central cities have been experiencing over the past generation, yet neighborhoods still are being built on the fringe that probably will be thrown away in 20 years.”*

*Source: Christopher B. Leinberger, Urban Land, October 1998.*

*“Already the new face of retailing is beginning to change the how, when, where, and why of shopping, which will have profound implications for suburban shopping areas. Today’s consumers have unprecedented options – and these options continue to increase . . . . A common thread running through many of these options reflects an increasing connectivity to other aspects of daily life; a mix of activities; a stronger sense of community; and more attention to the environment, the experience and the enjoyment of shopping. These characteristics are in tune with what today’s consumers are looking for but not finding in most suburban shopping areas.”*

*Source: Ten Principles for Reinventing America’s Suburban Strips, Urban Land Institute, 2001.*

A national trend of stagnating and declining “inner ring” suburbs is evident throughout the U.S. Inner-ring suburbs were the first suburban neighborhoods beyond the original central city and today may be far from the fringe or urban boundary. Facing increasing competition from both “the fringe” and revitalizing downtowns, commercial areas in these “in between” communities are experiencing declines in property values and market share. These impacts are felt not only by property owners, but also by the communities within which these properties are located. The competitive position of commercial real estate in these communities will gradually erode unless there is a significant repositioning of its role, recognition of its current target markets, and restructuring of the physical layout of centers to reflect the more mature nature of the communities that surround them. Together, the public and private sectors face the challenge of revitalizing the commercial developments.

The cities of Carrollton, Plano and Richardson, all “inner ring” suburbs of Dallas, are “case studies” of the problems described above. Each of these communities, in their own way, faces a multitude of challenges to revitalizing their key commercial areas:

- Municipal planning practices which led to retail over-zoning
- Rapidly changing retail formats (nationally and regionally)
- Dramatic shifts in demographic characteristics, particularly age and ethnicity
- Limited market opportunities
- “Cannibalization” of retail sales by large format retailers
- Eroding market share due to competition from outer suburbs
- Historically adversarial relationship between public and private sectors
- Complexity of issues to resolve in older commercial centers

For each of these communities, the implications of allowing these trends to continue are severe and immediate. The long-term sustainability of a community substantially relies on its ability to provide easily accessible goods and services for its residents. A decline in this ability has far-reaching consequences, including:

- Loss in fiscal revenues
- Deterioration of surrounding commercial development
- Negative impact on neighborhoods
- Decline in jobs and income
- Erosion in overall economic health
- Damage to future economic development efforts

In an effort to reverse the trend of commercial decline occurring in their own communities, these cities joined forces to commission a study that would provide recommendations and strategies for the productive use/reuse of vacant/underused commercial structures, vacant sites and/or partially-developed retail zoned sites within their boundaries. This study focused upon neighborhood-oriented centers rather than on regional shopping centers

This report provides a technical basis for the individual cities to establish policies, revise codes and ordinances, consider rezoning proposals, and establish incentives to promote appropriate development and/or redevelopment. It also addresses a broad range of issues within 7 prototypical shopping centers (NWC 14<sup>th</sup> & Jupiter, SWC Park & Jupiter, NEC Legacy & Custer, NEC Plano & Buckingham, NEC Arapaho & Hampshire, NEC Josey & Keller Springs, NWC Old Denton & PGBT, NEC Josey & Keller Springs) in order to demonstrate how revitalization could occur.

### *Project Process*

The Joint Retail Study process began during the fall of 2001 and concluded during the summer of 2002. The effort was initiated and directed by a Technical Committee made up of community development representatives from the three participating cities. They were supported by a team of consultants, including Dennis Wilson of J.D. Wilson and Associates (Planners and Urban Designers), Bill Cunningham and Anne Ricker of Leland Consulting Group (Real Estate Strategists), and Rowland Jackson and Michael Spackman of Newman, Jackson, Bieberstein (Landscape Architects). Insight and guidance was provided by an Advisory Committee comprised of commercial developers, brokers, business owners, and neighborhood advocates (herein referred to as the delivery system).

Collectively the participants met in a series of bi-monthly workshops during the study process to: review findings from the research and analyses of the consultant team; test the feasibility of implementation recommendations; and, discuss revitalization efforts within the three communities. The process was extremely iterative and benefited from valuable dialogue between those members of the “delivery system” who will ultimately be most vested in its outcome.

### *Audience for Findings*

This report is not only intended as a summation of the process, but as a strategic guide for community policy-makers, staff, and commercial property owners and managers. For all who participated, the goal was the identification of strategies to promote sustainable commercial environments which are adaptable to the evolving face of retail, support an increase in property values and ultimately result in a greater community benefit.

The information which follows presents a discussion of key elements necessary for successful implementation revitalization strategies in the three participating communities. We begin at the end with conclusions regarding the “best practices” for cities to follow as a partner in the revitalization of their commercial base. This is followed by a description of the steps to guide the municipality through the identification of issues and development of “right strategies” for change. Presented first are analyses on market conditions which could affect the strategies; second, criteria for evaluating future sites in order to select an appropriate strategy; third, a description of alternative strategies and tools necessary to further their implementation. We conclude with “next steps” for establishing a framework within the communities to “ready their environments” for investment.

The appendixes provide examples of the application of the process to seven prototypical sites. For each property, the consultant team prepared a profile of market conditions, evaluated the site (including identifying barriers to reinvestment), created a pictorial representation of a reuse strategy, justified a preferred strategy, and identified tools to further the strategy. Because these were approached as case studies without detailed information on each site, the resulting scenarios may help to define a range of possible solutions to the issues identified in the analysis rather than represent the most appropriate action for that particular site. *Note: Recommendations presented herein are based on a review of qualitative and quantitative factors affecting the region, input from both the technical and advisory committee participants, research of primary and secondary data sources, and experience in other markets.*

## **Best Practices**

The following “best practices” for retail development are based on research of lessons learned by successful commercial (re)development efforts from across the country, an in-depth understanding of issues impacting local retail markets, and industry knowledge gained through participation in this study by area experts (Advisory Committee). *These practices are reflected in the design and (re)development alternatives identified for the prototypical sites presented in Appendix B.*

### **1. Know the Market**

- Maintain database of local real estate conditions – understand your position in the regional market
- Identify sites which offer regional access and preserve a balanced supply
- Monitor national and regional retail trends – building formats, consumer preferences, fiscal impacts
- Coordinate collection and dissemination of market, financial and demographic data to stakeholder and investor audiences

### **2. Concentrate Retail at Major Roadway Intersections**

- (If feasible) separate traffic through the use of parallel local streets or frontage roads – limiting access points; linking parking lots; providing turn lanes; coordinating traffic signals; adding bus, bike and pedestrian links; and, introducing of transit stops
- Avoid retail zoning at every major intersection and every corner
- Ensure continued mobility – balancing through-traffic with destination-traffic
- Manage surrounding roadways and traffic effectively to provide convenient accessibility to sites
- Create a secondary street pattern, where appropriate, and
- Modify setback requirements to pull facilities to the street

### **3. Avoid Strip-Zoning Major Roadways**

- Zone for a mix of uses including large-lot or clustered residential, attached residential, office, institutional, and public uses and spaces that reinforce a sense of “community character”
- Avoid insulating residential uses from major roadways with alleys and tall fences
- Use key intersections or major transit stops to create cores of development that differ from each other in character, function and purpose
- Direct public investments and locate public facilities in higher-density zones e.g., libraries, schools, cultural facilities, community meeting places, government administrative centers

### **4. Prune Retail-Zoned Land**

- Provide incentives for redeveloping and rezoning excess, poorly located and under-sized parcels

- Limit the extension of infrastructure to prevent sprawl and increase property values
- Structure zoning to encourage a more dense form of development (and mix of uses) in key locations

### 5. Create “Pedestrian” and “Mixed-Use” Districts”

- Incorporate key aspects of pedestrian districts:
  - ~ Set building lines at the street or drive
  - ~ Provide wide sidewalks with shaded seating, pedestrian level lighting and special paving, water fountains, pots and planters, bicycle racks and trash receptacles
  - ~ Ensure shade for pedestrians by using trees, trellises, awnings, porches or building overhangs
  - ~ Provide for retail display windows or landscape features such as public art, fountains, kiosks and identification graphics along walkways
  - ~ Ensure sidewalks wide enough to accommodate outdoor dining
- Integrate housing with the retail and encourage pedestrian connections to adjacent residential and commercial developments
- Strive harder for architectural excellence – where appropriate, develop design guidelines for each street or district
- Work with local utility and cable companies to place all power lines underground



### 6. Manage Parking

- Consider creation of parking district, bringing multiple facilities under common management
- Size parking for reasonable demand; provide peak parking in overflow lots
- Encourage and plan for shared parking among adjacent uses
- Provide some parking directly in front of stores — e.g. on-street (or on-drive) parking
- Consolidate parking beside and behind buildings, or in the center of the block



**MIZNER PARK REPLACES AN OLDER, OUTMODED SHOPPING CENTER**

### 7. Recycle Older Retail Centers

- Provide incentives for “face lifts”, physical retrofits and reconfiguration of centers
- Be prepared to demonstrate demographic and traffic shifts and resulting opportunities for an alternative mix of uses
- Reduce barriers to enhanced connections between

commercial districts and residential areas

- Encourage integration of new amenities – parks, entertainment, cultural activities – participate in cost to deliver infrastructure for public spaces

## 8. Tame the Signage

- Encourage buildings that enclose and frame the corners of major intersections in order to create identity and minimize the need for large signs
- Work cooperatively to create integrated sign and planting plans
- Encourage lot designs whereby buildings are close to the street, eliminating need for too much signage
- Ensure that sign regulations are not overly restrictive; allow the creative use of signs that make a “district” distinctive
- Prohibit signage (in corridors and urbanized areas) which creates a physical and visual blight (roof signs and pole signs), and encourage signs which offer identification and further establish a sense of place (multi-tenant pylon or monument signs at major entries)



## 9. Use Landscaping to Soften Development

- Create “green” areas for heat reduction and visual relief and interest.
- Incorporate water features to invigorate retail areas and provide cool relief in a hot climate
- Provide attractive landscaping along the street edge to attract customers, while screening the automobile from public corridors
- Provide tree plantings that “frame” views to retail signs, rather than screen them
- Use annual flower color in high visibility areas for greater visual impact and reduced maintenance costs
- Keep grass and turf areas simple in form, and easy to mow and maintain



## 10. Ensure Visibility to Tenants and Features

- Ensure that codes, regulations and standards do not promote improvements which inhibit views
- Ensure that landscaping and pad sites do not disrupt view corridors
- Promote signage responsive to transit modes, yet consistent with the physical environment

### **11. Facilitate Creation of Associations and Districts**

- Encourage participation in organizations which provide management, marketing and maintenance for multiple properties and ownerships
- Establish parking districts where feasible (see 7. Manage Parking)

### **12. Require “Clean and Safe” Retail Environments**

- Design for security
- Require adequate lighting such as “tree-top” fixtures that are designed and located “in harmony” with tree plantings
- Promote integration of uses and building design which leads to increased views and visibility of retail areas (“eyes on the street”)

## Market Analysis

### *Introduction*

Planning for the strategic revitalization of commercial properties requires that a community know its market and understand its unique potential. Retail development is driven by market forces – *demand* in the form of population, households and spending-potential growth patterns, and *supply* in the form of competition. Markets are people and understanding the characteristics of those people — a community’s residents and employees — is critical to an effective retail strategy.

For the purpose of this study, market opportunities were identified through an assessment of national and local trends, and analyses of supply and demand conditions for various development products within the trade areas of the three communities. Initially, trends in the retail industry which will impact the form and location of future commercial development were identified. This was followed by analyses of market factors affecting the area’s potential, as well as an understanding of potential short- and long-term development opportunities within a designated trade area.

### *National and Regional Retail Trends*

The retail environment changes constantly. Many industry experts say “Retail changes its face every seven years.” Competition from both shopping destinations and non-store shopping alternatives require retailers to be constantly repositioning themselves. “Increasingly, retail development is reconnecting with the larger community around it, becoming integrated into a total destination where people can participate even when they are not shopping.”<sup>1</sup>

Changes in retailing are the result of changing consumer behavior brought about by demographic shifts, advances in technology, and expanded shopping choices. National and regional retail trends affecting development within America’s “inner ring” suburban cities such as Carrollton, Plano and Richardson include:

1. ***Ethnic Retailing.*** In response to changing demographics, particularly growth in the Hispanic, African American and Asian populations, retailers are increasingly targeting goods and services and even entire shopping concentrations to these groups. As the Urban Land Institute predicted in 1997, “Ethnic shopping centers will be a big economic engine for future

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<sup>1</sup>Ten Principles for Reinventing America’s Suburban Strips, Urban Land Institute, 2001.

growth. The challenge is learning how to deal with the unique attributes of these centers and the populations they serve.”

2. **“Main Street in the Suburbs”.** As downtowns across the country continue to revitalize, they create place-making models for neighboring suburbs. Public-private efforts to give identity to homogeneous shopping areas and infuse investment in declining inner ring suburbs are increasingly prevalent. In a 1997 article, *Stores* magazine noted, “The revitalization of main street has caught the imagination of retailers, who see neighborhood locations as a viable means of growth ... Main street stores are answering shoppers’ demand for convenience, efficiency, and something new while avoiding the sense of sameness that frequently seems to fill many suburban centers.”
3. **Store Formats and Center Types.** Emerging consumer trends have precipitated the following changes in store formats and center types:

*“Smaller is better”:* Smaller prototypes across all retail categories are being developed to respond more nimbly to consumer preferences. These smaller stores offer more specialized goods and services and reduce development risk. A good example is smaller grocery store designs for urban locations.

*Multi-Branding/Cross-Branding:* More and more retailers are sharing costs and creating marketing synergy by co-tenanting retail space. Whether through the “store within a store” format (e.g., Starbucks/Barnes and Noble) or the development of two-store pads (e.g., Panda Express and Noodles and Company), retailers are able to share common facilities (kitchen, restrooms, etc.), access and visibility, and development risk.

*Reuse of Second Generation Space:* The proliferation of big-box “category killers” in the 1990s left many scars on local retail landscapes. Most significantly, those retailers who were “shaken out” of the big box wars, left behind large-scale vacant structures – creating both physical and economic blight. Recently, there has been heightened interest in these spaces, particularly among drug, home improvement, sports demonstration, and office supply retailers, as well as athletic clubs.

*Urban Formats and Store Types:* The resurgence of downtown shopping and entertainment has inspired retailers to consider urban designs for traditional

suburban formats and store types. These new urban “models” emphasize smaller store sizes, multi-story buildings (with structured parking), streetfront appeal and connectivity, and compatibility with the urban environment. Big box and grocery retailers are particularly proactive in designing urban prototypes.

To better understand how these trends interface with specific markets, an analysis of local supply and demand conditions was completed. The results of this market analysis are presented in the following section.

### *Local Economic and Demographic Trends*

Economic and demographic characteristics in the market are indicators of overall trends and economic health, which may affect future development and redevelopment efforts. The study area for this analysis is comprised of the cities of Carrollton, Plano and Richardson, located in the north central portion of the Dallas area. However, development of specific product types in a particular neighborhood or community will likely attract individuals from a broader area. Economic and demographic indicators were, therefore, analyzed for these communities and surrounding areas within Dallas, Collin and Denton Counties, considered to be a source of demand and competition for future projects. Key economic and demographic characteristics of the three communities are summarized below.

#### **Carrollton**

- Household growth at 2.9% annually from 1990 to 2001; projected at 1.8% annually from 2001 to 2006
- Most significant growth has been along IH-35E and north of Trinity Mills Road
- Median household income growth at 4.2% annually from 1990 to 2001; projected at 3.3% annually from 2001 to 2006
- 13.8% of households with incomes below \$30,000; 68.0% with incomes over \$50,000
- Accelerated decline in household growth rates in central areas
- Increasing concentration of African-American population, particularly along the eastern border of Carrollton and Dallas
- Significant concentration of Asian population since 1990, with 30-40% of population being Asian in the area near Trinity Mills Road and Old Denton Road
- 40% of households comprised of 55+-year olds have incomes over \$50,000

#### **Plano**

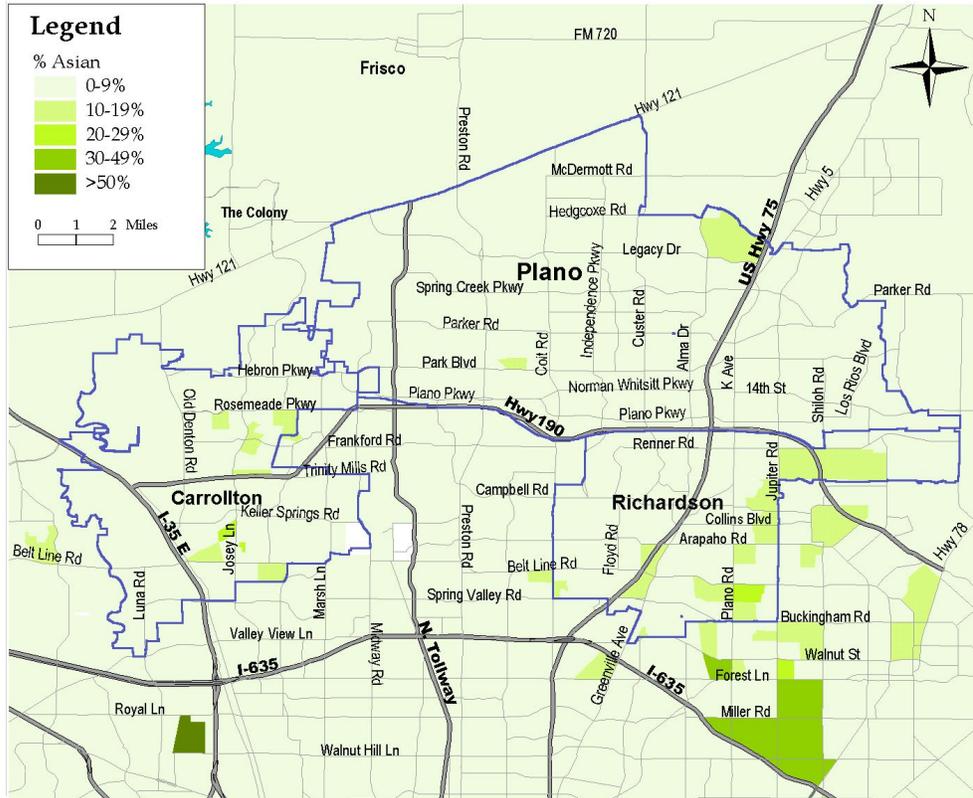
- Household growth at 6.3% annually from 1990 to 2001; projected at 3.4% annually from 2001 to 2006

- Median household income growth at 5.7% annually from 1990 to 2001; projected at 5.7% annually from 2001 to 2006
- 6.7% of households with incomes below \$30,000; 82.7% with incomes over \$50,000
- Most significant growth in northwest portion of City, along North Dallas Tollway with 20% annual household growth; declining growth near Independence Pkwy and Parker Rd
- Historically, most significant concentration of African American population along Plano Pkwy and US Hwy 75; in 2001, replaced with concentration of Hispanics
- Asian population modest in 1990; significant increase (20-29%) in area east of Preston Rd and north of Parker Rd
- Modest concentration of individuals 55+, but with significant wealth ( 80% of households reporting \$50,000+ income)

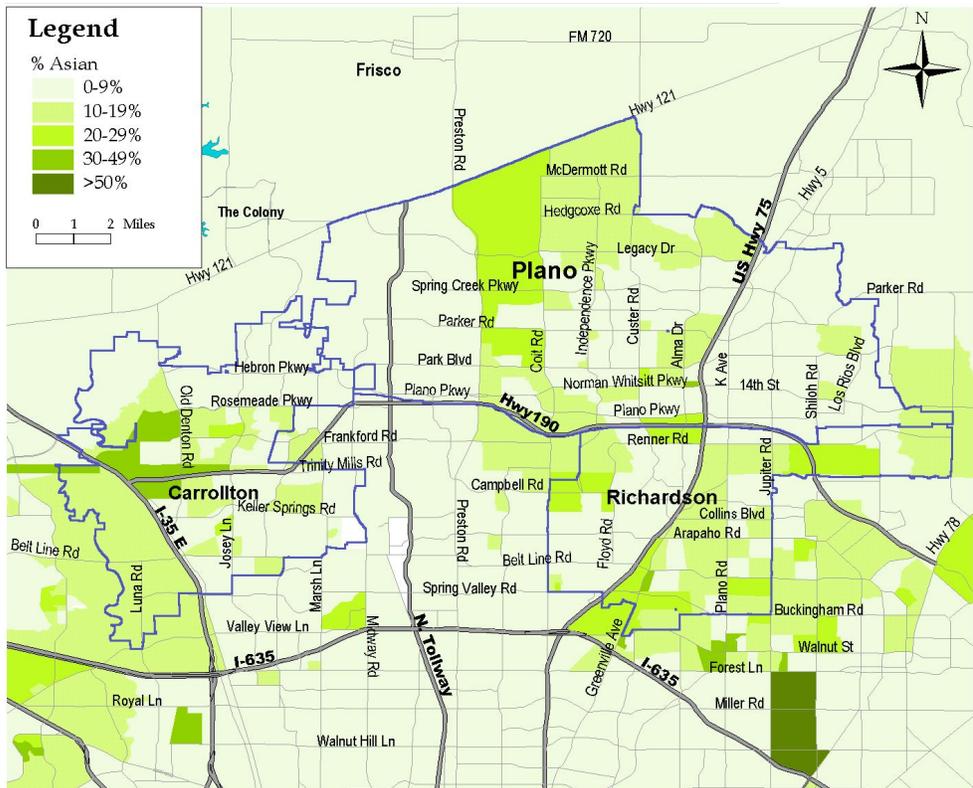
### **Richardson**

- Household growth at 1.5% annually from 1990 to 2001; projected at 1.0% annually from 2001 to 2006
- Median household income growth at 4.8% annually from 1990 to 2001; projected at 3.7% annually from 2001 to 2006
- 10.7% of households with incomes below \$30,000; 75.2% with incomes over \$50,000
- Declining growth in southeast portion of City; most significant growth east of SH 190/PGBT; and a continued pattern of modest growth throughout rest of City
- Negligible concentration of African American population in 1990; greatest increase east of US Hwy 75 around SH 190/PGBT
- Significant concentration of Asian population throughout eastern portion of City, east of US Hwy 75
- Negligible concentration of Hispanics; however, there are significant concentrations just outside the City in the area of SH Hwy 190 (PGBT) east of US Hwy 75 (Central Expressway), and in the Spring Valley Road area west of US Hwy 75.
- Wealth among more ethnically diverse areas east of US Hwy 75 and south of Arapaho Rd
- Significant concentration of individuals 55+ (20-39%) with significant wealth (60-80% over \$50,000)

## Population Percent Asian - 1990



## Population Percent Asian - 2001



In addition to economic and demographic indicators, retailers are increasingly utilizing lifestyle demographics to target potential market segments. These “psychographic profiles” of a community attempt to predict lifestyle, social and psychological tendencies based on demographic characteristics. For the three communities analyzed, psychographic profiles were analyzed to characterize both daytime (workers) and nighttime (resident) populations. This profile information is summarized for each community below.

### **Carrollton**

- The daytime population predominately falls into the *Kids & Cul-de-Sacs* and *Upward Bound* profiles, described as follows:
  - *Kids & Cul-de-Sacs*: Similar to *Executive Suites* and *Kids & Cul-de-Sacs*, it ranks high on all affluence measures. Although married couples with children still dominate this cluster, some married couples without children are moving into *Kids and Cul de Sacs*. These suburban folks lead busy lives centered on family activities.
  - *Upward Bound*: These members are literate, earn dual incomes, and fly frequently. Most are married with kids, and live in new, single-family homes. These college graduates work in management or professional occupations. They are more likely than most to watch the X-Files, belong to an auto club, and use whole bean coffee, among other interests.
- The nighttime population predominately falls into the *Upward Bound* and *Executive Suites* profiles, described as follows:
  - *Upward Bound*: These members are literate, earn dual incomes, and fly frequently. Most are married with kids, and live in new, single-family homes. These college graduates work in management or professional occupations. They are more likely than most to watch the X-Files, belong to an auto club, and use whole bean coffee, among other interests.
  - *Executive Suites*: These singles and married couples have bought their first houses and condos. The couples have more children than the other clusters in their larger social group. Although they are less affluent than *Winner’s Circle* members, they are equally ambitious, well-educated and competent – they are just ten years younger.

### **Plano**

- The daytime population predominately falls into the *Kids & Cul-de-Sacs* and *Blue Blood Estates* profiles, described as follows:

- *Kids & Cul-de-Sacs*: Similar to *Executive Suites* and *Kids & Cul-de-Sacs*, it ranks high on all affluence measures. Although married couples with children still dominate this cluster, some married couples without children are moving into *Kids and Cul de Sacs*. These suburban folks lead busy lives centered on family activities.
- *Blue Blood Estates*: Established executives, professionals, and “old money” heirs that live in America’s wealthiest suburbs. They are accustomed to privilege and live luxuriously – one-tenth of this group’s members are multimillionaires. The next affluence level is a sharp drop from this pinnacle.
- The nighttime population predominately falls into the *Executive Suites* and *Kids & Cul-de-Sacs* profiles, described as follows:
  - *Executive Suites*: These singles and married couples have bought their first houses and condos. The couples have more children than the other clusters in their larger social group. Although they are less affluent than *Winner’s Circle* members, they are equally ambitious, well-educated and competent – they are just ten years younger.
  - *Kids & Cul-de-Sacs*: Similar to *Executive Suites*, *Kids & Cul-de-Sacs* ranks high on all affluence measures. Although married couples with children still dominate this cluster, some married couples without children are moving into *Kids and Cul de Sacs*. These suburban folks lead busy lives centered on family activities.

## Richardson

- The daytime population predominately falls into the *Kids & Cul-de-Sacs* and *Winner’s Circle* profiles, described as follows:
  - *Kids & Cul-de-Sacs*: Similar to *Executive Suites*, *Kids & Cul-de-Sacs* ranks high on all affluence measures. Although married couples with children still dominate this cluster, some married couples without children are moving into *Kids and Cul de Sacs*. These suburban folks lead busy lives centered on family activities.
  - *Winner’s Circle*: These “new money” families live in expensive “mini-mansions” in major metropolitan suburbs. They are well-educated executives and professionals who are married with teenagers. Big producers and big spenders, *Winner’s Circle* families enjoy globe-trotting.
- The nighttime population predominately falls into the *Winner’s Circle* and *Money & Brains* profiles, described as follows:
  - *Winner’s Circle*: These “new money” families live in expensive “mini-mansions” in major metropolitan suburbs. They are well-educated executives and professionals who are

married with teenagers. Big producers and big spenders, *Winner's Circle* families enjoy globe-trotting.

- *Money & Brains*: This segment is a mix of family types: singles, married couples with children, and married couples without children. These families own their own homes in upscale neighborhoods near cities. Dual incomes provide luxuries, travel and entertainment.

#### *Local Retail Supply Characteristics*

Retail supply within the three communities represents a typical suburban mix of shopping center and store types. Retail concentrations are located along major transportation thoroughfares such as US Hwy 75 (Central Expressway), IH 35E (Stemmons Freeway), the President George Bush Turnpike (PGBT) and key arterials within each community.

The table below (completed July 2001) summarizes the retail supply characteristics of all the sites that were studied. (Note: It does *not* reflect *all* of the retail sites in each city.)

<b>Center Type</b>	<b>Carrollton</b>	<b>Plano</b>	<b>Richardson</b>
<i>Neighborhood</i>			
# of Centers:	16	60	18
Total Sq. Ft.:	763,160	3,557,030	966,592
Vacancy Rate:	12%	5%	27%
<i>Community</i>			
# of Centers:	5	25	17
Total Sq. Ft.:	1,140,524	3,708,731	2,439,664
Vacancy Rate:	13%	8%	24%
<i>Regional</i>			
# of Centers:	NA	4	2
Total Sq. Ft.:	NA	1,766,650	1,189,955
Vacancy Rate:	NA	5%	26%
<b>Total</b>			
<b># of Centers:</b>	<b>21</b>	<b>89</b>	<b>37</b>
<b>Total Sq. Ft.:</b>	<b>1,903,684</b>	<b>9,032,411</b>	<b>4,596,211</b>
<b>Vacancy Rate:</b>	<b>13%</b>	<b>6%</b>	<b>25%</b>
<b>Center Types:</b>			
<b>Neighborhood:</b>	Grocery-anchored; 30,000 to 100,000 Square Feet		
<b>Community:</b>	Multiple anchors; 100,000 to 300,000 Square Feet		
<b>Regional:</b>	Region-serving anchors; power centers; 500,000+ Square Feet		
SOURCE: CITY STAFF AND LELAND CONSULTING GROUP.			

As shown, Plano contains nearly 60% of the retail space within the three communities and also reflects the lowest vacancy rates. This is due primarily to Plano's generally newer retail base and

wealthier customer base. The highest vacancy rates are being experienced in Richardson, which has a much older retail base and slower household and income growth. Carrollton's retail environment falls between Plano and Richardson – relatively high household and income growth, but an aging retail base.

### *Retail Location Criteria*

Site selection criteria used by retail tenants and tenant representatives fall within four specific categories –

- *market* — population or households within a specified radius;
- *economic* - income ranges of a specified level, cost of land and buildings, economic development incentives, number of businesses in the trade area, specified household profile (presence of children/seniors/ethnic composition), availability of specified space (in-line, end-cap, pad, etc.);
- *physical* - traffic counts, access and visibility, levels of improvements, surrounding land uses; and,
- *regulatory* - zoning and others.

Depending on the tenant type, differing measures of these variables will determine a site's attractiveness. A sample of what different retailers look for is presented in the Appendix D.

### *Trade Area Identification*

Particularly with in-fill and commercial redevelopment projects, a focused analysis that carefully reviews local market conditions and perceptions is required to realistically estimate market support. Specifically, market conditions, including existing patterns of development, competitive projects and significant physical and perceptual barriers, must be considered in order to define the principal trade area from which a project will draw its users. Based on this analysis, the trade area, which will likely be a source of competition and demand for a project, is determined.

Commercial analysts generally consider the trade area for their projects to be the “rooftops” or households within a certain distance of the property. The actual size of the trade area is influenced by the store type, level of competition, and presence of any physical or perceptual barriers noted above. This trade area forms the basis for estimates of retail demand by store type.

### *Retail Demand Estimates*

Demand for new commercial development is estimated by analyzing current consumer expenditures by trade area residents, identifying the total square feet those expenditures can support, and comparing these conditions to the existing amount of commercial square footage in

the trade area. Trade area resident expenditures support a greater amount of commercial space than exists in the area when residents make a significant portion of consumer purchases outside the trade area. When this occurs in a commercial category, there is considered to be a category “void”, or “residual demand” in the trade area. This is an opportunity for new development to accommodate this demand.

Of course, no retail category can be expected to capture 100% of spending generated by households within a given trade area. For example, a trade area household may spend about 95% of all its grocery budget at a supermarket within the area, but maybe only a fraction of their restaurant spending will stay within the trade area. Based on this type of “void” analysis, the following retail niche opportunities were identified for each of the three communities.

#### *Carrollton*

- “Middle Market” Apparel – Discount Department Store; Footwear; Specialty Apparel
- Entertainment – Theaters; Sporting Goods; Recreational Retail; Bookstore
- Restaurants – Sit-Down, Family-Style Restaurants; Specialty Foods

#### *Plano*

- Entertainment – Theaters; Sporting Goods; Recreational Retail; Bookstore
- “Higher-End” Apparel – Specialty Apparel (Men’s/Women’s); Footwear

#### *Richardson*

- “Higher-End” Apparel – Specialty Apparel (Men’s/Women’s); Footwear
- Entertainment – Theaters; Sporting Goods; Recreational Retail; Bookstore
- Household Equipment – Appliances; Home Electronics; Computer Equipment
- Home Furnishings – Specialty Furniture; Home Accessories

The use of a void analysis, with a corresponding growth analysis (estimating demand from new households in the trade area), helps retailers to identify targeted areas for investment. On a community-wide scale, it is used to initially compare communities within a larger region or metropolitan area. On a site-specific scale, it is used to determine the most appropriate location for a retail store or center type. For a community retail strategy, this type of analysis focuses retail attraction efforts and targets users for development/redevelopment.

## **Evaluation of Prototypical Sites**

### *Introduction*

Once market context has been determined and niche opportunities identified, strategic revitalization of commercial properties requires a systematic approach to targeting areas and sites for reinvestment. In this way, communities (as public and private partners) can effectively “leverage” investment efforts to overcome barriers and achieve desired outcomes. Simply put, the goal is to match the solution to the problem.

### *Evaluation Criteria for Reinvestment Approach*

The overriding goal of any commercial revitalization strategy is to select areas and sites for reinvestment where the greatest likelihood of success will occur. While success can be defined in many ways, it is most easily measured in economic terms – for the public sector, increased property values and tax revenues; for the private sector, higher rents/sale prices and rates of return. However, success can also be defined in physical, political, and even social terms. Therefore, areas/sites must be “screened” with criteria that reflect the range of factors for success.

The following summarizes criteria that may be applied to site selection for targeted reinvestment.

*Market Opportunity:* Support for the development of various land uses (residential, commercial, office, lodging, etc.) based on review of the following demand indicators: population, households, employment, income growth, traffic counts, and opportunity resulting from demographic shift

*Linkage:* Presence of, or geographic proximity to, existing “districts” or “activity centers”; connections to neighborhoods

*Leveraging Investment:* Recent public investment; targeted area for public investment; reflected in CIP or comprehensive plan

*Physical Obsolescence:* Necessity for improvements to improve access, appearance, other condition; physical obsolescence as measured by industry standards

*Favorable Ownership Patterns:* Available acreage within or adjacent to property; presence of public/institutional ownership (special emphasis on those showing interest in revitalizing); potential assemblages

*Targeted Area Within Comprehensive Plan:* Targeted area for change or revitalization; policies/programs identified in a comprehensive plan or sector study supportive of this action

*Public Programs/Incentives Available:* Availability of programs/incentives such as TIF, CDBG, “brownfield” dollars, and/or potential to capitalize on programs in place

*Mixed-Use Potential:* Physical environment and market support for mixed-use development; proximity to support infrastructure — service organizations, churches, schools, government offices/facilities, employers, etc.

*Community Need:* Quantified demand for select uses, and perceived need reflected by public input

*Oversupply of Space:* Location at a commercial intersection (four corners of commercial); over-supply of improved and zoned retail land in trade area; over-supply of product type

*Commercial Corridor Location:* Location within a commercial corridor – influenced by “strip effect” of surrounding uses; aging suburban corridor

The prototypical sites, which are presented in Appendix B, were “screened” through the above criteria in order to identify an appropriate implementation strategy to address limitations on reinvestment. They should serve as a guide for future evaluation of challenged commercial sites within the three communities.

#### *Opportunities for Reinvestment*

The market analysis, combined with the evaluation of prototypical sites, highlights opportunities for investment and provides direction for future revitalization efforts. Among the three participating communities, opportunities for use and reuse of commercial properties were identified. These include:

- Creation of mixed-use environments, where better pedestrian connections to neighborhoods could be established; in addition, consumers will drive farther distances to patronize businesses within a unique environment
- Engaged planning for the community’s future – balancing the land use base to meet market demand and better address future market trends, community vision, and property investment objectives
- Better use of an underutilized community asset (e.g. commercial land), by adding new space and/or uses which provide market and economic vitality
- Repositioned commercial centers to take advantage of prevailing market conditions, changing demographics, and consumer preferences

- Enhanced physical standards – particularly among aging commercial centers through façade improvements, landscaping, building design, site layout and utility, etc.
- Connected commercial centers - to the larger regional “neighborhood” – coordinating planning and investment at a subarea level to establish a larger vision for the regional environment within which properties are developed and operated
- Policy framework which prepares the environment for investment – restricts what is not desired and encourages what is desired

#### *Potential Barriers to Reinvestment*

Commercial redevelopment is challenging and requires a high level of analysis, planning and assistance in order to attract property owner interest in new investment. Commercial areas affect the health and vitality of surrounding neighborhoods, but they are also a subset of a larger market, and therefore must respond to community and regional changes. As such, they have unique strengths to be capitalized on and limitations to be overcome. These limitations, commonly referred to in this report as barriers, pose unique obstacles which require unique solutions.

Barriers identified during the study process fell into four broad categories — market, physical, financial and regulatory. Barriers within each of these categories are presented below:

#### *Market Barriers*

- Changing demographics
- Lease conditions
- Ownership (absentee, fragmented)
- Competition (alternative formats, four corners, non-store)
- Incompatible surrounding uses
- Historic district designation, or other design limitations
- Image of an area
- Tenant mix
- Cleanliness and safety
- Lack of retail economic development experience in city

#### *Physical Barriers*

- Incompatible surrounding uses
- Physical obsolescence
- Change in retail formats
- Incompatible design / character

- Partially developed property
- Inefficient lot layout
- On-site physical constraints
- Traffic speeds

#### *Financial Barriers*

- Economics of (re)development
- Level of property owner investment
- Broker directives (bottom line)
- Lease/deed restrictions

#### *Regulatory / Political Barriers*

- “Dry/wet” status
- Insufficient policy support
- Physical surroundings (high-speed roadways, neighboring uses)
- Down-time from transportation improvements
- Restrictive codes and ordinances (signage, landscaping, outdoor dining, parking)
- Permitting process (timing)
- Lack of growth policies
- Limited political will for condemnation

Identification of barriers, and the issues which create and perpetuate them, framed the research and analysis necessary for final recommendations.

## Implementation Strategies

### *Strategies to Capitalize on Opportunities and Overcome Barriers*

The implementation strategies presented below were developed to address the “barriers” to reinvestment identified during the study process. *Note: Their application is presented in the context of 7 case study “environments” or scenarios present within the three communities.*

Just as challenges or “barriers” to investment are multifaceted, so too must be the solutions. Most commercial properties contain multiple impediments or barriers to change. Therefore, the key to revitalization is resolving the major impediments and inducing reinvestment. However, due to a unique set of conditions— such as recalcitrant property owners— some sites may not be realistic candidates for revitalization. There is a point where the city will not be able to stimulate change. Nonetheless, it should create a fair and equitable environment for change that includes the flexibility to deal with a wide variety of issues.

In the context of this study, a review of more than 150 commercial properties in the three cities resulted in identifying seven commercial developments (prototypes) representative of the range of conditions affecting property use and reuse. Selection of a preferred approach to promote investment in each property was based on an analysis of evaluation criteria (see discussion above). The following includes: a description of central strategies (approaches); recommendations for public and private roles among implementing entities; and, identification of incentive programs and tools to support the strategies.

### *Central Strategies*

**Mixed-Use** – Retrofit existing improvements to a mixed-use environment through the addition of uses other than retail, including office, housing, lodging, public spaces, and/or others. This scenario might require demolition and/or construction of buildings, either adjacent to existing improvements (horizontal) or as a vertical addition. Either circumstance will most likely require a change in zoning and an adjustment to required parking ratios. This strategy should be considered when:

- ~ a mixed-use market opportunity is present;
- ~ a linkage to surrounding development can be strengthened;
- ~ supportive property ownership is in evidence;
- ~ public programs are available to assist in implementation; and
- ~ a community need can be addressed.

**Re-Zone** – Re-zone property from current classification to an alternative including mixed-use, residential, office, lodging, or other. This could be either property owner or city-initiated and may apply to an existing improved property or vacant parcel. A re-zoning could also be “triggered” by a request for permits to alter or develop the property. Where city programs for such actions do not exist, they would need to be established through Council approval. This strategy should be considered when:

- ~ a market opportunity is present;
- ~ a linkage to surrounding development can be strengthened;
- ~ the proposed re-zoning is compatible with the Comprehensive Plan;
- ~ a community need can be addressed;
- ~ there is an oversupply of commercial space in the immediate area; and
- ~ the property is within a defined commercial corridor.

**Build-Out** – Provide predevelopment assistance to property owners in the form of market opportunities analysis, site planning and/or design for construction of an appropriate use concept for the unused or underused portion of their property. This strategy should be considered when:

- ~ a market opportunity is present;
- ~ a linkage to surrounding development can be strengthened;
- ~ there is the potential for “leveraging” recent public investment;
- ~ supportive property ownership is in evidence;
- ~ the proposed development is compatible with the Comprehensive Plan;
- and
- ~ a community need can be addressed.

**Physical Retrofit** – Provide assistance to property owners for design and development of an appropriate concept for retrofitting existing buildings or site improvements. Within this strategy, the cities could also include dedication of capital dollars for necessary infrastructure improvements (access, drainage, streetscape enhancements, etc.) to improve the area within which the property is located. This strategy should be considered when:

- ~ a market opportunity is present;
- ~ the existing physical “health” of the development is substandard;
- ~ supportive property ownership is in evidence;
- ~ the proposed retrofit is compatible with the Comprehensive Plan;
- ~ public programs are available to assist in implementation; and
- ~ a community need can be addressed.

**General Marketing/Financial Assistance** – Provide general assistance – marketing, financial, professional – to property owners to improve existing properties. Efforts might include attracting tenant(s), reconfiguring center space, street and streetscape improvements, utility upgrades, landscaping, re-zoning, acquisition of adjacent properties for expansion, land swaps, etc. This strategy should be considered when:

- ~ a market opportunity is present;
- ~ a linkage to surrounding development can be strengthened;
- ~ there is the potential for “leveraging” recent public investment;
- ~ public programs are available to assist in implementation; and
- ~ a community need can be addressed.

**Sub-Area Plan** – Prepare a sub-area plan for the larger influence area surrounding the subject property. The planning effort should involve broad stakeholder participation and address the potential for various improvement district mechanisms to enhance the physical condition of the area, future land uses, design standards for select uses, future infrastructure improvements, etc. This strategy should be considered when:

- ~ a market opportunity is present;
- ~ a linkage to surrounding development can be strengthened;
- ~ there is the potential for “leveraging” recent public investment;
- ~ the proposed sub-area plan is compatible with the Comprehensive Plan;
- ~ a community need can be addressed;
- ~ there is an oversupply of commercial space in the immediate area; and
- ~ the area is within a defined commercial corridor.

**Policy Framework** – Establish a policy framework and development standards that address some of the barriers to reinvestment, and provide focus for fiscal stimulation of reinvestment. These should refine the city’s current “vision”, policies and programs.

While there are several conditions common to the range of central implementation strategies presented, the two which are essential to any strategy are market opportunity and community need. Balancing community vision with market reality is critical to any implementation strategy, and should be at the forefront of all implementation efforts.

These strategies are intended to help public decision-makers understand the challenges facing commercial centers in their community. No single one of these strategies is the sole solution for a challenged retail environment, and one strategy does not have to be used exclusive of the others. Identifying a preferred strategy should be the result of market findings, site evaluation, a review of community goals and discussions with property owners.

#### *Public and Private Roles*

Local government has the largest and longest-term interest and responsibility in community reinvestment. Therefore, under any reinvestment strategy, the public entity needs to have a strong involvement and visible presence. It should provide continuing leadership, regulatory incentives and “seed” capital for early and pilot projects. Not only does government have the legal responsibility to address many implementation approaches, it is an important conduit to local, regional, state and federal funding sources.

The cities that commissioned this study recognize the importance of public participation in attracting reinvestment. Their role should be to “prepare the environment” by acting as an advocate, promoter, facilitator, policy maker, financier and educator. The private sector’s role will be as an investor, operator, manager, and marketer.

#### *“Tool Kit”*

As commercial properties compete in the local and regional markets, a city’s “tool kit” must contain a variety of strategies and mechanisms to attract investment. Tools used for commercial reinvestment fall into several broad categories including: assistance with site acquisitions and building and infrastructure improvements; operating assistance; and business counseling and marketing. They can be used independently or in various combinations. Given the obstacles, or barriers, associated with commercial redevelopment, it is imperative that whatever mix of tools is put in place, they must be comprehensive, flexible and creative –from “paint brush to bulldozer”, and everything in between.

The Strategy Action Plan summarizes a range of actions that could be implemented to capitalize on opportunities and remove barriers, thereby improving the environment for reinvestment. These actions are presented in response to the implementation strategies identified above and include benchmarks for measuring success. In addition, common reinvestment tools and incentives, which represent core elements of the actions, are described in a Glossary in Appendix C to this report.

## **Getting Started**

In order for city governments to proactively initiate programs to facilitate and participate in the evolution of their commercial areas and the properties within them, they need to:

- Adopt a policy framework to reflect a commitment to stimulating reinvestment, including funding sources and criteria for “rate of return on investment”.
- Revise ordinances and standards to reflect current “best practices” in retail development.
- Identify sources of funds for use in revitalization/reinvestment efforts, possibly establishing a range of programs to be offered.
- Streamline economic development efforts to assist in attracting targeted uses such as “anchors” and other market “generators”.
- Monitor and inform the “delivery system” of changes in market conditions, the regulatory environment, and programs to provide incentives for selected types of commercial development in targeted locations.

APPENDIX A  
**STRATEGY ACTION PLAN**

**APPENDIX A. STRATEGY ACTION PLAN**

Barriers to Investment	Investment / Reinvestment Strategy	Possible Actions	Benchmarks (Measure)
<p><b>Regulatory / Political</b></p> <ul style="list-style-type: none"> <li>➤ “Dry/wet” zoning</li> <li>➤ Insufficient policy support</li> <li>➤ Physical surroundings (traffic speeds, neighboring uses)</li> <li>➤ Down-time from transportation improvements</li> <li>➤ Limits on regulations (signage, landscaping, outdoor dining, parking)</li> <li>➤ Permitting process (timing)</li> <li>➤ Lack of growth policies</li> <li>➤ Limited political will for condemnation</li> </ul>	<p><b>Policy Reform</b></p>	<p><b>Regulatory / Political</b></p> <ol style="list-style-type: none"> <li>1 Review regulatory and policy documents to identify further barriers to reinvestment</li> <li>2 Conduct broker/developer forums to discuss perceived and realized barriers</li> <li>3 Update policies and regulations to reflect objectives for retail market - tell the story</li> <li>4 Solicit Council support for policies, incentives and growth management programs</li> <li>5 Coordinate programs and initiatives of other studies to ensure consistency with retail goals</li> <li>6 Prepare legal documents to protect community against future blighted conditions, e.g. escrowed funds for demolition of vacant big boxes; “go dark provisions; etc.</li> <li>7 Identify funding to assist businesses impacted by transportation improvements</li> <li>8 Streamline approvals for retail development / redevelopment consistent with city goals</li> </ol>	<ul style="list-style-type: none"> <li>➤ Improved Ratio of Investment to Spending / Leverage</li> <li>➤ Increase in Property Values</li> <li>➤ Increase in Completed Projects by Property Owners</li> <li>➤ Increase in Requests for Assistance by Property Owners</li> <li>➤ Increase in Sales Tax Revenue</li> <li>➤ Increased Commitment to Revitalization (as measured by owner, broker survey)</li> </ul>

Barriers to Investment	Investment / Reinvestment Strategy	Possible Actions	Benchmarks (Measure)
<p><b>Market</b></p> <ul style="list-style-type: none"> <li>➤ Changing demographics</li> <li>➤ Lease conditions</li> <li>➤ Ownership (absentee, fragmented)</li> <li>➤ Competition (alternative formats, four corners, non-store)</li> <li>➤ Incompatible surrounding uses</li> <li>➤ Historic district designation or other design limitations</li> <li>➤ Image of an area</li> <li>➤ Tenant mix</li> <li>➤ Lack of retail economic development experience in city</li> </ul> <p><b>Financial</b></p> <ul style="list-style-type: none"> <li>➤ Economics of (re)development</li> <li>➤ Level of property owner investment</li> <li>➤ Broker directives (bottom line)</li> <li>➤ Changing demographics</li> <li>➤ Level of property owner investment</li> <li>➤ Incompatible surrounding uses</li> <li>➤ Community / public official acceptance of mixed-use concept</li> </ul>	<p><b>Regulatory / Marketing / Financial Assistance</b></p>	<p><b>Market /Financial</b></p> <ol style="list-style-type: none"> <li>1 Maintain active database of demographic shifts; work with GIS Department to communicate profile characteristics to “delivery system” – real estate brokers, developers, property owners, etc.</li> <li>2 Monitor market factors through assistance with broker/development community; issue newsletter to communicate conditions</li> <li>3 Educate economic development specialists in City regarding methods and materials to promote retail attraction and monitor trends</li> <li>4 Work with developers to understand financial gaps and beneficial incentives to further strategies</li> <li>5 Promote creation of merchant’s associations and special districts with representatives to potentially leverage revenues to promote “clean and safe” programs – or safe and secure commercial environments</li> </ol>	<ul style="list-style-type: none"> <li>➤ Improved Ratio of Investment to Spending / Leverage</li> <li>➤ Increase in Property Values</li> <li>➤ Increase in Requests for Assistance by Property Owners</li> </ul>



Barriers to Investment	Investment / Reinvestment Strategy	Possible Actions	Benchmarks (Measure)
<ul style="list-style-type: none"> <li>➤ Change in retail formats</li> <li>➤ Incompatible design/character</li> <li>➤ Tenant mix</li> <li>➤ Partially developed property</li> <li>➤ Ownership (absentee, fragmented)</li> </ul>	<p><b>Build-Out Development Program for Property</b></p>	<ol style="list-style-type: none"> <li>1 (Optional) Prepare a city-overlay map identifying areas of over-supply and identification of weak/under-performing properties; initiate re-zone; use condemnation powers where necessary</li> <li>2 Assist property owner with assemblage of adjacent parcels to facilitate redevelopment</li> <li>3 Establish working relationship with property owner</li> <li>4 Offer predevelopment assistance (site/property design, market analysis, site conditions assessment, etc.)</li> <li>5 Streamline approvals (permits) through department reorganization and designation of retail specialist</li> <li>6 Establish incentive programs to develop center in conjunction with pad sites; or, restrict partial development of commercial properties – re-zone to mixed-use where necessary to encourage early build-out</li> </ol>	<ul style="list-style-type: none"> <li>➤ Increase in Property Values</li> <li>➤ Increase in Requests for Assistance by Property Owners</li> <li>➤ Increase in Sales Tax Revenue</li> </ul>

Barriers to Investment	Investment / Reinvestment Strategy	Possible Actions	Benchmarks (Measure)
<ul style="list-style-type: none"> <li>➤ Change in retail formats</li> <li>➤ Physical obsolescence</li> <li>➤ Inefficient lot layout</li> <li>➤ On-site physical constraints</li> <li>➤ Landscaping requirements</li> <li>➤ Traffic speeds</li> <li>➤ Incompatible design/character</li> <li>➤ Tenant mix</li> </ul>	<p style="text-align: center;"><b>Physical Retrofit and/or Infrastructure Improvements</b></p>	<ol style="list-style-type: none"> <li>1 Establish working relationship with property owner</li> <li>2 Offer predevelopment assistance (site/property redesign, market analysis, site conditions assessment, etc.)</li> <li>3 Quantify economic “gap” (if any) and work with property owner to identify mechanisms to assist with financing (e.g., façade grants, tax increment financing, sales tax rebates, CDBG dollars, demonstration dollars, etc.)</li> <li>4 Streamline approvals (permits) through department reorganization and designation of retail specialist and priority with building department</li> <li>5 Offer city economic development department assistance with tenant attraction, coordination among supporting organizations (Chambers, special interest groups), etc. to support uses in program</li> <li>6 Identify necessary capital projects to improve infrastructure serving site; obtain funding</li> </ol>	<ul style="list-style-type: none"> <li>➤ Improved ratio of Investment to Spending / Leverage</li> <li>➤ Increase in Property Values</li> <li>➤ Increase in Completed Projects by Property Owners</li> <li>➤ Increase in Requests for Assistance by Property Owners</li> <li>➤ Increase in Sales Tax Revenue</li> </ul>

<b>Barriers to Investment</b>	<b>Investment / Reinvestment Strategy</b>	<b>Possible Actions</b>	<b>Benchmarks (Measure)</b>
<ul style="list-style-type: none"> <li>➤ Changing demographics</li> <li>➤ Competition on four corners</li> <li>➤ Incompatible surrounding uses</li> <li>➤ Image of an area</li> <li>➤ Reluctance to plan for long-term</li> <li>➤ Limited funding for infrastructure improvements</li> <li>➤ Disconnects from commercial areas to neighborhoods</li> <li>➤ Crime</li> </ul>	<p><b>Sub-Area Plan Including Subject Property</b></p>	<ol style="list-style-type: none"> <li>1 Initiate program for sub-area plans in select areas of the city impacted by commercial concentrations – use planning process to solicit input on vision, as well as educate stakeholders on market and demographic shifts</li> <li>2 Develop design concepts illustrating connections between commercial and residential areas</li> <li>3 Identify policies, regulations which conflict with vision of stakeholders and amend where appropriate</li> <li>4 Promote identification of necessary capital projects to improve infrastructure serving area</li> <li>5 Promote creation of merchant’s associations and special districts with representatives to potentially leverage revenues to promote “clean and safe” programs, and work with city economic development specialist</li> </ol>	<ul style="list-style-type: none"> <li>➤ Improved ratio of Investment to Spending/Leverage</li> <li>➤ Increase in Property Values</li> <li>➤ Increase in Completed Projects by Property Owners</li> <li>➤ Increase in Requests for Assistance by Property Owners</li> <li>➤ Increase in Sales Tax Revenue</li> <li>➤ Increased Commitment to Revitalization (as measured by owner, broker survey)</li> </ul>

**Source:** JD Wilson and Associates and Leland Consulting Group

**Measures:**

- Ratio of Investment to Spending / Leverage
- Increase in Property Values
- Increase in Completed Projects by Property Owners
- Increase in Requests for Assistance by Property Owners
- Increase in Sales Tax Revenue
- Increased Commitment to Revitalization (as measured by owner, broker survey)

Appendix B  
**Prototypical Sites**

# Appendix B Prototypical Sites

*The sites for this study were selected for their diversity of development and investment impediments. The plans do not represent recommended solutions for these particular sites, but rather demonstrate how a variety of planning strategies can work on actual sites. These sites, therefore, should be considered as examples.*

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**PLAZA ONE OF JOSEY RANCH**

*Josey Lane at Keller Springs (Carrollton)*

# DEVELOPMENT PROGRAM

# PLAZA ONE OF JOSEY RANCH NEC JOSEY & KELLER SPRINGS

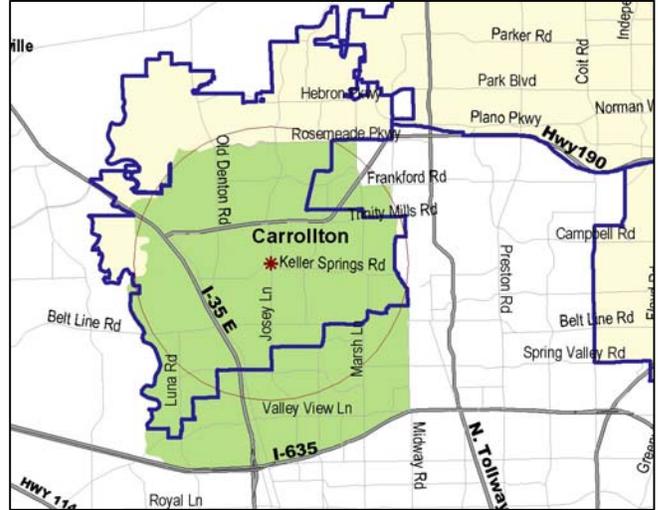
## Center Description

The Plaza One of Josey Center is located at the northeast corner of Josey and Keller Springs in Carrollton. The center contains approximately 112,000 square feet of retail space configured in a neighborhood center. The center is anchored by an Albertsons grocery store and exhibits relatively high vacancy among the newer retail tenants, particularly those located along Keller Springs. Overall, the center is in good condition, although the configuration of retail space is somewhat limiting. Adjacent uses include neighborhood retail, office, civic and vacant land.

## Redevelopment Program

The Plaza One of Josey Center offers a physical retrofit and assemblage opportunity focusing on reorganizing retail spaces and creating stronger linkages to surrounding neighborhoods. The existing retail on the site could be re-oriented to front Josey, with redevelopment targeting office/service users. New high-end attached residential development on undeveloped portion of property would help to “densify” area and create transition from neighborhood. Physical improvements would create the place.

## Site and Trade Area



## Market Opportunities

	Short-Term (1 - 5 years)	Long-Term (5 - 10 years)
<b>Housing</b>		
Rental	X	
Ownership (Attached)	X	
Senior	X	
<b>Retail</b>		
Neighborhood-Serving	X	
Destination/ Entertainment		X
Specialty/Themed	X	
<b>Office</b>		
Class A		X
Local Service/Boutique	X	
Incubator Space	X	
<b>Other</b>		
Hotel		X
Public		X
Parking		X

## Market Demand (share of trade area)

	Short-Term (1 - 5 years)
<b>Housing (units)</b>	
For-Sale (Townhomes/Condos)	300 - 350
Rental Apartments	200 - 250
<b>Retail (SF)</b>	15 - 20,000
<b>Office (SF)</b>	50 - 75,000

## Barriers to Investment

- Orientation of space along north and east sides lack visibility
- Significant amount of competition in area with development happening north of tollway
- Given quality of improvements, less obvious as property requiring assistance



PLANNING  
SCALE: 1" = 100'

NORTH

0 10 20 30 40 50

• J.D. WILSON & ASSOCIATES  
 • LOANCORE ARCHITECTURE / ANASO DESIGN  
 • NEWMAN JACKSON BLANKENHORN, INC.  
 • HAZEN AND ZANDER  
 • LEE AND OFWYLL CONSULTING GROUP

# RETAIL STUDY

JOSEY LANE AT KELLER SPRINGS  
CARROLLTON, TEXAS



## PLAZA ONE OF JOSEY RANCH

*Josey Lane at Keller Springs*

### Key Issues

### Plan Description

The 18-acre site is currently occupied by an Albertsons anchor with associated retail and office space on the north portion of the site. The south portion of the site has a Luby's restaurant, a branch bank with drive through teller, and approximately 4.0 acres of vacant land that has views to Steenson Park to the east. The center has a relatively high vacancy on its north and east edges, a strong grocery anchor, and it is well maintained.

The plan proposes a mixed-use development. The vacant parcel on the east side of the center is proposed for high-end attached residential. This higher density residential use would both take advantage of the views afforded by the city park and support the retail. The plan also proposes that the service drive connecting Jackson Street and Keller Springs through the parking lot be upgraded to a city street to facilitate flow and circulation of traffic and to provide better exposure to the retail. The plan also recommends landscaping along Keller Springs be improved to enhance curb appeal and to screen parking lots from the street. Additionally, the plan proposes a reconfiguration of the "wing" of retail space east of the Albertsons to facilitate better parking distribution and attract a "stronger" user.



**EXISTING ALBERTSONS AND PARTIALLY VACANT SPACE FACING JACKSON STREET**

# IMPLEMENTATION PROGRAM

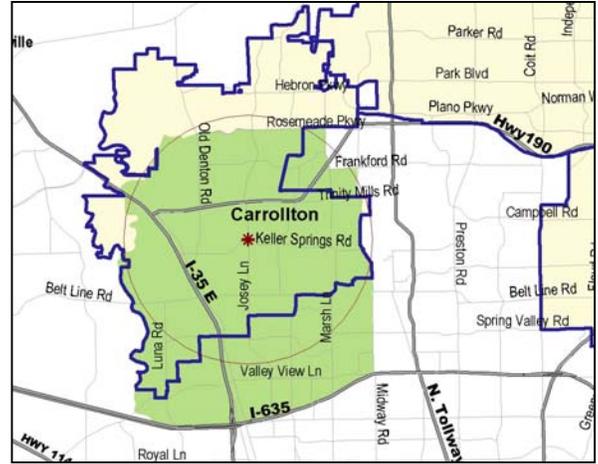
## PLAZA AT JOSEY RANCH NEC JOSEY & KELLER SPRINGS

### Implementation Central Strategy

**Physical Retrofit** – Provide assistance to property owners for design and development of an appropriate concept for retrofitting existing buildings or site improvements. Within this strategy, the cities could also include dedication of capital dollars for necessary infrastructure improvements (access, drainage, streetscape enhancements, etc.) to improve the environment within which the property is located.

**General Market/ Financial Assistance** – Provide general assistance – marketing, financial, professional – to property owners for the improvement of their existing property. Efforts might include the attraction of tenants(s), reconfiguration of center space, streetscape improvements, utility upgrades, landscaping, re-zoning, acquisition of adjacent properties for assemblage, land swaps, etc.

### Site and Trade Area



### Financial Implications

<i>Estimated Project Value</i>	
Total Office/Retail Rentable SF	20,000
Rent/SF (Triple Net)	\$16.00
Gross Income	\$320,000
Occupancy	95%
Effective Gross Income	\$304,000
Operating Costs	\$40,000
Net Operating Income	\$264,000
Capitalization Rate	10%
Project Value – Office/Retail	\$2,640,000
Townhomes/Condos (units)	300
Value Per Unit	<b>\$225,000</b>
<b>Total Housing Value (Less Mktg Costs)</b>	\$62,500,000
<b>Total Project Value</b>	\$65,140,000
<i>Development Cost Estimate</i>	
Property Purchase (Acquisition/Demolition)	\$1,500,000
On-Site Improvements	\$550,000
Building Construction Costs	\$47,000,000
Construction Contingency	\$4,700,000
Soft Costs (% of Hard Costs)	\$8,000,000
<b>Total Project Cost</b>	<b>\$61,750,000</b>
<b>Total Project Value</b>	<b>\$65,140,000</b>
<b>Project Margin/"Gap"</b>	<b>\$3,390,000</b>

### Implementation Action Items

- Assist property owner(s) with assemblage of surrounding parcels to promote multi-use environment (housing) and encourage a more significant development concept – assemble through acquisition and sale at discounted price, participation in negotiations, condemnation, etc.
- Promote integration of mix of uses, particularly those that benefit from natural features on eastern portion of property – demonstrate (to property owner) premium potential created by adjacency to open space corridors
- Ensure zoning permits non-commercial uses (amend if necessary) – provide market/ financial support to illustrate impacts
- Provide predevelopment assistance – urban design planning (create a place), market feasibility analysis (prove up market), etc. to illustrate recent shifts in the market and opportunities inherent in a modified program – provide assistance with targeting tenants and tenanting strategy
- Analyze transportation network surrounding property – revise transportation plan to support commercial in area
- Promote and support creation of a “place” or destination – strong landscaping and design elements, integration of seating adjacent to retail, signing and wayfaring, etc.

#### Program –

- Formalize the through street into a “double-loaded” retail corridor
- Redevelop retail space adjacent to Albertson’s to a single user space
- Re-orient retail to provide better street exposure
- Continue re-tenanting back of center with office/service users
- Develop senior/retirement housing on adjacent parcel

**FURNEAUX CREEK**

*Old Denton Road at PGBT (Carrollton)*

# DEVELOPMENT PROGRAM

## FURNEAUX CREEK NWC OLD DENTON & PGBT

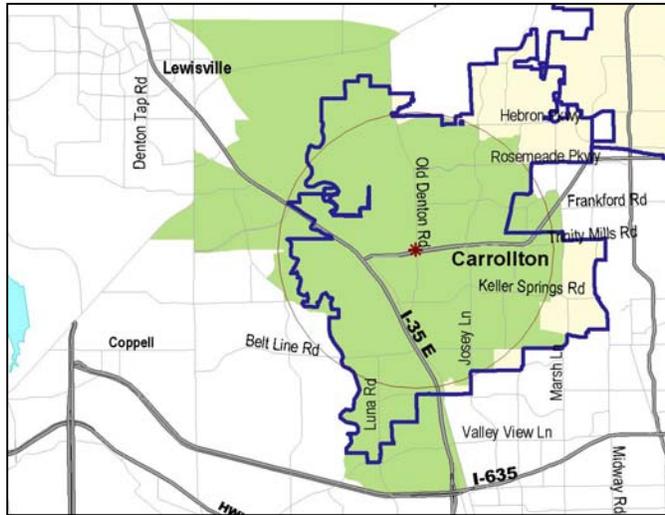
### Center Description

Furneaux Creek is located at the northwest corner of Old Denton Road and President George Bush Turnpike (PGBT) in Carrollton. The center contains approximately 295,000 square feet of retail space, oriented inward and configured in a neighborhood center, with pad sites at the corner. The center exhibits high vacancy (40 %+), including an anchor space and recently vacated movie theater complex. Adjacent uses include the interstate, big box retail, multifamily residential and vacant land.

### Redevelopment Program

Furneaux Creek offers a redevelopment opportunity for business park uses with support retail/restaurant/service space, some of which could be accommodated in existing space. Since area retail momentum has already been established on the opposite corner of the interchange and there is an oversupply of commercially zoned land, a complementary use is recommended for redevelopment. New office/business park development would capitalize on the regional access provided by the Turnpike. Restaurants could take advantage of limited "wet" status.

### Site and Trade Area



### Market Opportunities

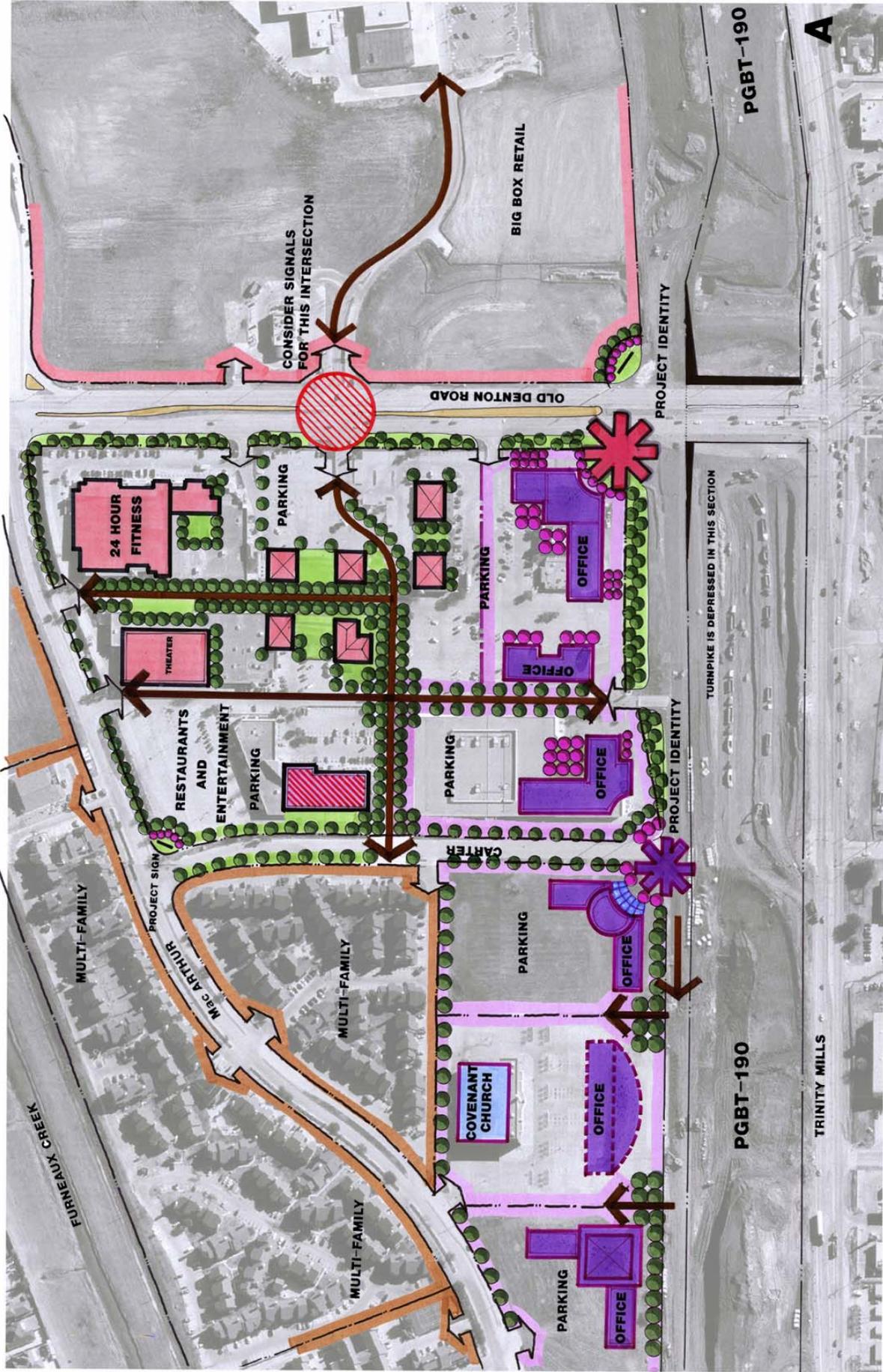
	Short-Term (1 - 5 years)	Long-Term (5 - 10 years)
<b>Housing</b>		
Rental	X	
Ownership (Attached)	X	
Senior	X	
<b>Retail</b>		
Neighborhood-Serving	X	
Destination/ Entertainment		X
Specialty/Themed	X	
<b>Office</b>		
Class A		X
Local Service/Boutique	X	
Incubator Space	X	
<b>Other</b>		
Hotel		X
Public		X
Parking		X

### Market Demand (share of trade area)

	Short-Term (1 - 5 years)
<b>Housing (units)</b>	
For-Sale (Townhomes/Condos)	350 - 3400
Rental Apartments	150 - 200
<b>Retail (SF)</b>	25 - 30,000
<b>Office (SF)</b>	200 - 250,000

### Barriers to Investment

- Limited visibility due to its lower elevation
- Limited access from Old Denton Road
- Recent highway improvements have limited access to site
- One controlled access point from north bound Old Denton Road
- Big box competition on west side of interstate; regional mall development at alternative interchange
- Limited physical enhancements in area

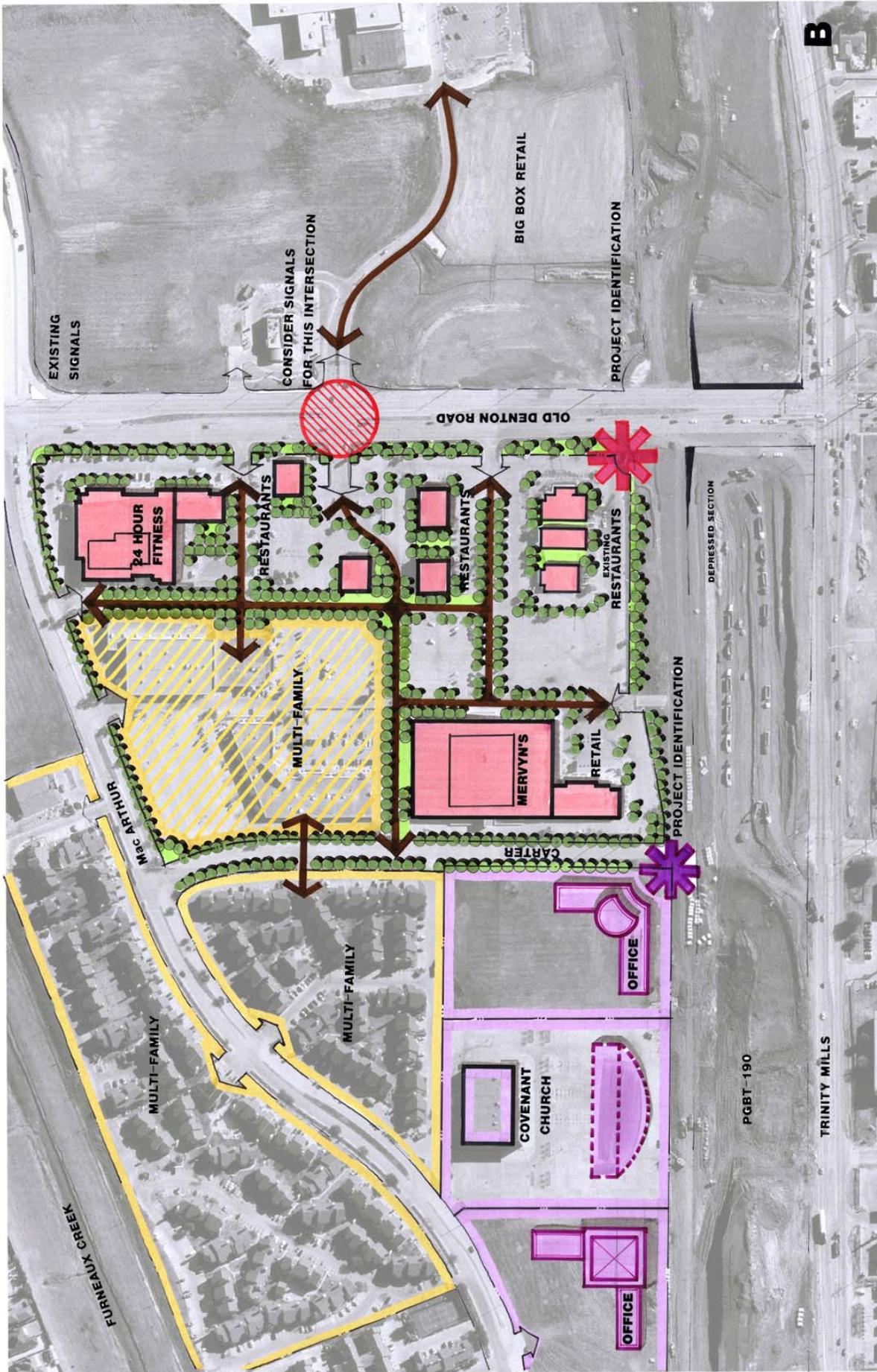


- J.W. WILSON & ASSOCIATES
- LANDSCAPE ARCHITECTURE / CIVIL ENGINEERING
- NEWMAN JACOBSON HILFBERGHEIN, INC.
- SCULPTURE CONSULTANTS
- LELAND CONSULTING GROUP

# RETAIL STUDY

OLD DENTON DRIVE AND GEORGE BUSH TURNPIKE  
CARROLLTON, TEXAS





 NORTH  
 0 25 50 75 100  
 FEET  
 SCALE: 1" = 100'

- PLANNING  
 J.D. WILSON & ASSOCIATES  
 LANDSCAPE ARCHITECTURE / URBAN DESIGN  
 NEWMAN JOSEPH BLODGETT, INC.  
 ENGINEERING SERVICES  
 LEAF CONSULTING GROUP

**RETAIL STUDY**  
 OLD DENTON DRIVE AND GEORGE BUSH TURNPIKE  
 CARROLLTON, TEXAS



## **FURNEAUX CREEK**

*Old Denton Road at President George Bush Turnpike (PGBT)*

The current layout of this 15-acre retail center orients most of the development inward. Visibility into the site is limited because it is located at a lower elevation than the intersection of Old Denton Road and the President George Bush Turnpike-Highway 190 (PGBT). The recently constructed PGBT Turnpike is depressed along the section where it passes under Old Denton Road preventing views into the site. Access is limited from Old Denton Road, with only one (uncontrolled) access point from north-bound Old Denton Road.

Two concepts were developed for this site; both proposals are for a mixed-use redevelopment. **Concept A** leaves 24 Hour Fitness, Mervyn's and a small segment of retail space just south of Mervyn's. The free-standing restaurants remain and up to 5 more restaurant sites are added. The northwest quadrant of the site (comprising some 4 acres) is designated multi-family residential to compliment existing multi-family to the north and west of Carter and MacArthur and to provide an immediate source of pedestrians.

**Concept B** takes into consideration that development of "big box" retail to the east of Old Denton Road provides adequate retail for the area, and that Furneaux Creek's the lack of visibility inhibits its use for retail. This concept plan proposes that the southern portion of the site along PGBT be designated as office and the northern portion being dedicated to fitness and entertainment. 24 Hour Fitness and the new dinner theater would remain, restaurant sites and other complementary uses would be located between the office uses and existing fitness center; Mervyn's could relocate to the big box retail area east of Old Denton Road.

Both plans recommend that a traffic signal be located on Old Denton Road at the mid-block entrance to the site and the retail to the east. The plans also address the need for a strong project identity to be established at the corner of PGBT and Old Denton Road. This identity could take the form of an architectural element or an attractive sign. This element should be themed to correspond with the development scheme. Landscape improvements should be considered regardless of the redevelopment scheme to enhance the curb appeal of the project.

# IMPLEMENTATION PROGRAM

## FURNEAUX CREEK NWC OLD DENTON & PGBT

### Implementation Central Strategy

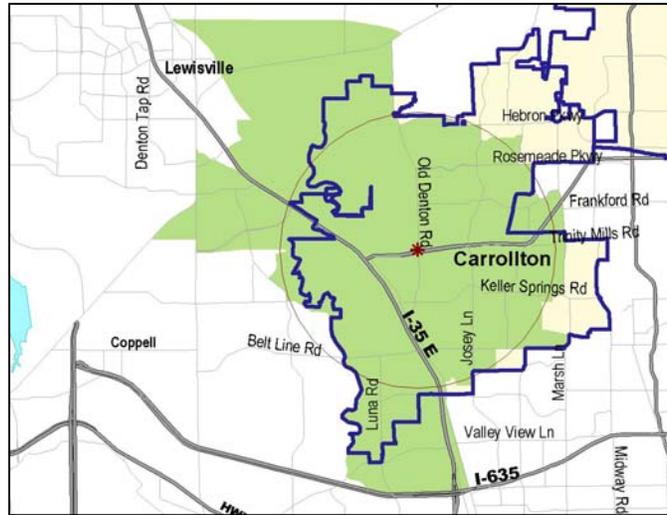
**Build-Out** – Provide predevelopment assistance to property owners in the form of market opportunities analysis, site planning and/or design for construction of an appropriate use concept for the unused or underused portion of their property.

**Policy Framework** – establish a policy framework and development standards that address some of the barriers to reinvestment, and provide focus for fiscal stimulation of reinvestment. These should refine the city’s current “vision”, policies and programs.

**Program –**

- Redevelop as office / business park with supporting commercial uses
- Create mini restaurant park for interchange area businesses and residents
- Develop 100K to 150K new office space
- Develop townhomes on adjacent parcels

### Site and Trade Area



### Financial Implications

*Mechanisms:*

- Planning dollars for staff and/or consultant time related to predevelopment services, property assemblage,
- Relocation dollars
- Enterprise tax benefits (non-local impact)
- Transportation dollars to encourage a mix of uses
- Dedication of CIP for targeted investment – landscaping, pedestrian connections, rerouting of streets
- Low-interest dollars (EDA, CDBG)
- Increase in property taxes

*Implications:*

- Increase in sales tax revenue
- Increase in property tax revenue – commercial and residential
- Stronger land use balance in area
- Effective leverage of public dollars
- Location promotes eligibility for transit dollars

### Implementation Action Items

- Establish an enterprise zone in vicinity of the property in order to promote business center concept
- Explore the use of highway funding for analysis and design of development improvements and transit supportive uses within and around interchange
- Assist property owner(s) with assemblage of surrounding parcels to promote stronger connections between uses and encourage a more significant development concept – assemble through acquisition and sale at discounted price, participate in negotiations, condemnation, etc.
- Provide regulatory tools that facilitate parceling and land assembly e.g. minimize curb cuts, establish minimum parcel size, vacate and/or reroute streets and alleys, etc.
- Work (economic development department / chamber) with/ assist Mervyns with relocation to another location elsewhere in the city
- Research application of EDA, HUD and other federal grant funds – public and private – as revenue source for improvements - for predevelopment and development assistance (*Note: EDA provides grants and matching funds for soft planning and hard construction dollars to communities promoting growth management and revitalization*)
- Assign priority to area in allocation of capital improvement funds necessary to promote business center concept and participate in financing infrastructure improvements

**BUCKINGHAM SQUARE**

*Plano Road at Buckingham (Richardson)*

# DEVELOPMENT PROGRAM

## BUCKINGHAM SQUARE NEC PLANO & BUCKINGHAM

### Center Description

The Buckingham Square center is located at the northeast corner of Plano and Buckingham in Richardson. The center contains approximately 73,000 square feet of retail space configured in a traditional neighborhood center, with pad sites at the corner. Despite the new investment by Wal-Mart Neighborhood Market and Eckerd Drug, the original center is in poor physical condition. Adjacent uses include discount neighborhood retail and single family residential.

### Redevelopment Program

The Buckingham Square center offers a market “re-orientation” opportunity (with new development on pads) focusing on better serving the changing demographics of the surrounding neighborhood. The program should build on the momentum created by recent new investment. Physical improvements proposed include restriping the parking lot, façade improvements, enhanced landscaping and signage and subdivision of anchor space to smaller units.

### Site and Trade Area



### Market Opportunities

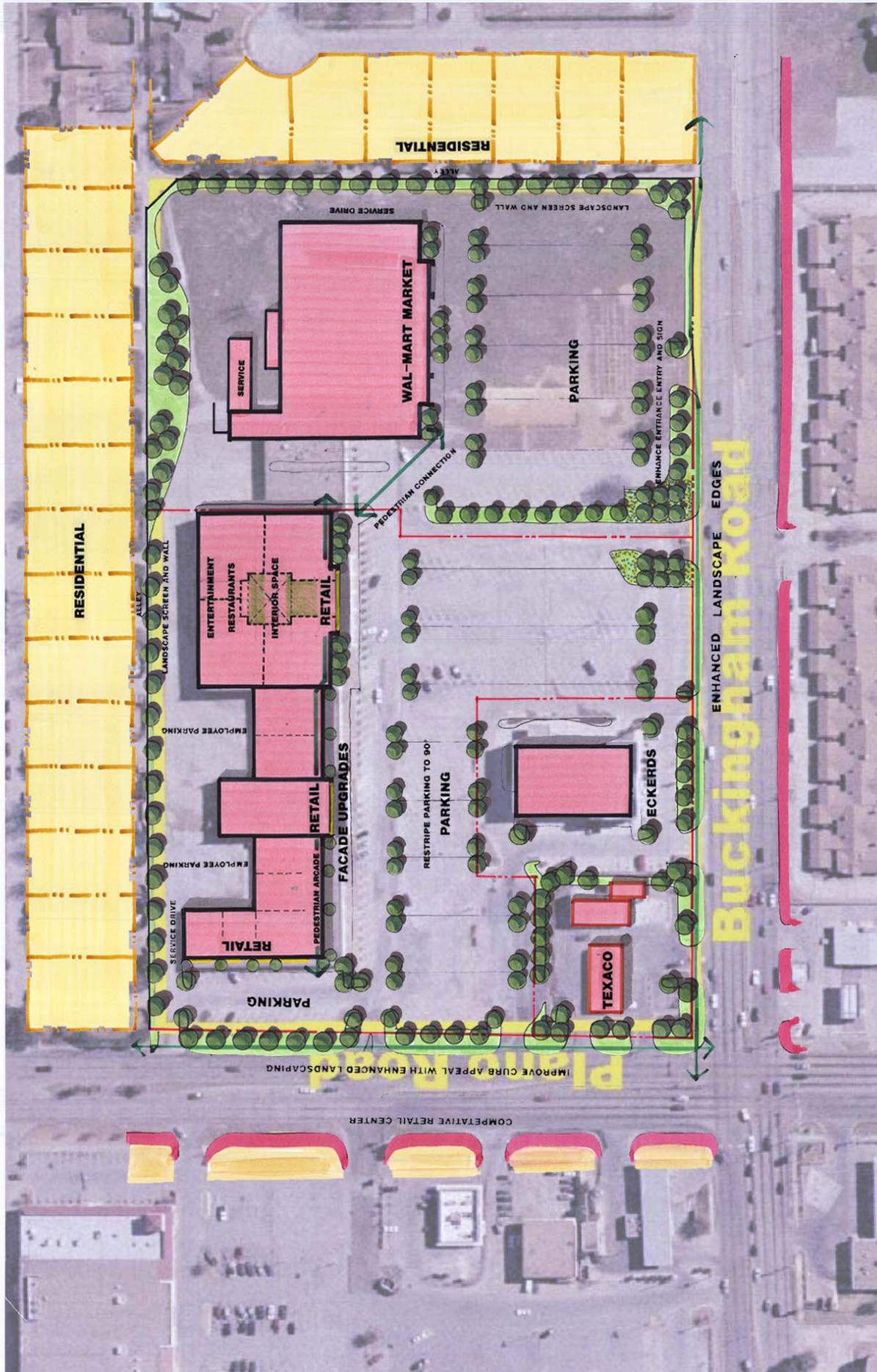
	Short-Term (1 - 5 years)	Long-Term (5 - 10 years)
<b>Housing</b>		
Rental	X	
Ownership (Attached)	X	
Senior		X
<b>Retail</b>		
Neighborhood-Serving	X	
Destination/ Entertainment		X
Specialty/Themed	X	
<b>Office</b>		
Class A		X
Local Service/Boutique	X	
Incubator Space	X	
<b>Other</b>		
Hotel		X
Public	X	
Parking		X

### Market Demand (share of trade area)

	Short-Term (1 – 5 years)
<b>Housing (units)</b>	
For-Sale (Townhomes/Condos)	225 - 250
Rental Apartments	125 - 150
<b>Retail (SF)</b>	10 – 15,000
<b>Office (SF)</b>	50 – 75,000

### Barriers to Investment

- Area in vicinity of site is over-retailed
- Retail on two of other three corners proximate to site feature primarily discount tenants
- Traffic lights and speeds in front of center need adjustment to facilitate access
- Existing façade on center aged relative to new improvements

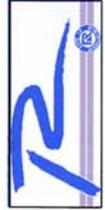
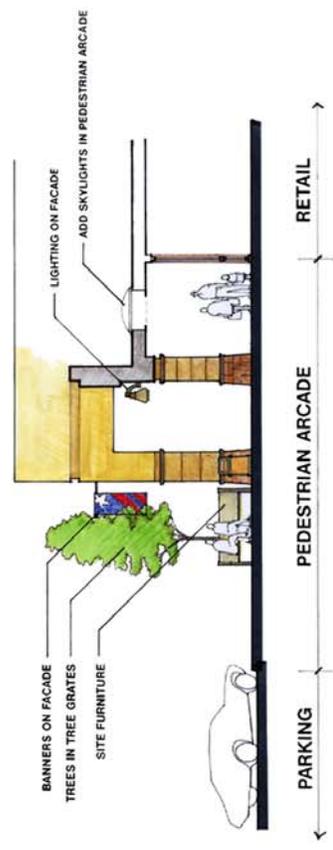
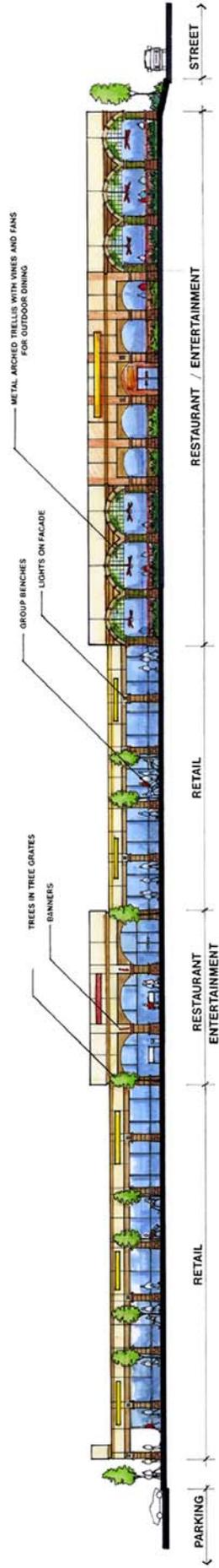


- PREPARED BY: J.D. WILSON & ASSOCIATES
- CONSULTING ARCHITECTURE: JESSICA THORNTON
- ARCHITECTURE: NORMAN JACOBSON BUILDINGS, INC.
- LANDSCAPE ARCHITECTURE: JENNIFER HARRIS
- LANDSCAPE CONSULTING GROUP

# RETAIL STUDY

PLANO ROAD AND BUCKINGHAM ROAD  
RICHARDSON, TEXAS





# RETAIL STUDY

PLANO ROAD AND BUCKINGHAM ROAD  
RICHARDSON, TEXAS

- ARCHITECT: JTI WILSON & ASSOCIATES
- LANDSCAPE ARCHITECT: JTI WILSON & ASSOCIATES
- CIVIL ENGINEER: Norman Jackson Refinement, Inc.
- SURVEYOR: JTI WILSON & ASSOCIATES
- LANDSCAPE CONSULTING GROUP

## **BUCKINGHAM SQUARE**

*Plano Road at Buckingham Road*

This 14-acre site is in southeast Richardson near the Garland-Richardson city limits. It is an underutilized strip center with high vacancy. It has a vacant undersized anchor store; the site has been split into several separate ownerships; and there is single family adjacency on two sides. However, a new Wal-Mart Neighborhood Market food store and an Eckerd's Drug



**EXISTING CENTER WITH VACANT ANCHOR**

Store have been constructed recently on the site. The new construction emphasizes the lack of maintenance in the center and the need to upgrade the older portion of the project. The older portion, comprising 8 acres, is painted beige, which is in stark contrast to the architectural elements and bright colors used on the Wal-Mart Neighborhood Market.

The conceptual plan for this site calls for architectural enhancements and a face-lift for the façade of the older buildings. Based on demographics, a themed center could attract a more diverse group of tenants which might serve the ethnically diverse area better. The plan proposes that parking lots be restriped from 60 degree parking spaces to 90 degree spaces for greater efficiency. It also recommends additional landscaping along Buckingham and Plano Roads, and landscaping in the parking lot and along the old center. The largest tenant space (the old anchor) could be developed into a market, junior-sized anchor (such as an office supply store) or restaurants with outdoor seating/eating in an open central court. The two primary entry points should be emphasized with architectural signs and landscaping.

# IMPLEMENTATION PROGRAM

## BUCKINGHAM SQUARE NEC PLANO & BUCKINGHAM

### Implementation Central Strategy

**Physical Retrofit** - Provide assistance to property owners for design and development of an appropriate concept for retrofitting existing buildings or site improvements. Within this strategy, the city could also include dedication of capital dollars for necessary infrastructure improvements (access, drainage, streetscape enhancements, etc.) to improve the environment within which the property is located.

**General Market / Financial Assistance** - Provide general assistance - marketing, financial, professional - to property owners for the improvement of their existing property. Efforts might include the attraction of tenants, reconfiguration of center space, streetscape improvements, utility upgrades, landscaping, re-zoning, acquisition of adjacent properties for assemblage, land swaps, etc.

**Sub-Area Plan** - Prepare a sub-area plan for the larger influence area surrounding the subject property. The planning effort should involve broad stakeholder participation and address the potential for various improvement district mechanisms to enhance the physical condition of the area, future land uses, design standards for select uses, future infrastructure improvements, etc.

### Site and Trade Area



### Financial Implications

*Mechanisms:*

- Low-interest dollars (EDA, CDBG)
- Urban Renewal - Tax Increment Financing (TIF)
- Sales tax rebate program
- Façade grant
- Dedication of CIP for targeted infrastructure investment
- Planning dollars for staff and/or consultant time related to predevelopment services, preparation of sub-area plan, code revisions
- Utility franchise fees for infrastructure upgrades
- Public dollars for acquisition of adjacent property

*Implications:*

- Increase in sales tax revenue (from current status as partially occupied)
- Increase in property tax revenue - commercial and residential
- Effective leverage of public dollars

### Implementation Action Items

- Assist with securing low-interest financing administered through city offices or "advocacy entities" such as a development authority, special district, or development corporation
- Assist with securing low-interest and creative financing mechanisms - public and private - sales tax sharing (rebate) as revenue source for improvements; shared infrastructure costs; façade grants; gap financing for future restaurant pad; waived or delayed permit and development fees; etc.
- Provide predevelopment assistance - urban design planning (create a place), market feasibility analysis (prove up market), etc. to illustrate recent shifts in the market and opportunities inherent in a modified program
- Work with land owner and adjacent stakeholders to develop a sub-area plan (identify boundaries) which addresses balance of uses, compatibility between uses and connections, sustainable landscaping, supportive signage, transportation impacts, etc.
- Adopt different standards for landscaping in commercial corridors and around specific pulse points - or locations which draw activity - walkable settings, mixed-use areas, gathering places, activity centers

#### Program -

- Physical improvements to create identity and link old and new portions
- Aggressive re-tenanting of anchor space (health club, theater, etc.)
- Build on momentum from recent investment (Wal-Mart, Eckerd)

**CAMELOT CENTER**

*Hampshire at Arapaho (Richardson)*

# DEVELOPMENT PROGRAM

## CAMELOT CENTER NEC ARAPAHO & HAMPSHIRE

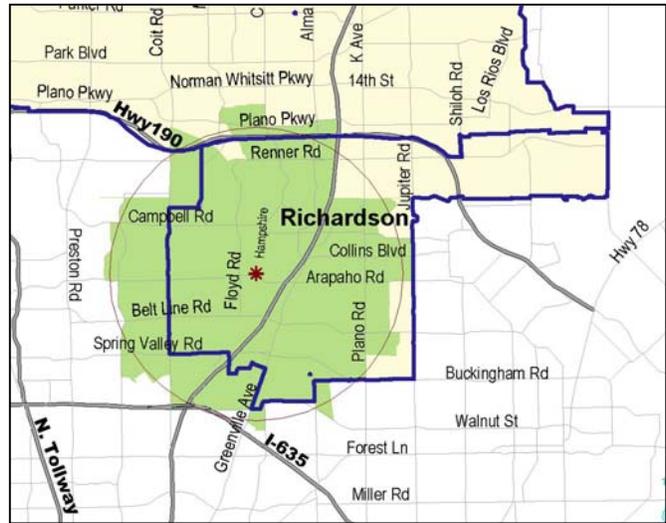
### Center Description

The Camelot Center is located at the northeast corner of Arapaho and Hampshire in Richardson. The center contains approximately 79,000 square feet of retail space configured in a pre-1970's neighborhood center. The center exhibits high vacancy, has no anchor space and is in poor physical condition. Adjacent uses include neighborhood convenience retail, office conversions and senior housing.

### Redevelopment Program

The Camelot Center offers a combined redevelopment and market "re-orientation" opportunity focusing on better serving the changing demographics of the surrounding neighborhood (increase in seniors). The existing retail on the site could be re-oriented to serve a senior population, with new development targeting medical office users. "Re-tenanting" would better support neighborhood demographics in the long-term, while office development would provide support for existing and new retail and better capitalize on the site's proximity to US 75.

### Site and Trade Area



### Market Opportunities

	Short-Term (1 - 5 years)	Long-Term (5 - 10 years)
<b>Housing</b>		
Rental	X	
Ownership (Attached)	X	
Senior		X
<b>Retail</b>		
Neighborhood-Serving	X	
Destination/ Entertainment		X
Specialty/Themed	X	
<b>Office</b>		
Class A		X
Local Service/Boutique	X	
Medical Office	X	
<b>Other</b>		
Hotel		X
Public	X	
Parking		X

### Market Demand (share of trade area)

	Short-Term (1 - 5 years)
<b>Housing (units)</b>	
For-Sale (Townhomes/Condos)	275 - 300
Rental Apartments	125 - 150
<b>Retail (SF)</b>	10 - 15,000
<b>Office (SF)</b>	75 - 100,000

### Barriers to Investment

- Limited visibility resulting from "S" shaped road
- Supply of retail in area - over-retailed, under-stored
- Design and character of improvements on-site
- Existing disconnect between commercial and residential areas
- Non-pedestrian environment surrounding property



## CAMELOT CENTER

*Hampshire at Arapaho Road*

This 7.5-acre center is known as Camelot Shopping Center. It is in an older section of Richardson where many of the homes were built in the 1950's. It has no anchor space, and contains marginally economic tenants. The Tudor-style center is in poor condition, and its layout makes tenant spaces very difficult to see from the large "S" curve in this section of Arapaho Road. The architectural style of the buildings is outdated and the project is showing its age.



EXISTING CENTER IS LARGELY VACANT

The concept plan removes all the buildings and starts fresh with new uses that are more compatible with the evolution of the surrounding neighborhood, since there is more than adequate retail space in the area. The plan proposes that the site be redeveloped as professional office that would serve the growing population of retired and assisted-living residents in the general vicinity. The Richardson Senior Center is

less than a mile west on Arapaho and there are several senior housing projects located within walking distance of the study site. The Public Library and a YMCA are located a short distance to the east near the Custer-Arapaho intersection, and a city recreation center is located a few blocks west on Arapaho.

An alternative use for the front half of the site facing Arapaho Road is a cafeteria style restaurant. While there are several fast food restaurants and smaller "mom and pop" restaurants in the area, there is not a reasonably priced "sit down" restaurant serving food all day. The remainder of the site could be developed as professional office.

Both alternatives should provide well-designed garden and plaza space for the comfort of visitors to the site. In combination with street trees along Rockingham Lane and Hampshire, this could provide a community focus and provide seniors with an attractive and protected area to walk.

# IMPLEMENTATION PROGRAM

## CAMELOT CENTER NEC ARAPAHO & HAMPSHIRE

### Implementation Central Strategy

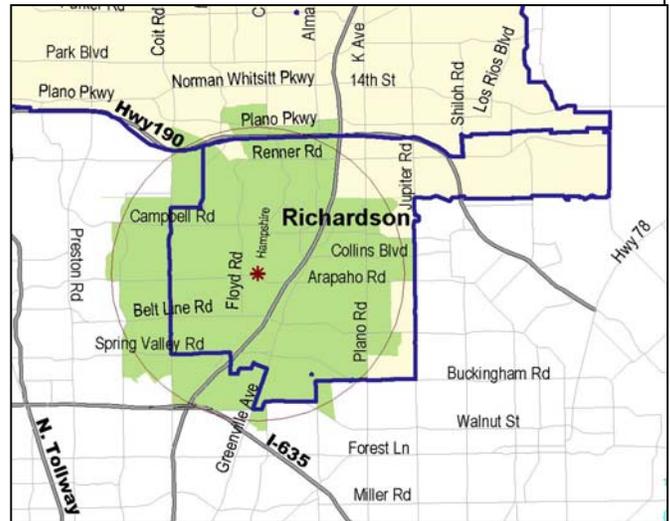
**Mixed-Use** – Retrofit existing improvements to a mixed-use environment by adding uses other than retail including office, housing, lodging, public spaces and/or others. This scenario might require demolition and/or construction of buildings, either adjacent to existing improvements (horizontal) or as a vertical addition. Either circumstance will most likely require a change in the zoning designation and adjustment in parking ratios.

**Build-Out** – Provide predevelopment assistance to property owners in the form of market opportunities analysis, site planning and/or design for construction of an appropriate use concept for the unused or underused portion of their property.

**Program –**

- Redevelop center to create mixed-use environment oriented to concentrated senior population
- Introduce new office space (medical/supply)
- New support retail/service/restaurant
- Expand planning/concepts beyond site – potential adjacent redevelopment parcels

### Site and Trade Area



### Financial Implications

<i>Estimated Project Value</i>	
Total Office/Retail Rentable SF	75,000
Rent/SF (Triple Net)	\$18.00
Gross Income	\$1,350,000
Occupancy	95%
Effective Gross Income	\$1,282,500
Operating Costs	\$150,000
Net Operating Income	\$1,132,500
Capitalization Rate	10%
Project Value – Office/Retail	\$11,325,000
Townhomes/Condos (units)	275
Value Per Unit	<b>\$200,000</b>
<b>Total Housing Value (Less Mktg Costs)</b>	<b>\$49,500,000</b>
<b>Total Project Value</b>	<b>\$60,825,000</b>
<i>Development Cost Estimate</i>	
Property Purchase (Acquisition/Demolition)	\$6,000,000
On-Site Improvements	\$1,800,000
Building Construction Costs	\$41,000,000
Construction Contingency	\$4,100,000
Soft Costs (% of Hard Costs)	\$7,000,000
<b>Total Project Cost</b>	<b>\$59,900,000</b>
<b>Total Project Value</b>	<b>\$60,825,000</b>
<b>Project Margin/"Gap"</b>	<b>\$925,000</b>

### Implementation Action Items

- Provide predevelopment assistance – urban design planning (create a place), market feasibility analysis (prove up market), etc. to illustrate recent shifts in the market and opportunities inherent in a modified program
- Work with property owner to rezone property to mixed-use or PUD to allow for uses other than commercial – provide market, financial support to illustrate impacts
- Assist with identification of equity partners (e.g., medical and senior service related)
- Assist with securing low-interest and creative financing mechanisms -- sales tax sharing (rebate) as revenue source for improvements; shared infrastructure costs; gap financing for residential uses; waived or delayed permit and development fees; etc.
- Institute neighborhood outreach and education program to explain the benefits of a multi-use redevelopment program and enhanced pedestrian connections between commercial and residential uses
- Work with property owner to develop plan which encourages stronger connections to park space and surrounding neighborhoods – participate in financing these improvements
- Work with land owner and adjacent stakeholders to develop an area plan (identify boundaries) which addresses balance of uses, compatibility between uses and connections, standards, etc.

**LEGACY / CUSTER**  
*Legacy at Custer (Plano)*

# DEVELOPMENT PROGRAM

# NEC LEGACY & CUSTER

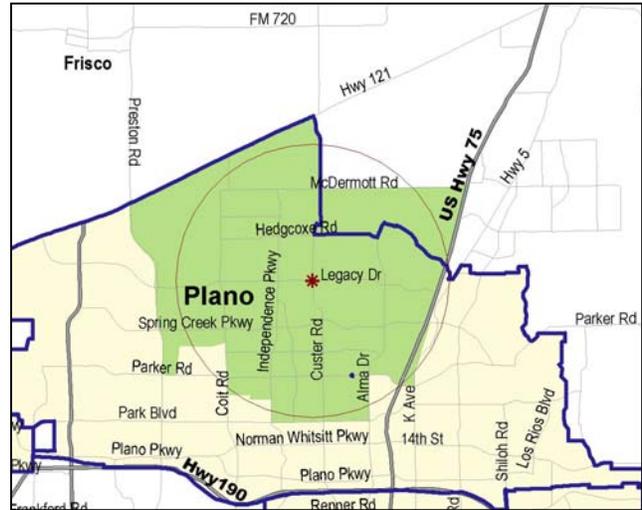
## Center Description

The site is located at the northeast corner of Legacy and Custer in Plano. It contains approximately 8,100 square feet of retail space configured in pad sites at the corner of the intersection. The remainder of the center site is vacant (approx. 20 acres). The center’s existing retail space is well maintained and in good condition. Adjacent uses include institutional, housing and vacant property.

## Development Program

The site at Legacy and Custer offers a new development opportunity for a mixed-use “village center” with housing, and service uses including office and daycare space. A potential partnership with the owner of the parking lot on the southeast corner of this intersection could provide more area for development (if needed). The mixed-use village center has the potential to create a destination for the well-established, high-income surrounding neighborhood.

## Site and Trade Area



## Market Opportunities

	Short-Term (1 - 5 years)	Long-Term (5 - 10 years)
<b>Housing</b>		
Rental	X	
Ownership (Attached)	X	
Senior		X
<b>Retail</b>		
Neighborhood-Serving		X
Destination/ Entertainment		X
Specialty/Themed	X	
<b>Office</b>		
Class A		X
Local Service/Boutique	X	
Incubator Space		X
<b>Other</b>		
Hotel		X
Public	X	
Parking		X

## Market Demand (share of trade area)

	Short-Term (1 – 5 years)
<b>Housing (units)</b>	
For-Sale (Townhomes/Condos)	500 - 750
Rental Apartments	250 - 500
<b>Retail (SF)</b>	50 – 75,000
<b>Office (SF)</b>	75 – 100,000

## Barriers to Investment

- Site offers mixed-use potential, but zoning does not
- With a location on the outer edge of the city boundaries, there is already a significant amount of competition
- Limited potential as commercial activity center for with institutional uses on adjacent parcels (isolation)
- “Dry” block



# RETAIL STUDY

LEGACY AND CUSTER  
PLANO, TEXAS

- J.D. WILSON & ASSOCIATES
- LINDSEY WILSON ARCHITECTS, PLLC
- NORMAN JUDSON BILDERBACK, INC.
- ACCURATE CONSULTING
- LINDSEY CONSULTING GROUP



## LEGACY AT CUSTER

This site is almost entirely undeveloped, primarily because of the abundance of retail development and zoning in the service area. There are two commercial buildings on pad sites at the corner of Legacy and Custer — a Texaco Convenience store and Veterinarian. The concept is to develop 14.5 acres of new single family housing at approximately 8 dwelling units per acre. The prototypical unit is a “zero lot line” home on a 40’ x 110’ lot, yielding 82 total homes.

This plan incorporates alleys and a similar density to adjacent neighborhoods. A 2-acre commercial/office parcel is proposed along the southern edge of the site along Legacy to augment the existing commercial uses. Five percent of the gross area has been set aside as open space along Custer and a small interior park space.



EXISTING GAS STATION ON THE CORNER

# IMPLEMENTATION PROGRAM

# NEC LEGACY & CUSTER

## Implementation Central Strategy

**Re-Zone** – Rezone property to an mixed-use, residential, office, lodging or other. The re-zone action could be either petition-based or city-initiated and may apply to an existing improved property or vacant parcel. A property re-zoning could also be “triggered” by a request for permits to alter or develop the property. Where city programs for such actions do not exist, they would need to be established through Council approval.

**Policy Framework** – establish a policy framework and development standards that address some of the barriers to reinvestment, and provide focus for fiscal stimulation of reinvestment. These should refine the city’s current “vision”, policies and programs.

**Program -**

- Develop mixed-use “village” with a mix of housing and retail/service uses
- Develop higher density housing (8-10 units/acre)
- New support retail/service – coffee shop, convenience retail, day care
- Create destination for established high-income neighborhood

## Site and Trade Area



## Financial Implications

<i>Estimated Project Value</i>	
Total Office/Retail Rentable SF	20,000
Rent/SF (Triple Net)	\$18.00
Gross Income	\$360,000
Occupancy	95%
Effective Gross Income	\$342,000
Operating Costs	\$40,000
Net Operating Income	\$302,000
Capitalization Rate	10%
Project Value – Office/Retail	\$3,020,000
Zero-Lot-Line Housing (units)	82
Value Per Unit	<b>\$250,000</b>
<b>Total Housing Value (Less Mktg Costs)</b>	<b>\$19,065,000</b>
<b>Total Project Value</b>	<b>\$22,085,000</b>
<i>Development Cost Estimate</i>	
Property Purchase	\$4,000,000
On-Site Improvements	\$1,500,000
Building Construction Costs	\$14,000,000
Construction Contingency	\$1,400,000
Soft Costs (% of Hard Costs)	\$2,300,000
<b>Total Project Cost</b>	<b>\$23,200,000</b>
<b>Total Project Value</b>	<b>\$22,085,000</b>
<b>Project Margin/"Gap"</b>	<b>(\$1,115,000)</b>

## Implementation Action Items

- Provide predevelopment assistance – urban design planning (create a place), market feasibility analysis (prove up market), etc. to illustrate recent shifts in the market and opportunities inherent in a modified program
- Work with property owner to rezone property to mixed-use or PUD to allow for uses other than commercial – provide market, financial support to illustrate impacts
- Work with property owner to develop a land use program with an emphasis on a mix of housing products, with support service and commercial space
- Establish development standards for project planning area (surrounding uses where possible) which are performance driven – expressing character, quality and use mix goals
- *Long-Term:* Establish effective by-right development standards for the larger planning area and along the subject corridors in order to ensure disruptions in commercial uses and preclude future “stripping out” of the corridors
- Formally recognize rezone and land use plan and reflect alternative development program in city comprehensive plan and other supporting codes and regulations
- In an effort to assist the property owner with lending commitments – provide a city-presence in the project by leasing space for an appropriate city office
- Promote transfer of development rights program (establish if one is not in place) in order to replace additional / existing by-right commercial space with residences, allowing for a denser commercial program in an alternative “receiver site” (applicable when property owner maintains multiple property holdings within the city)

**14 JUPITER PLACE**  
*14<sup>th</sup> at Jupiter Road (Plano)*

# DEVELOPMENT PROGRAM

## 14 JUPITER PLACE NWC 14<sup>TH</sup> & JUPITER

### Center Description

The 14 Jupiter Place center is located at the northwest corner of 14<sup>th</sup> and Jupiter in Plano. The center contains approximately 107,000 square feet of retail space configured in a traditional neighborhood center, with convenience store and fast food pads, and retail strip at the corner. While the center’s anchor space is currently vacant (50,000+ SF), the center as a whole is in good condition as it was redeveloped in the last three years. Adjacent uses include neighborhood commercial and residential.

### Redevelopment Program

The 14 Jupiter Place center offers a redevelopment opportunity focusing on “re-tenanting” to capitalize on growth in select ethnic demographic groups. Through architectural changes, the center could be revitalized to include the addition of pavilions or kiosks in the parking lot, bright colors, awnings, banners and flags. In addition, outdoor seating and eating spaces and special paving in the parking lot to accommodate festivals and open markets.

### Site and Trade Area



### Market Opportunities

	<i>Short-Term (1 - 5 years)</i>	<i>Long-Term (5 - 10 years)</i>
<b>Housing</b>		
Rental	X	
Ownership (Attached)	X	
Senior		X
<b>Retail</b>		
Neighborhood-Serving	X	
Destination/ Entertainment		X
Specialty	X	
<b>Office</b>		
Class A		X
Local Service/Boutique	X	
Incubator Space	X	
<b>Other</b>		
Hotel		X
Public	X	
Parking		X

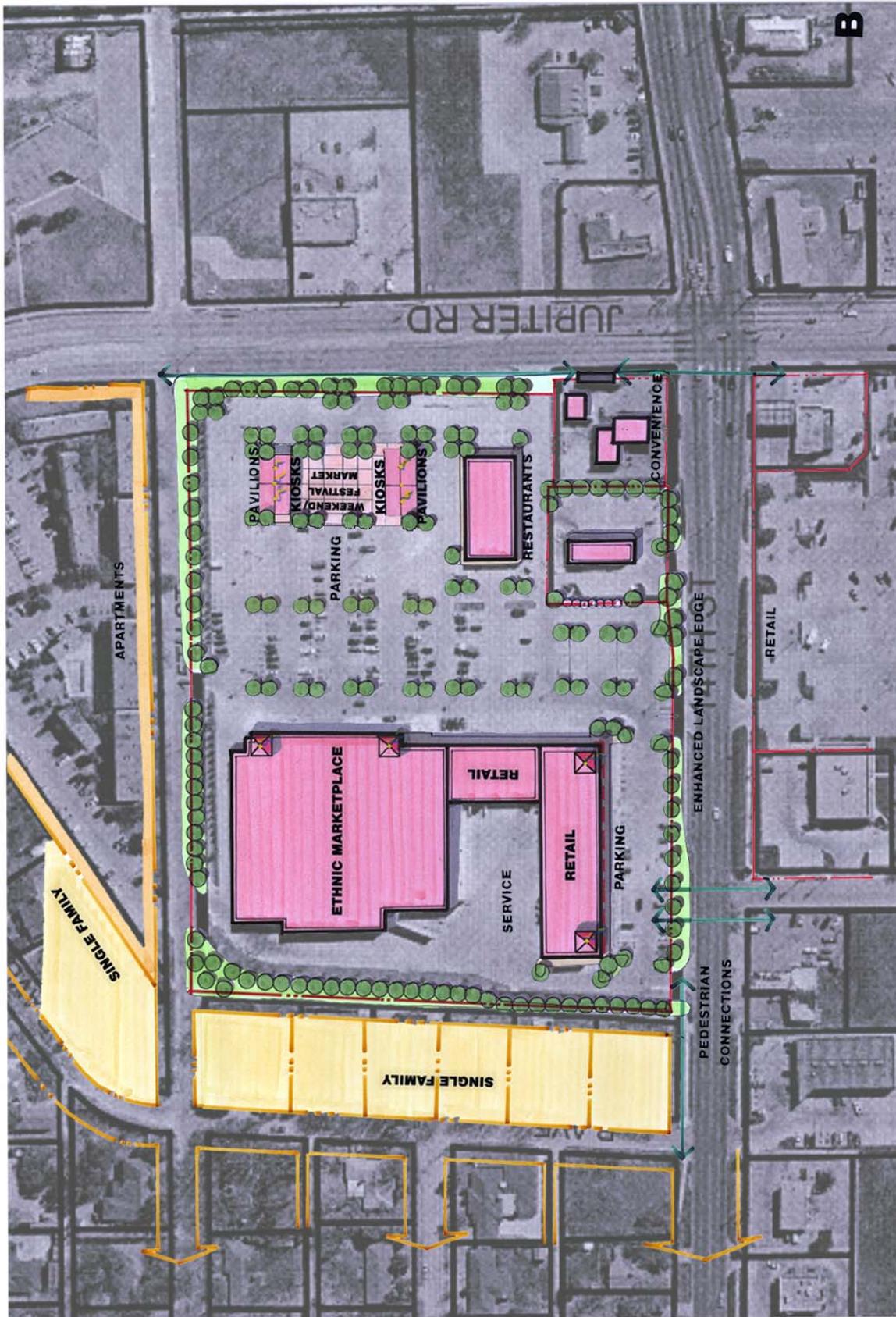
### Market Demand (share of trade area)

	<b>Short-Term (1 – 5 years)</b>
<b>Housing (units)</b>	
For-Sale (Townhomes/Condos)	175 - 200
Rental Apartments	225 -250
<b>Retail (SF)</b>	45 – 50,000
<b>Office (SF)</b>	50 – 75,000

### Barriers to Investment

- Lease conditions limit type of tenant able to release anchor space
- Commercial development adjacent to property
- Tom Thumb grocery store located across the street
- Given recent investment, less obvious as property requiring assistance





- PREPARED BY: J.D. WILSON & ASSOCIATES
- PREPARED FOR: J.D. WILSON & ASSOCIATES
- PROJECT: 14TH AND JUPITER, PLANO, TEXAS
- DATE: 08/20/2014

# RETAIL STUDY

14TH AND JUPITER  
PLANO, TEXAS



## 14 JUPITER PLACE

*14th at Jupiter Road*

This 8.5-acre site was re-developed within the last three years. Prior to redevelopment it was the site of a Tom Thumb grocery store that subsequently relocated across 14<sup>th</sup> Street. The new development was structured around a Minyard's grocery store. The Minyard's closed and several of the smaller retail tenants moved out with the grocer. There is a convenience store on the corner with a fast food restaurant adjacent to it on the 14<sup>th</sup> Street frontage. There is a stand-alone retail building north of the convenience store that is now occupied by restaurants. The segment of new retail space that faces 14<sup>th</sup> Street seems to be viable because of the relatively high volume of east-west traffic. There is retail development on all 4 corners of the main intersection.



THE MORE SUCCESSFUL RETAIL SPACE FACES 14<sup>TH</sup> STREET

Two concept plans were developed for this site. **Concept A** proposes that the northern 2/3 of the site be razed and replaced with residential development. This concept reflects the fact the study site is too small to accommodate a new 60,000 s.f. anchor store. Another factor is the orientation of the retail. Most of the successful retail centers in the area face east-west streets. The northern portion of the site contains zero lot line housing yielding approximately 39 homes at 7.2 units per acre. The prototypical lot is similar to the one used on the Custer site — 40' x 110'. However, in this scheme alleys were not used. Five percent of the residential area has been set aside as park and landscape open space. The development would be internally oriented, but not a gated community. There would be screening from the remaining retail on the south and the apartments north of the site, as well as an enhancement of pedestrian walks and street crossings.

**Concept B** retains all the existing retail space and suggests “re-tenanting”. The old Minyard's could be developed as an ethnic marketplace to take advantage of changing demographics in the area. Architectural changes could include the addition of pavilions or kiosks in the parking lot, bright colors, awnings, banners and flags added to the façade and light standards in the parking lot. There could be a strong inside-outside relationship with outdoor seating and eating spaces. An area of special paving could be developed in the parking lot that could be used as a festival space or market on weekends. The design also calls for additional landscaping along 14<sup>th</sup> Street to enhance curb appeal.

# IMPLEMENTATION PROGRAM

## 14 JUPITER PLACE NWC 14<sup>TH</sup> & JUPITER

### Implementation Central Strategy

**Mixed-Use** – retrofit existing improvements to a mixed-use environment through the addition of uses other than retail including office, housing, lodging, public spaces and/or others. This scenario might require demolition and/or construction of buildings, either adjacent to existing improvements (horizontal) or as an addition. Either circumstance will most likely require a change in the zoning designation and adjustment in parking ratios.

**Policy Framework** – establish a policy framework and development standards that address some of the barriers to reinvestment, and provide focus for fiscal stimulation of reinvestment. These should refine the city’s current “vision”, policies and programs.

**Program -**

- Redevelop site as residential enclave – higher density housing
- Retain portion of existing retail to support housing (pads and strip along 14<sup>th</sup>)
- Provide pedestrian connections from housing and surrounding neighborhood

### Site and Trade Area



### Financial Implications

*Mechanisms:*

- Urban Renewal – Tax Increment Financing (TIF)
- Low-interest dollars (EDA , CDBG)
- Planning dollars for staff and/or consultant time related to rezoning, establishment of transfer of development right program, coordination of various financing programs

*Implications:*

- Increase in sales tax revenue
- Increase in property tax revenue – commercial and residential
- Stronger land use balance in area

### Implementation Action Items

- Work with property owner to rezone property to mixed-use or PUD to allow for uses other than commercial – provide market, financial support to illustrate impacts
- Assist with identifying and securing low-interest financing administered through city offices or “advocacy entities” such as a development authority, special district, or development corporation
- Analyze qualifying conditions and if feasible establish urban renewal district
- Assist with identification of equity partners (optional)
- Institute neighborhood outreach and education program to explain the benefits of a multi-use redevelopment program and enhanced pedestrian connections between commercial and residential uses
- Promote transfer of development rights program (establish if one is not in place) in order to replace additional / existing by-right commercial space with residences, allowing for a denser commercial program in an alternative “receiver site” (applicable when property owner maintains multiple property holdings within the city)
- Provide regulatory tools that facilitate parceling and land assembly including limited curb cuts, minimum parcel size, vacation and/or rerouting streets and alleys
- *Long-Term:* Require that any subdivision of property be based on an approved site plan that ensures: joint access, shared parking, visibility, conformity with master sign plan, and association management

**PANTHER PARK**

*Park Boulevard at Jupiter Road (Plano)*

# DEVELOPMENT PROGRAM

## PANTHER PARK SWC PARK & JUPITER

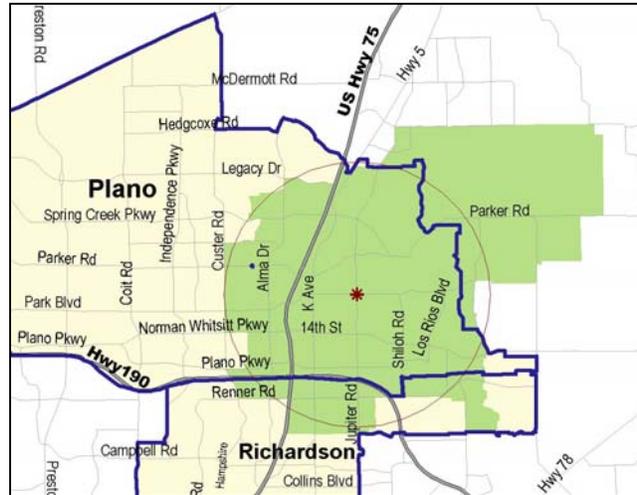
### Center Description

The Panther Park center is located at the southwest corner of Park and Jupiter in Plano. The center contains approximately 91,000 square feet of retail space configured in an “L” shape as a traditional neighborhood center, with pad sites at the corner. The center has maintained relatively low vacancy rates, with some deferred maintenance in evidence. Adjacent uses include neighborhood retail, residential and institutional (middle school).

### Redevelopment Program

The Panther Park center offers a market “re-orientation” opportunity, with limited redevelopment, focusing on better serving the changing demographics of the surrounding neighborhood (increase in seniors and Hispanics). Through a redesign of the center, connections to surrounding residential and the adjacent Willow Creek Park could be enhances. New space for a themed restaurant could be accommodated as an end-cap unit with outdoor seating.

### Site and Trade Area



### Market Opportunities

	<i>Short-Term (1 - 5 years)</i>	<i>Long-Term (5 - 10 years)</i>
<b>Housing</b>		
Rental	X	
Ownership (Attached)	X	
Senior	X	
<b>Retail</b>		
Neighborhood-Serving	X	
Destination/ Entertainment		X
Specialty/Themed	X	
<b>Office</b>		
Class A		X
Local Service/Boutique	X	
Incubator Space	X	
<b>Other</b>		
Hotel		X
Public	X	
Parking		X

### Market Demand (share of trade area)

	<b>Short-Term (1 – 5 years)</b>
<b>Housing (units)</b>	
For-Sale (Townhomes/Condos)	100 - 1250
Rental Apartments	100 -125
<b>Retail (SF)</b>	10 – 15,000
<b>Office (SF)</b>	25 – 35,000

### Barriers to Investment

- “L” design leaves corner units with less visibility and utility
- Commercial development adjacent to property
- Age of center - 1970s influencing design, character and quality of materials
- Disconnects with neighborhood and neighborhood assets



NORTH  
 GRAPHIC SCALE (FEET)  
 0 10 20 30 40 50 60 70 80 90 100

- PLANNING: J.D. WILSON & ASSOCIATES
- ARCHITECTURE: J.D. WILSON & ASSOCIATES
- LANDSCAPE ARCHITECTURE: J.D. WILSON & ASSOCIATES
- ENVIRONMENTAL ENGINEERING: J.D. WILSON & ASSOCIATES
- TRAVEL CONSULTING: J.D. WILSON & ASSOCIATES
- CONSTRUCTION MANAGEMENT: J.D. WILSON & ASSOCIATES
- GENERAL CONTRACTOR: J.D. WILSON & ASSOCIATES

**RETAIL STUDY**  
 PARK BOULEVARD AND JUPITER  
 PLANO, TEXAS



## PANTHER PARK

*Park Boulevard and Jupiter Road*

This older, 15 acre site has recently undergone a metamorphosis. The anchor, a Brookshire's grocery store, has been converted to an "Ole!" grocery, catering to the growing number of Hispanic residents in adjacent neighborhoods. The center is in a good location and demonstrates how a center can be re-fitted to accommodate changing demographics in the market area. There are some leasing problems with some of the retail space in the "elbow" of the "L" shaped center, but the center appears to be viable and busy.



THE FORMER BROOKSHIRE'S IS NOW AN OLE! GROCERY

The concept for this center is to enhance its curb appeal along the Park and Jupiter frontages. One specific addition could be made to the tenant mix—a traditional Mexican restaurant located on the east end of the south leg of the "L." This location would give the restaurant visibility from Jupiter and offer great views into Willow Creek Park south of the center. An outdoor eating area could be added on the east end of the restaurant. It is also recommended that the wall between the park and the retail center be lowered to allow visual access into the park from the restaurant.

A further response to the area's shift to a dominant Hispanic population could be to use the center's parking area for festival events and periodic markets. Parking could likely be accommodated in school-owned facilities north and east of the site (i.e. Bowman Middle School, and a PISD administrative facility). Such events might be sponsored by the city's Parks Department in conjunction with the center's owner and local Hispanic organizations.

# IMPLEMENTATION PROGRAM

## PANTHER PARK SWC PARK & JUPITER

### Implementation Central Strategy

**Build-Out** – Provide predevelopment assistance to property owners in the form of market opportunities analysis, site planning and/or design for construction of an appropriate use concept for the unused or underused portion of their property.

**Policy Framework** – establish a policy framework and development standards that address some of the barriers to reinvestment, and provide focus for fiscal stimulation of reinvestment. These should refine the city’s current “vision”, policies and programs.

**Program** –

- Reinforce center’s image as “festival center”
- Physical improvements to improve “curb appeal”
- Create “front door” on Jupiter
- Develop new restaurant space to take advantage of park connection

### Site and Trade Area



### Financial Implications

*Mechanisms:*

- Planning grant for demonstration projects
- Planning dollars for staff and/or consultant time related to predevelopment services, outreach and education, code revisions
- Federal or state dollars to promote ethnic retail opportunities
- Low-interest dollars (EDA, CDBG)
- Sales tax rebate program
- Façade grant
- Dedication of CIP for targeted infrastructure investment
- Waived or delayed development fees
- Increased property values – commercial and residential
- Stronger retail sales

*Implications:*

- Increase in sales tax revenue
- Increase in property tax revenue – commercial and residential

### Implementation Action Items

- Provide predevelopment assistance – urban design planning (create a place), market feasibility analysis (prove up market), etc. to illustrate recent shifts in the market and opportunities inherent in a modified program
- Assist property owner with identification of marketing partners (Hispanic Chamber) to facilitate the attraction of (themed) tenants for the property
- Assist with securing low-interest and creative financing mechanisms – public and private – sales tax sharing (rebate) as revenue source for improvements; shared infrastructure costs; façade grants; gap financing for future restaurant pad; waived or delayed permit and development fees; etc.
- Work with property owner to develop plan which encourages stronger connections to park space and surrounding neighborhoods – participate in financing these improvements
- Institute neighborhood outreach and education program to explain the benefits of a multi-use redevelopment program and enhanced pedestrian connections between commercial and residential uses
- Offer regulatory relief from codes which discourage connections between compatible uses (*Long-Term:* Revisit codes and regulations to ensure compatibility with current objectives of the community – eliminate barriers to “right” investment)
- Create a cultural district – have parks department work with the property owner and community advocacy groups (ethnic chamber) to program cultural events, market the site, manage shared parking on-site

APPENDIX C  
**REVITALIZATION TOOLS & STRATEGIES GLOSSARY**

## APPENDIX C. REVITALIZATION TOOLS & STRATEGIES GLOSSARY

<p><b>Advocacy Entity:</b> Planning and management entities separate from governmental agencies responsible for designated areas. Entity assumes promotion of area, manages and coordinates its implementation, initiates actions to move area closer to its vision. Specific functions may include: acquire, assemble, hold and convey land to permit new forms of infill development; facilitate targeted home rehabilitation loans; coordinate and participate in real estate development and infrastructure financing; facilitate actions of public agencies responsible for government services; monitor traffic issues and manage parking efficiently; monitor security matters; coordinate the dissemination of market information; establish fees, rates and charges for use of property; and direct marketing and promotion.</p> <p><b>Affordable Housing Demonstration Project:</b> Public-private effort whereby public sector contributes land, financing, or the like, and private sector (developer) contributes their expertise and money to joint development of an affordable housing project; program is designed to educate delivery system (property owners, developers, lenders, public officials, community at-large, etc.) on “value” of developing product in the market.</p> <p><b>ArtSpace Inc.:</b> Organization based in Minneapolis, Minnesota with national experience consulting, developing, financing and managing live/work spaces for artisans. A significant level of ArtSpace’s operating budget is financed through large endowments, allowing them to participate at below market rates, thus alleviating large financial burdens early in their projects.</p> <p><b>Brownfields:</b> Contaminated former industrial and commercial lands – comprising a portion of sites that could be redeveloped.</p> <p><b>Business Recruitment /Retention:</b> Program, frequently administered by an economic development entity, which assists with the recruitment (attraction) or retention of business either into or within a designated area; program elements might include financial assistance, regulatory assistance, and/or marketing.</p> <p><b>Business Relocation Program:</b> Program, frequently administered by an economic development entity, which assists with relocating businesses out of a designated (urban renewal) area; program elements might include financial assistance, regulatory assistance, and/or marketing.</p> <p><b>Capital Improvement Plan (CIP):</b> Dollars earmarked for improvement and extension of infrastructure in municipalities.</p>	<p><b>Community Development Assistance (CDA) (State):</b> Authorizes up to certain percent state tax credits to eligible contributors investing in approved community projects; in certain instances applicants must meet economic distress criteria; non-profit developers subject to limitations on per project tax credits.</p> <p><b>Community Development Block Grants (CDBG) (Federal):</b> Federal grants, administered through local or regional offices, designed to lower the overall cost of a project; projects must demonstrate the ability to improve the economic conditions of an area.</p> <p><b>Community Development Corporation (CDC):</b> Nonprofit organizations based in specific neighborhoods and subject to local governance. CDCs may rehabilitate and build affordable housing for neighborhood residents, foster local economic development, and provide an array of related social services.</p> <p><b>CDFIs - Community Development Financial Institutions:</b> Networks of federal banks, credit unions, and CDCs that target loans to redlined areas.</p> <p><b>Community Reinvestment Act (CRA):</b> Program under which federally-insured lending institutions are provided incentives to offer assistance with development financing for local projects (particularly those in economically-distressed areas); assistance usually offered at a favorable rate; institutions earmark a percent of their lending dollars for this program.</p> <p><b>Concentrated Public Facilities:</b> City investment in identified areas by locating both facilities and publicly sponsored developments and amenities in places where infill development is desired; result is a greater leverage of public dollars through strategic investment, and ability to assist developer with financial pre-leasing requirements.</p> <p><b>Cultural Arts Activities:</b> Activities and programs which encourage use of the arts in a designated area by a variety of participants.</p> <p><b>Cultural Tourism:</b> Marketing and promotion of cultural and historic community elements of interest to visitors to an area; a thriving industry for many areas of the east and south. Cultural tourism efforts generally originate at a grass-roots level, but quickly require the assistance and coordinate of municipal and state entities.</p>
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<p><b>Density Bonuses:</b> Incentive offered to developers of projects that meet specified goals (i.e., affordable housing, public spaces, transit, etc).</p> <p><b>Design Guidelines:</b> Formal set of guidelines (with over-sight by a board comprised of area stakeholders, neighborhood representatives, and design professionals) for use by investors doing projects within priority areas. Guidelines address character and quality levels and frame discussions with staff.</p> <p><b>Design Standards:</b> Formal set of standards (either administered through an appointed design-review committee and/or municipal staff) for development which require certain development character and quality levels for the built and natural environment.</p> <p><b>Developer RFPs:</b> Request-for-Proposals from potential developers of projects in designated areas. Selection of developer based on dollar amount of bid; quality of design; developer’s track record; and preferences of neighborhood residents.</p> <p><b>Development Fee:</b> Development fees are monetary charges on development to recoup a portion of the capital and operating costs required to accommodate a project. Note: Fees for sewer/water hook-ups, building permits, processing fee, etc. can be waived or delayed until the developer sees a positive cash flow as a means to encourage infill projects.</p> <p><b>Development Standard Waivers:</b> During approvals process, City can grant waivers or variances for items including height limits, setbacks, density, lot coverage, rear access, etc.</p> <p><b>Dispersion Policies or Regulations:</b> Municipal policies or regulations that prevent the concentration of homeless shelters, half-way houses, and social service organizations in a small area or district of the city.</p> <p><b>Economic Development Administration (EDA) (Federal):</b> Public entity which provides assistance in form of planning grants and construction financing - for the development of projects in rural and urban locations which will result in the creation of jobs for the community.</p>	<p><b>Educational Seminars:</b> Programs hosted by a variety of entities (i.e., lender, developer, municipal, etc.) which promote an open dialogue among those individuals and organizations which represent delivery system; can occur in a variety of forums; purpose is to provide participants with various perspectives and an understanding of initiatives designed to facilitate development process.</p> <p><b>Engage Elected Officials:</b> Variety of methods by which elected officials are engaged in planning and implementation efforts; improved communication between staff and elected officials. <i>Note: This should be a common practice, not project-specific.</i></p> <p><b>Enterprise Zone:</b> State-designated area where businesses located within them that make capital investments, hire new employees, contribute to economic development plans, rehabilitate old buildings and/or do research and development are provided a tax credit. An approach to revitalizing distressed areas by offering tax incentives, regulatory relief and improved government services.</p> <p><b>Environmental Impact Reports (EIRs):</b> Used to assess environmental impacts and determine mitigation measures needed for building a redevelopment plan, specific plan, or community plan. As projects are identified, the City may be asked to conduct additional environmental reviews or focus on few identified areas.</p> <p><b>Façade Maintenance Program:</b> Any program – local, state or federal – including low interest loans and/or grants – which encourages investment in, and improvement to, building facades within a planning area. May also be designed as a matching funds program, within a district, for building façade maintenance.</p> <p><b>Government Liaison:</b> Individual or committee charged with establishing and maintaining a dialogue between various branches of government (local, county, regional) regarding issues such as – intergovernmental agreements, regulatory reform, facilities planning, etc.</p> <p><b>Historic Preservation Investment Tax Credits (Federal):</b> Percent of rehabilitation costs of income-producing properties can be used as a tax credit which can be sold on the market.</p>
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<p><b>HOME:</b> HOME Investment Partnership Program, a HUD program, whereby HUD allocates funds by formula among eligible state and local governments to strengthen public-private partnerships and to expand the supply of decent, safe, sanitary and affordable housing (with primary attention to rental housing), for very low-income families.</p> <p><b>Improvement District:</b> Both an organizing and financing technique for area revitalization. District provides stable stream of income for activities and projects considered special to area or in addition to general municipal services. Districts are vehicle for providing additional services for a fee and not to substitute for services funded through traditional tax revenues.</p> <p><b>Infill Development:</b> Development of new homes, commercial and/or retail buildings, and public facilities on unused or underused lands in existing communities.</p> <p><b>Infrastructure Cost Participation:</b> Cost of infrastructure (either onsite or off-site) shared by developer and/or property owner with an entity (public (city/county), private (developer co-op), or semi-private organization which will benefit from its availability – can be offered through a formal program or on a case-by-case basis.</p> <p><b>Insurance Redlining:</b> Illegal, yet real, activity whereby insurance companies charge higher rate to projects in inner-city locations based on perception of higher risk, the impact of which is felt in higher costs associated with design and construction, inflated security provisions, higher taxes, and overall operating costs which exceed similarly sized projects in suburban locations. Lawsuit activity, community monitoring and jurisdictional statutes have begun to address the issue. <i>Note: Practice also applies in lending industry.</i></p> <p><b>Land Assembly:</b> Land assembled by public, private or non-profit entity in effort to position for development of larger projects. Assembly can happen through purchases of properties, vacating and/or rerouting streets and alleys, etc.</p> <p><b>Land Donation/Write-Down:</b> Property owner -- public (city/county), private (developer), or semi-private organization – contributes land to a project either as a donation without an expected return, or at a reduced price. City-acquired property through fee simple transactions and foreclosures are an obvious source for land contributions.</p>	<p><b>Land Speculation:</b> Land purchased with sole intent to sell at a profit.</p> <p><b>Land Swap:</b> To develop specific infill site in specified way, potentially contrary to existing property owner or developer, cities can offer an exchange of city-owned land of similar value in alternate location.</p> <p><b>Level-of-Service:</b> Roads within community are designed to meet specified goals regarding mobility, connectivity, and regional planning and land use development. Level-of-service is measure used to describe street standards necessary to address role of the street. By adjusting level-of-service you address the tension between through-trips and access to activities and services along the road (corridor).</p> <p><b>Leverage Infrastructure Funding to Support Private Money:</b> Within a predefined area, public investment for infrastructure located strategically to leverage private investment. <i>Note: This should be a common practice, rather than a specific program.</i></p> <p><b>Limitations on Infrastructure Extensions:</b> Method used in regional growth management whereby efficient development patterns are rewarded.</p> <p><b>Linked Deposits:</b> Local development agencies and downtown development organizations use their bank deposits to leverage bank lending for activities supported in the area. City or development agency deposits its funds in one or several banks with provision that bank make loans in support of identified community objective. <i>Note: In select instances, cities have foregone interest on these deposits so that the bank can make loans at below market rates.</i></p> <p><b>Liquor License Restrictions:</b> Limit on the number of liquor licenses which issued in a designated area. Restrictions generally tied to businesses which generate over a certain percent of their revenue from liquor sales. The purpose being not to eliminate restaurants, but concentrations of bars.</p> <p><b>Loan Pool (Lending Pools):</b> Several lending organizations contributing financing to a project or projects, thus sharing risk. An amount of capital pledged by several entities for lending to businesses based on some agreed upon goals or other criteria. Pledges can be in the form of loans, letters of commitment and stock purchases. Pool can be either organized formally or on a case-by-case basis.</p>
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<p><b>Low Income Housing Tax Credits (State):</b> Dollar for dollar reduction or credit against an investor's federal income tax liability on salary, wages, business, etc.; credit is treated like a cash payment or as a reduction against the amount of tax owed; sale of tax credits by the developer contributes to project equity, thereby reducing developer's out-of-pocket investment.</p> <p><b>Low Interest Loans/Subordination:</b> <i>Loans</i> for construction, acquisition, operation, etc. are offered to qualifying individuals or organizations at a preferred interest rate; <i>subordination</i> by a public (city/county), private (lender), or semi-private organization of a loan provides a guarantee to the lending organization that in the event of default debt service will be paid.</p> <p><b>Micro Loan Program:</b> Offers small amounts of capital usually less than \$2,500 to very small businesses for wide range of capital needs including façade improvements, working capital and personal needs; provide loan guarantees. <i>Downside: Excessive credit analysis and underwriting costs.</i></p> <p><b>Non-Profit Developer Support:</b> Variety of financial and regulatory tools and programs which streamline and reduce costs for "eligible projects" by "eligible developers."</p> <p><b>Overlay Zone (i.e., historic, parking):</b> Designated area superimposed on one or more existing zoning districts; designed to protect or enhance an area's special qualities; governmental review of all developments, with the power to approve design according to standards contained in the ordinance or in a district plan or design guidelines; program elements include "bonuses" and "requirement adjustments."</p> <p><b>Park-in-a-Park:</b> Creative method by which parking is secondary to design and landscaping, giving visual appearance of cars in park rather than trees in a parking lot.</p> <p><b>Parking District:</b> Designated area wherein parking design, development and management issues among multiple facilities are controlled by select entity beyond that provided for by standard municipal levels of service and control.</p> <p><b>Pedestrian Enhancements and Linkages:</b> Various public, private and non-profit initiatives to improve the pedestrian environment in a designated area,</p>	<p>i.e., permanent and temporary streetscape elements, sidewalk widening, reduced speeds, etc.</p> <p><b>Pedestrian Environment:</b> Commercial and/or neighborhood environment designed to accommodate needs of pedestrians, as well as through and destination traffic, by incorporating select infrastructure improvements, design elements, and traffic management mechanisms. Methods to achieve include: separating traffic through use of parallel streets; limiting access points; linking parking lots; coordinating traffic signals; adding alternative transportation lanes; widening sidewalks; providing crosswalks; providing street lights and furniture; preventing "deadening" uses without building front; and incorporating transit stops.</p> <p><b>Predevelopment Funding Grants:</b> Financing for project expenses incurred prior to construction, i.e., soft costs including consulting, design, engineering, and planning, and marketing, etc. <i>Note: The Economic Development Administration (EDA) has funds for predevelopment and construction costs.</i></p> <p><b>Project Thresholds:</b> Project size thresholds, predetermined and designed to allow smaller projects to be rapidly permitted, saving extensive reviews for larger developments and environmentally sensitive sites.</p> <p><b>Public Subordination:</b> City/county provides a guarantee to the lending organization that, in the event of default, debt service will be paid.</p> <p><b>Redevelopment:</b> Restoration of existing buildings and properties blighted and/or which diminish the character and function of a neighborhood including adaptive use and historic preservation properties.</p> <p><b>Regulatory Reform:</b> Initiative by government entity to amend existing regulatory documents to be responsive to prevailing market and economic conditions; examples might include: new or amended zoning designations, planning approval process reform, updated comprehensive plan, etc.</p> <p><b>Reverse Mortgage:</b> Low interest loan based on equity in home. Particularly relevant for seniors.</p>
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<p><b>Revolving Loan Funds:</b> Flexible funding in form of loans, guarantees and interest subsidies to firms which further local development goals; designed to alleviate high costs and short supply of capital for businesses, particularly small ones, or those located in distressed areas. Components include: lower rates, longer terms; many capitalized by with federal funds combined with private funds.</p> <p><b>Re-Zone Parcels:</b> Either city-owned and initiated, or petition-based, through an organized effort initiated by the “advocacy entity” to enlist the support of property owners within a designated area – request for a change in property zoning designation (to mixed-use); the objective is to provide landowners the incentive and economic strength to maintain and redevelop a high-quality environment, react more swiftly to market trends, and evolve on site as environment around them evolves.</p> <p><b>Sales Tax Sharing:</b> Future sales from a development can be rebated to developer to pay for infrastructure - city/county agrees to split sales tax revenue with developer, then developer uses to pay for infrastructure.</p> <p><b>School Programs:</b> Programs (i.e., essays, art, civic participation) which encourage the involvement of students in a designated area.</p> <p><b>Self-Certification Program:</b> Contractors assume responsibility for inspecting and certifying the correct completion of their own work. Quality is assured by random spot checks; contractors who cheat lose their licenses.</p> <p><b>Signature Project:</b> Public-private effort whereby public sector contributes land, financing, or the like, and private sector (developer) contributes their expertise and money to joint development of a significant project within a designated planning area; program is designed to encourage development of project which will serve as a catalyst for additional investment.</p> <p><b>Smart Growth:</b> Growth management program which combines incentives, disincentives, and traditional planning techniques to promote a pattern of growth that achieves economic, environmental, and quality-of-life objectives.</p> <p><b>Strategic Partners:</b> Participation by public and private sector partner, in efforts designed to further a common goal.</p>	<p><b>Streamlined Development Approval:</b> Initiative by government entity to facilitate a timely approvals process for (re)development projects meeting certain criteria. Also referred to as a “green-tape” permitting program. Critical elements of program: 1) streamlined permit and entitlement process; 2) greater predictability; and, 3) fairness in fees and exactions. Components: 1) appointed case manager; 2) consolidated permit process; 3) waived or reduced fees; 4) reduced number of changes to previously approved plans; 5) stoppage to the issuance of conflicting requirements by different departments; 6) a single public hearing; 7) streamlined environmental review process. (Green-tape program in Austin)</p> <p><b>Surplus Properties:</b> Tax-delinquent properties held in trust by City for affecting taxing districts. Given significant inventory and properties in strategic locations, surplus properties are valuable incentive as contribution to catalyst projects. Release of properties to tax roles dependent on intergovernmental agreement among tax districts.</p> <p><b>Tax Abatement:</b> Taxing entity (usually the city) abates or reduces a portion of tax burden; this can happen in the form of an adjusted on an individual property basis, or in an abatement zone.</p> <p><b>Tax Exempt Bond Financing:</b> Method of financing long-term debt issued by government whereby bondholders need not include interest payments on taxable income.</p> <p><b>Tax Increment Financing (TIF):</b> A district obtains funds from increases in regular tax revenues that arise from new development in the district; incremental increase in tax revenues over designated base year revenues is diverted to a special fund; diversion of regular tax revenues rather than additional fees to generate revenue for district investments. Can be used in conjunction with municipal bond issues whereby increment is pledged to repayment of the bond issue, or actual increase allocated to an administering agency directly to finance redevelopment activities.</p> <p><b>Transfer of Development Rights (TDR):</b> Ability to transfer property entitlements from one property to another when one of the parcels is located in a designated development area.</p>
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<p><b>Transit-Supportive Land Use:</b> Land uses and land use forms supportive of alternative forms of transportation. Typical elements include: high-density residential, employment uses, commercial developments and public spaces.</p> <p><b>Turnkey Facilities:</b> Buildings, frequently institutional, developed (and some times managed) by a private entity for another entity. Benefits to developer include a developer fee, management fee, position in the project, etc.</p> <p><b>Urban Renewal:</b> Tool used for purpose of eliminating slum or blighted areas within municipality, and positioning areas for development or redevelopment. Actions under urban renewal include demolition of structures; construction of infrastructure and public spaces; sale of property; and, relocation of businesses and residents.</p> <p><b>Underground Utilities:</b> City works with local utility and cable companies to place all utility lines underground; maintenance, weather-related repairs, and service disruption costs are reduced. City also encourages low-rate programs to assist developers with burying utility infrastructure.</p>	
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Appendix D.  
**Sample Retail Site Selection Criteria**

## APPENDIX D. SAMPLE RETAIL SITE SELECTION CRITERIA

RETAILER	PREFERRED PAD SIZE (AC)	FLOOR SIZE REQUIRED (S.F.)	POPULATION AND TRAFFIC CRITERIA	HH INCOME CRITERIA
Ace Hardware	2 to 3	10,000 plus 2,000 home & garden	10,000 trade area population	\$30,000
Walgreens	1.5 to 2	14,500	20K trade area population; at intersection with "significant" traffic counts	n/a
Whole Foods Market	4	15-40,000	130K population within 3 mi.	n/a
Wild Oats Market		28-30,000	100K population within 3 mi.	\$56K
Bally Total Fitness	3.5	25-30,000	75K population within 3 mi.; 150K within 5 mi.	\$35-75K
24 Hour Fitness		20-60,000	100K population within 3 mi.	n/a
The Container Store	2	25,000	300K within 5 mi. (plus 60,000 cars/day)	\$75K
Bennigan's	2	6,500-7,100	50-70K population within 5 mi. (near movie theaters ideal)	
Ruby Tuesday (family restaurant)	1.5	3,000-4,500	25K within 3 mi; 50K within 5 mi.	
Schlotsky's Deli	1	3,200	10K within 1 mi.; 20K within 2 mi.; 10-30K daily traffic volume; 1,000 businesses within 1 mi.	40% over \$50K
Children's World Learning Centers	1	8,500-10,000 (plus 14,000 ft of outside play area)	2,400 kids age 0 to 6	prefers not overly affluent for daycares
My Gym Children's Fitness Centers	1	2,500-3,000		n/a
Radio Shack	1	2,300-3,000	40K population within 3 miles	
Blockbuster Video	1	3,000-5,000	20,000 plus cars daily	