



***WEST SPRING VALLEY CORRIDOR REINVESTMENT STRATEGY***  
***CITY OF RICHARDSON, TEXAS • NOVEMBER 15, 2010***



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# ACKNOWLEDGEMENTS

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# INTRODUCTION

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Commercial corridors are emerging as regional destinations in cities throughout the nation. In virtually every story of success, redevelopment and new development within these corridors has been the result of a holistic approach involving nurturing and growing select segments of the economy, eliminating barriers to investment and marketing positive changes through an overall image of vitality. This experience has proven that solutions to the challenges in these markets are as varied as the corridors themselves. Consequently, their redevelopment cannot rely on a single project or initiative, but rather multiple efforts including projects, programs and policies, all designed to “ready the environment for investment.”

Forming and advancing the development agenda within commercial corridors requires a keen understanding of the goals and aspirations of its stakeholders, the realities of the marketplace, the peculiarities of the political landscape and the constraints of local public/private resources. With this understanding, project advocates are then positioned to establish priorities for action and investment. Through a process which involved educating stakeholders, soliciting their input, identifying barriers and designing a program of actions to move the West Spring Valley Corridor towards a vision of revitalization, the City of Richardson and key stakeholders have sought to achieve this end.

*“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.”*

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



## Background

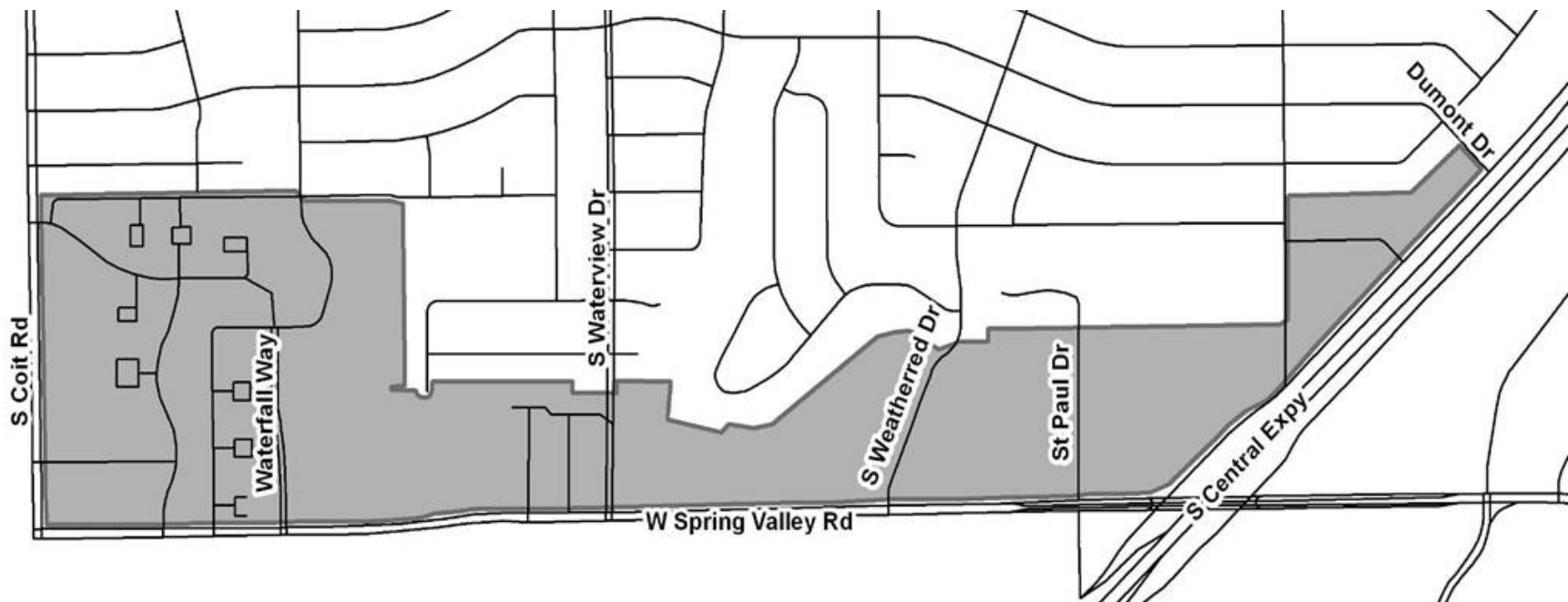
In January 2009, the Richardson City Council adopted a new Comprehensive Plan, which included a section highlighting six different Enhancement/Redevelopment Areas within the community where “further study may be necessary to understand the full potential for redevelopment in each of these areas.” With regard to the West Spring Valley Enhancement/Redevelopment Area, the Plan states:

“Along Spring Valley Road, west of Central Expressway, the City is interested in the redevelopment of aging multi-family and retail properties which have become difficult to maintain to minimum property and habitation standards ... Alternative uses may include housing, institutional uses, office, select retail activities, or combinations of these uses. Housing may range from duplex and townhome to high-quality multi-family or mixed-use.”

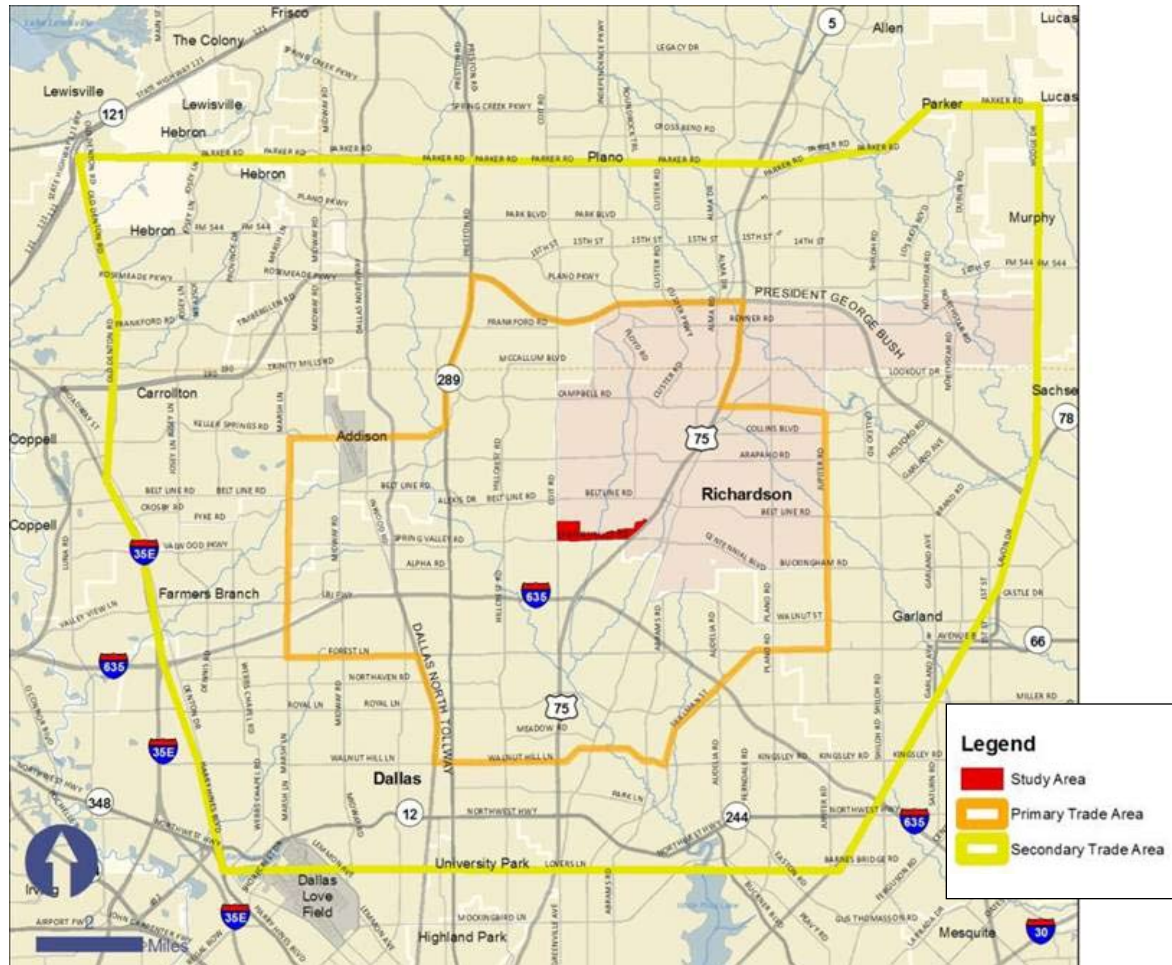
Given the history of concerns shared by the entire community over conditions in the West Spring Valley Corridor, it was chosen as the first of the Enhancement/Redevelopment Areas for analysis. Properties originally identified as being within the Study Area (also, the Area) included a number of parcels developed for retail, office, institutional and residential uses (no single-family detached structures) located adjacent to West Spring Valley. As a result of Council discussions, the boundaries of the original Study Area were extended to include several contiguous properties along the frontage road of US 75/Central Expressway.

## Context

The West Spring Valley Corridor is located in the northeastern portion of the Dallas-Fort Worth Metropolitan Area (CMSA or Metroplex) and borders the cities of Richardson and Dallas. That segment of the West Spring Valley Corridor which is the subject of this Strategy stretches between Coit Road and South Central Expressway (US 75), then extends northward along South Central Expressway to Dumont Drive. There are 141 properties either contiguous to or impacted by access issues or other influences on the Richardson side of Spring Valley Road. All were considered part of the Study Area. The map here illustrates the length of the study area and area of influence.



Given its proximity to the City of Dallas and heart of the Dallas Central Business District, the West Spring Valley Corridor is strategically located to capture a substantial share of the region’s traffic and business growth. Forecasts indicate that more than 1.7 million square feet of retail and storefront office space and nearly 7,100 residential units could be absorbed in the Corridor’s Trade Area (see Section 3) over the next 10 years, from which the properties in the Study Area could benefit. The level of investment which actually occurs will be directly proportionate to the City’s and property owners’ commitment to stronger physical connections, supportive infill policies, creative financial solutions and on-going removal of barriers. Barriers to Corridor redevelopment fall within six principal categories – market, physical, financial, regulatory, political and organizational. A discussion of barriers impacting the West Spring Valley Corridor and strategies for their resolution are presented in a later section of this report.



## Purpose

Through the effort described herein, the City of Richardson initiated a process that would ensure future improvements within the West Spring Valley Corridor occur with aesthetic and functional continuity. The 2010 West Spring Valley Corridor Reinvestment Strategy is intended to serve as an approved Corridor plan, providing recommendations for investment and policy reform which can be implemented over the near- and long-term. As a strategic document it is designed to promote (re)investment.

Encouraging strategic investment in targeted areas (catalysts) which contain an appropriate mix of land uses, give greater emphasis to multiple forms of transit access and create a unique sense of place has been identified as the central approach for the renaissance of the Corridor. The premise behind the selection of catalyst nodes, or areas, assumes selectively concentrating resources in locations that will have a positive economic “ripple effect” along the Corridor and in surrounding neighborhoods. In this way, the City of Richardson (as a public partner) can effectively leverage investment efforts to overcome barriers and achieve desired outcomes.

## Objectives

The project intentions which guided the work of the City, stakeholders and Consultant Team were to ensure future investment is:

- Grounded in market and economic reality;
- Strategically positioned to leverage additional public and private investment; and
- Executed by entities that are accountable, sustainable, and representative of stakeholder interests.

## Study Process

This study process, which lasted approximately one year, began with an inventory of existing conditions—zoning, land use, number of parcels, age of improvements, etc.—and a briefing of the City Council on August 3, 2009. The lead consultant was engaged in October after a presentation to Council on September 21, 2009, on an approach to the study process. On October 23, the City Council and key staff from the City and the Consulting Team met with representatives from the City of Fort Worth to discuss and tour some of their Urban Villages, which had undergone a similar study process. From November 2009 through early January 2010, a series of focus groups were conducted, along with interviews with individual City Council members and Dallas-area developers. During this time period, the process for selection of a Visioning Consultant was also initiated. On January 5, 2010, the Council was presented with a preliminary set of market findings, as well as a synthesis of the focus groups and interviews. (A full report on the focus group discussion and interviews, *Barriers to Investment Report*, is available at the City.) On February 15, 2010, the *Barriers* briefing was finalized and the visioning team introduced.

## **Public Involvement**

In addition to focus groups and developer interviews as settings for public input, the Consultant Team hosted three Community Meetings for stakeholders to review assembled data, identify Corridor issues and impacts, refine potential catalyst investment projects and discuss alternative strategies required to move the plan towards adoption and implementation. Invitations to the meetings were mailed to 100 percent of the property and/or business ownership within the Corridor (approximately 600 addresses). Among these participants, many expressed their commitment to participating in improving the Corridor and implementing the recommendations contained herein.

Concerns regarding existing issues within the Corridor, as well as efforts to improve its appearance and evolution as a destination in the minds of people, were voiced by both business and property owners. Major issues among stakeholders included impacts from potential connections to transit improvements at the Spring Valley Station, the multi-jurisdictional aspect of the Corridor (Richardson on one side of the street and Dallas on the other), the number of multi-family developments and the level of commercial crime.

Universal goals among the stakeholders included a stronger retail mix, an improved physical realm and greater protection for property owner investments. Regardless of location within the Corridor, all of the stakeholders appeared to understand that diversity among businesses and uses needed to be encouraged and that any future improvements should be sensitive to residential areas beyond the Corridor.

These Community Meetings, conducted on March 30, May 13 and June 10, 2010, each had a specific purpose and objective. The City Council was briefed on the first two community meetings on April 5 and May 24. Among the most important outcomes of these work sessions were a set of Goals and Criteria and a Vision Statement, developed and ratified by participating stakeholders, and a Framework Plan and series of five Catalyst Projects, also approved by attendees. Another briefing of the City Council occurred on July 12, with a final presentation on November 15, 2010, which included a summary of a companion study effort in the City of Dallas described below.

## **Fort Worth Field Trip**

As explained above, during the fall of 2009, at the onset of the study process, City of Richardson leadership, City Staff, representatives of Leland Consulting Group and other guests attended an all-day workshop, driving tour and lunch with representatives of the City of Fort Worth in order to understand their efforts at central city redevelopment. Significant lessons learned included the necessity for and benefits from a zoning code that encouraged desirable uses and discouraged undesirable uses, as well as the necessity for long-term Council support and ongoing flexibility while pioneering projects are advanced.



### City of Dallas

Early in 2010, discussions began with the City of Dallas about concerns of mutual interest to the two communities, which share Spring Valley Road as a border. An agreement was executed between the two cities in July of 2010, with the Dallas effort to be on a smaller scale but directly related to Richardson’s West Spring Valley Reinvestment effort. A synthesis of the Dallas effort is presented here as an Appendix to this report.





## **Consultant Team**

This project began during the fall of 2009 when the City retained Leland Consulting Group (urban economics) to design a technical framework for discussions with the public regarding market opportunities, land use alternatives and infrastructure impacts from potential development patterns along the West Spring Valley Corridor. In January, the City supplemented the Consultant Team with HOK (urban planning and landscape architecture), Kimley-Horn (transportation planning and engineering) and Strategic Community Solutions (plan facilitation and policy development). The vision and directives presented herein were developed with input from stakeholders within and proximate to the Corridor and representatives of the City, along with guidance from the Consultant Team.

## **Conclusion**

The 2010 West Spring Valley Corridor Reinvestment Strategy has been developed to articulate a vision, concept and strategy for the future use and redevelopment of the Corridor from Dumont Drive at US 75 to Spring Valley Road at Coit Road. It is intended to assist the City of Richardson and property owners in the Study Area with identification and implementation of policies and funding options for investments necessary to serve future development and redevelopment initiatives.

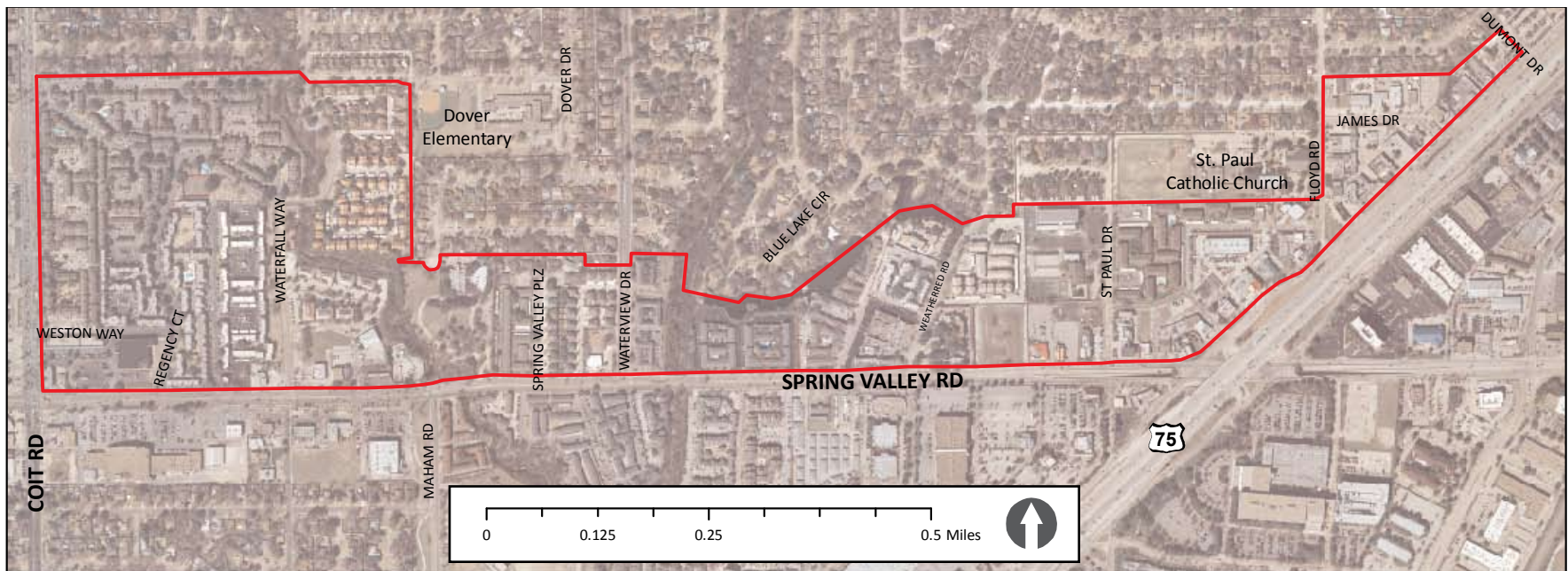
It identifies specific objectives and strategies in order to make the West Spring Valley Corridor a superior place to live, conduct business, shop and visit. It is based on a realistic understanding of market and physical conditions and is intended to be responsive to the community's needs.

The Study Area extends approximately 1.3 miles from Coit Road to South Central Expressway (US 75) and includes property along a portion of the South Central Expressway frontage road from West Spring Valley north to Dumont Drive, a distance of .5 miles. There are 141 properties either contiguous to or impacted by access issues or other influences on the Richardson side of the street and all were included in the Study Area. These properties represent a combined total of 188 acres. The map on this page illustrates the configuration of the Study Area and area of influence.

## Corridor Context

The West Spring Valley Corridor can best be described as a mature urban corridor, with limited new investment, fragmented ownership and a fairly random inventory of commercial and service uses. Uses in the Corridor fall within the following categories: retailers and restaurants, many ethnic-oriented; auto-related sales and service; professional services; older apartment and condominium complexes; duplexes, the majority of them new; and institutional uses. Forty-four percent of the buildings on the Corridor are owner-occupied, the largest of these being on 8.5 acres.

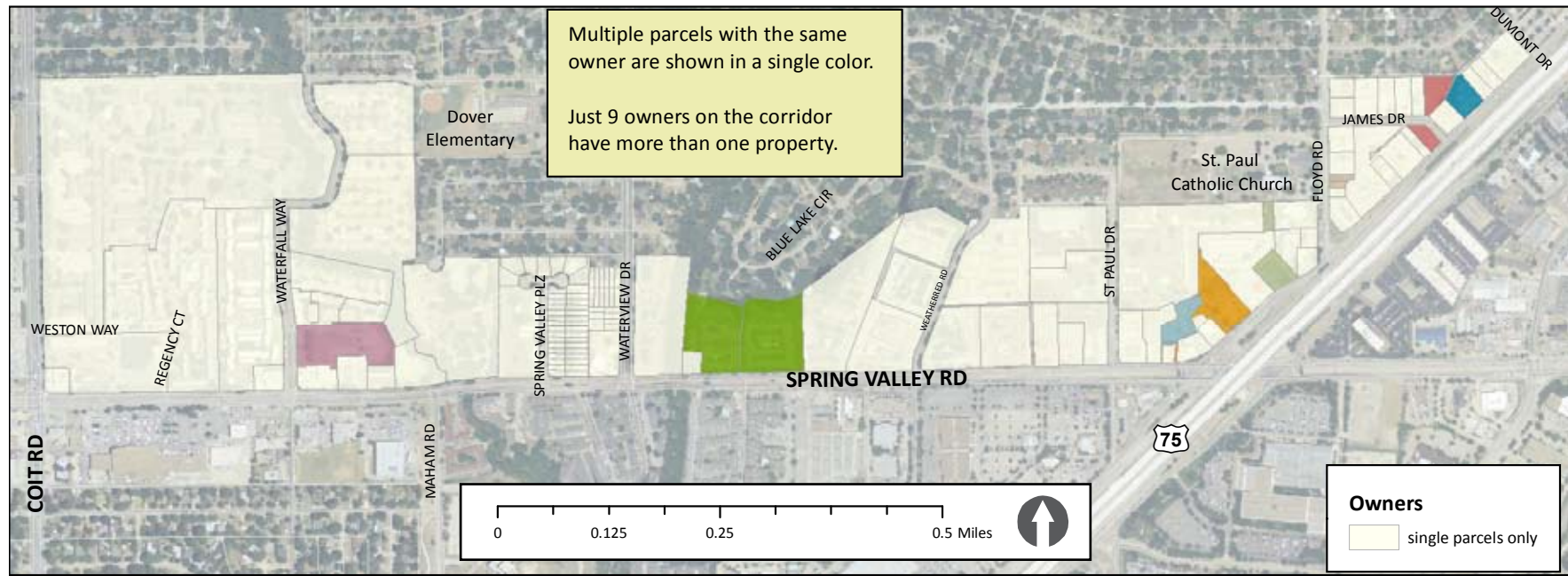
Study Area Map



## Ownership

Ownership information suggests a strong local presence with a large inventory of older improvements. Properties in the Corridor are primarily locally-owned, with 90% of owners residing in either Richardson or elsewhere in the Metroplex. 10% of the owners are located out-of-state. Ten individuals own more than one parcel in the Corridor and one of these 10 owns four parcels; however, the assemblage of those four parcels totals only 6.9 acres. Parcel sizes in the overall Study Area range from less than one acre to more than 37 acres (an apartment complex), with the average being 1.2 acres.

### Owner Concentration Map

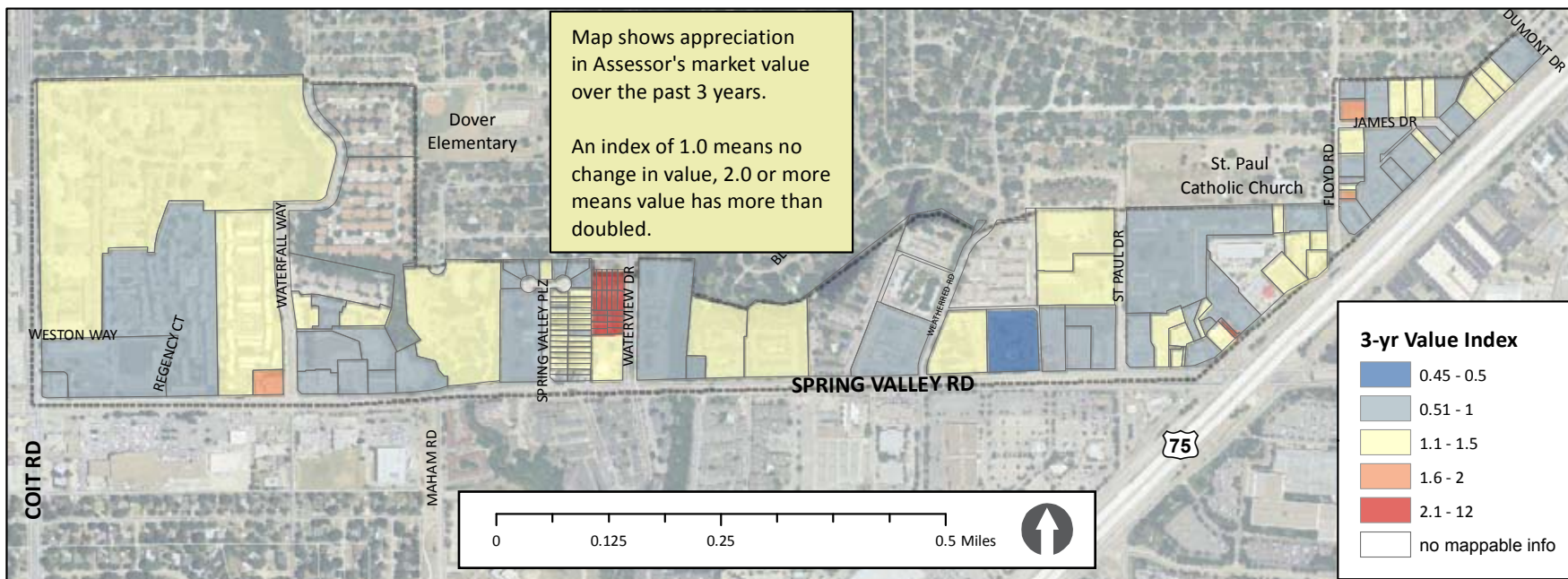




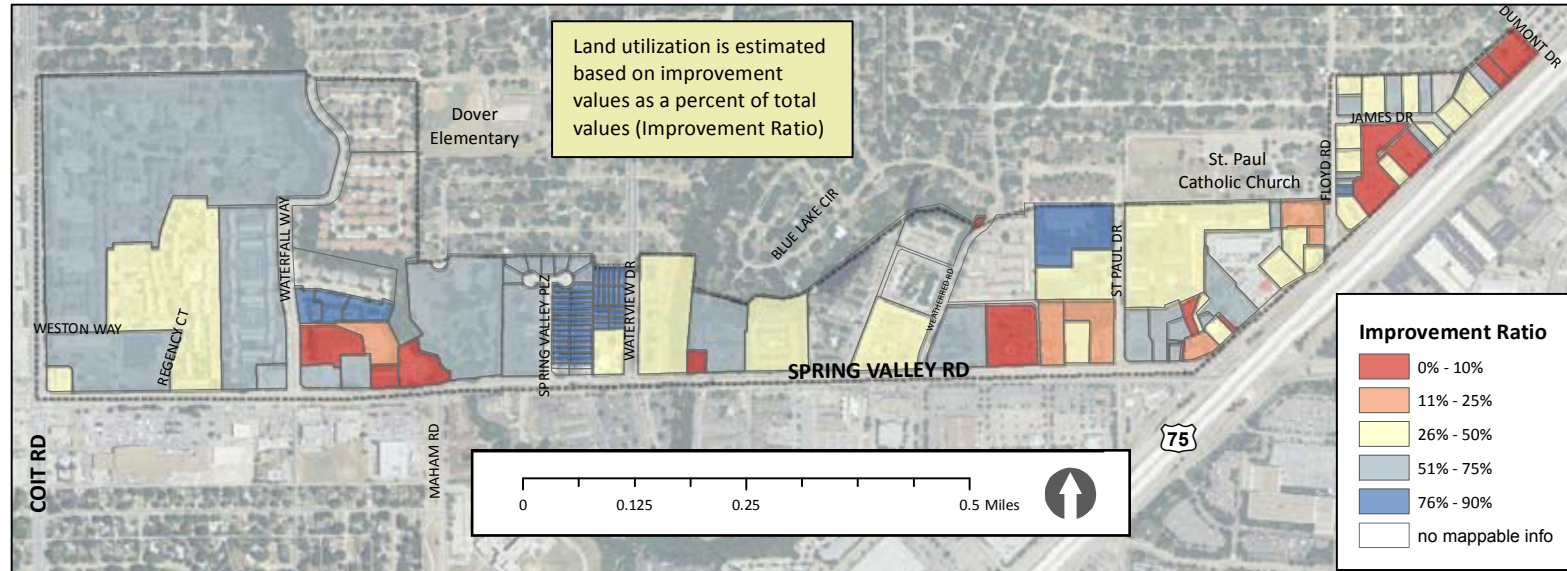
## Value

Values on the Corridor are largely a function of the age and level of improvements. Nearly 45% of the improvements within the Corridor were introduced prior to 1980, with 37% constructed between 1960 and 1980 and 38% after 2000. Values range from \$100 to \$20.6 million and average approximately \$662,600. Thirty-nine percent of the properties did not realize an increase in value over the past three years and several saw a decline. Utilization as a function of the improvement value to land value suggests that approximately 50% of parcels are under-utilized. Sales activity indicates 52% of the properties changed ownership in the last five years, suggesting a heightened level of interest in the Study Area. 27% likely have a low property basis with the last sale dated prior to 1980.

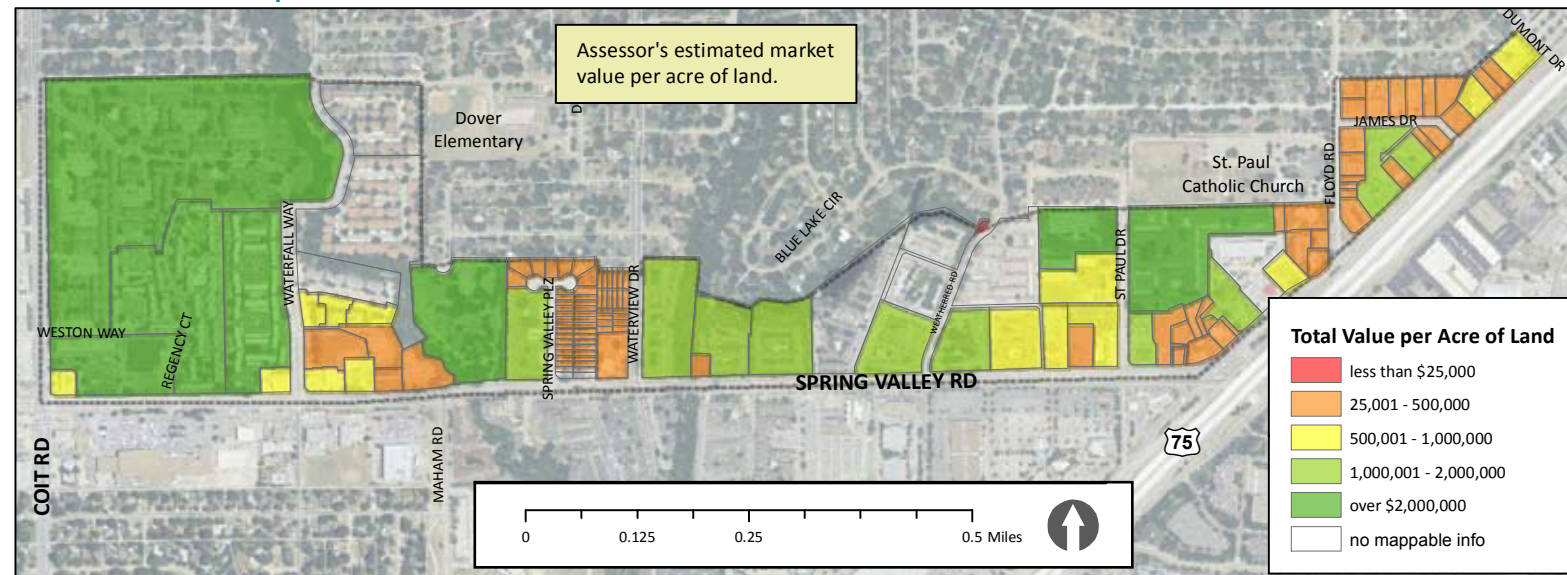
Property Value Appreciation Map



Land Utilization Map

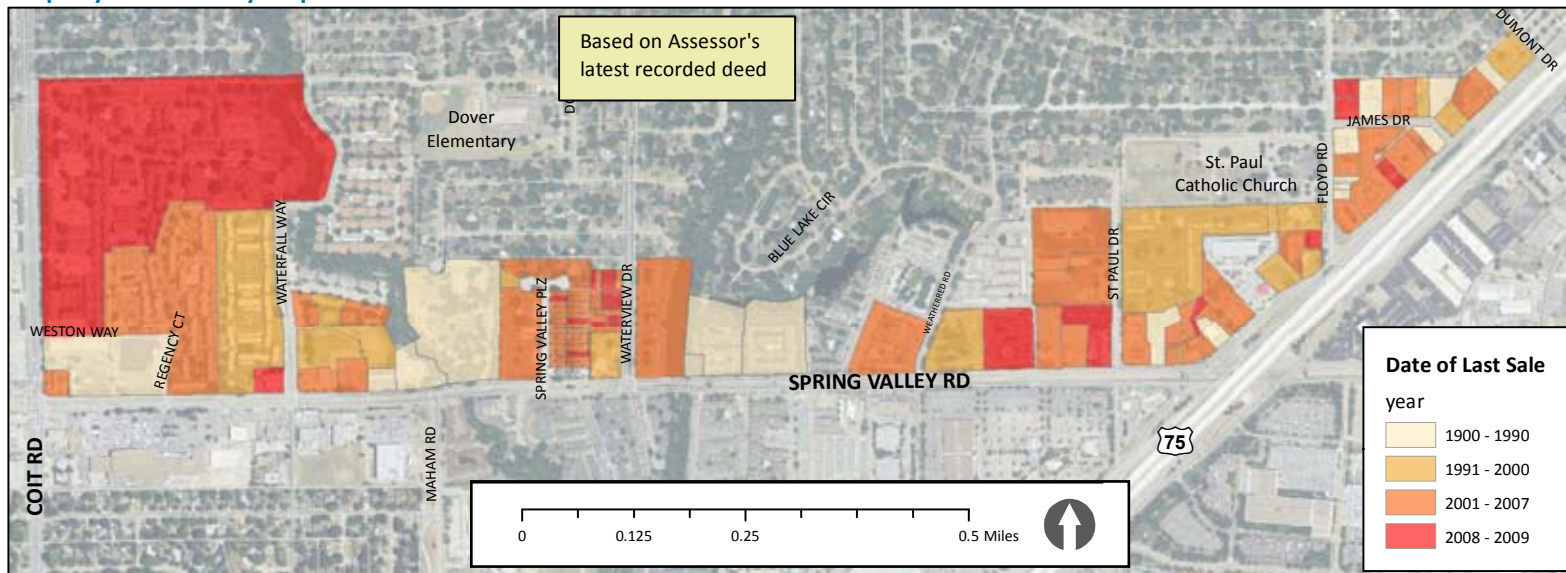


Land Value Per Acre Map





Property Sales Activity Map

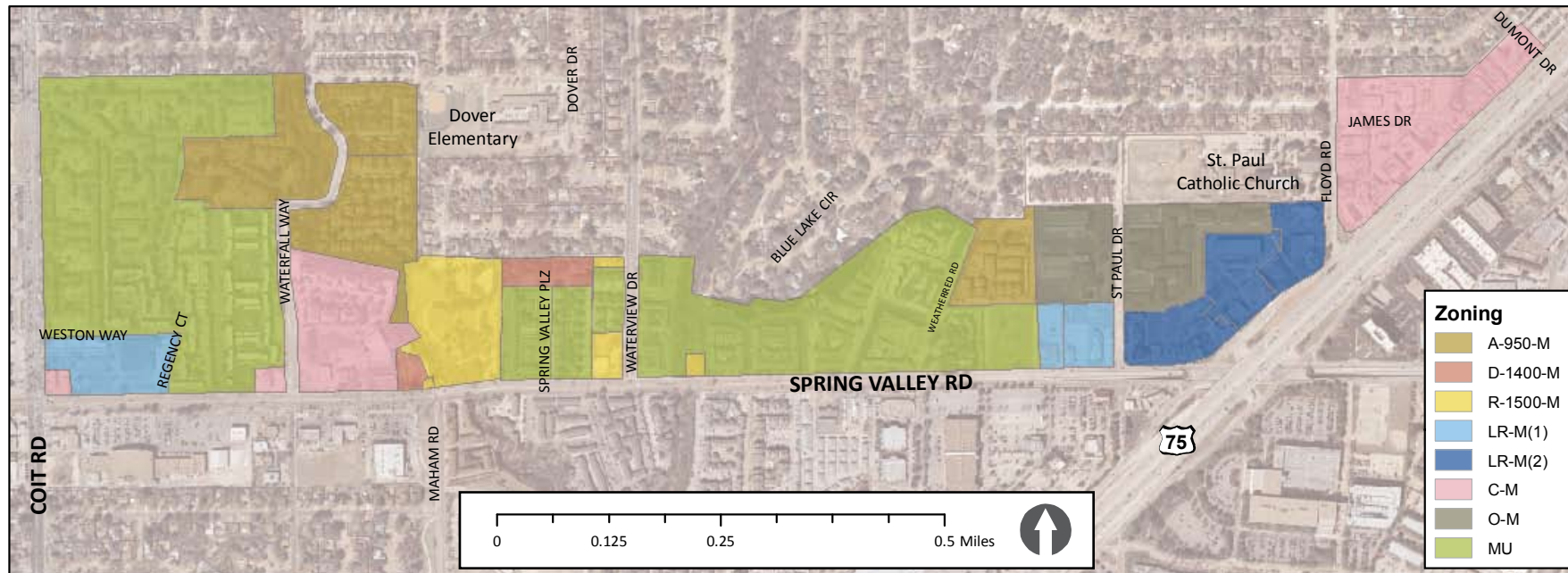




## Zoning

While a significant number of the parcels located within the Study Area are currently zoned Mixed-Use, several additional zoning classifications exist in the Corridor, including Apartment (which also allows condominiums), Residential, Duplex, Local Retail, Commercial and Office. Many of the older apartment and condominium complexes between Weatherred Drive and Waterview Drive, and Waterfall Way and Coit Road, are zoned Mixed-Use. Parcels located at the intersection of US 75 and West Spring Valley, between Floyd Road and St. Paul, are zoned Local Retail, as is the retail parcel at the northeast corner of Coit Road and West Spring Valley. Pockets of parcels zoned single-family Residential (developed as institutional uses) and Duplex, are in place between Waterview Drive and Hunt Branch. Finally, parcels with Office zoning are located on both the east and west sides of St. Paul, north of retail parcels located adjacent to West Spring Valley. A parcel zoned Office and located east of St. Paul was developed with apartments under a special zoning ordinance, and tracts zoned Office on the west side of St. Paul are used for institutional purposes.

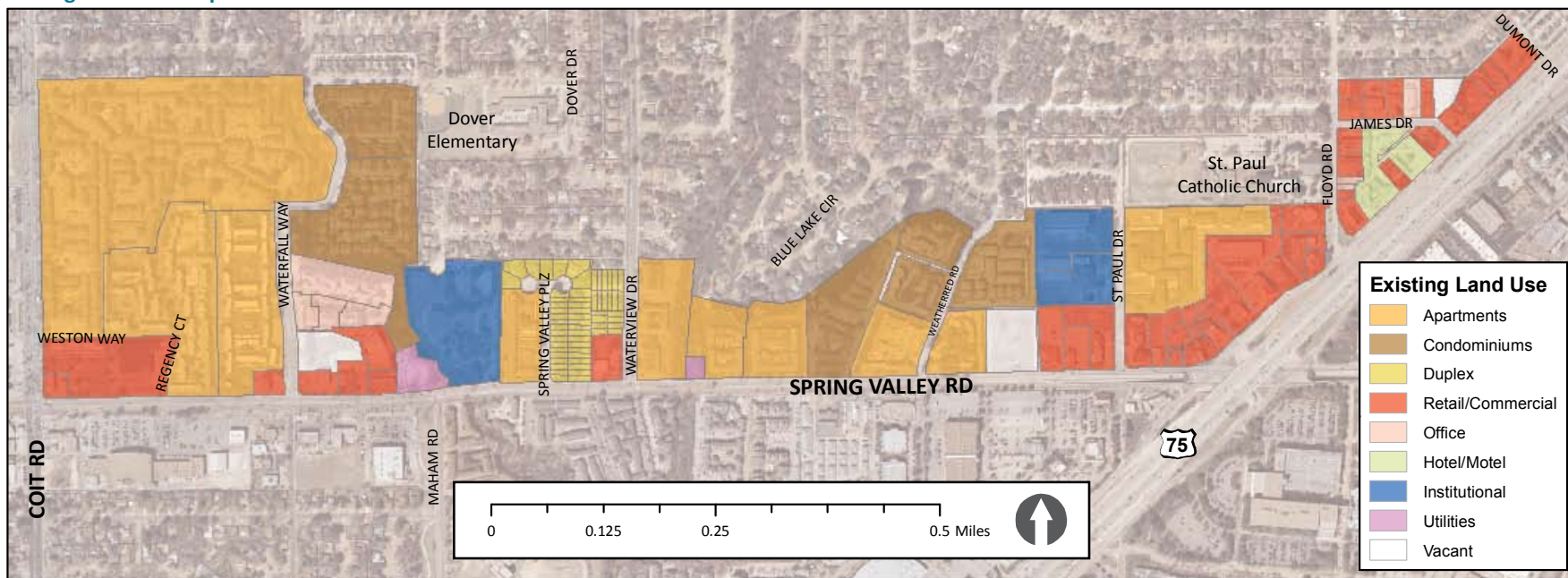
Zoning Classification Map



## Land Use

The predominant land use within the West Spring Valley Corridor Study Area is multi-family, followed by retail, group quarters, office, institutional and duplex uses. Multi-family developments begin at St. Paul and continue to be the dominant use along West Spring Valley to the intersection of Waterview Drive. Between Waterview Drive and Waterfall Way, a small pocket of duplex, group quarters, institutional, retail and office uses exist; to the west of Waterfall Way, multi-family uses once again predominate. Primary retail uses in the Corridor are located on parcels located immediately adjacent to US 75 from Dumont to St. Paul and between Waterfall Way and Coit Road.

Existing Land Use Map



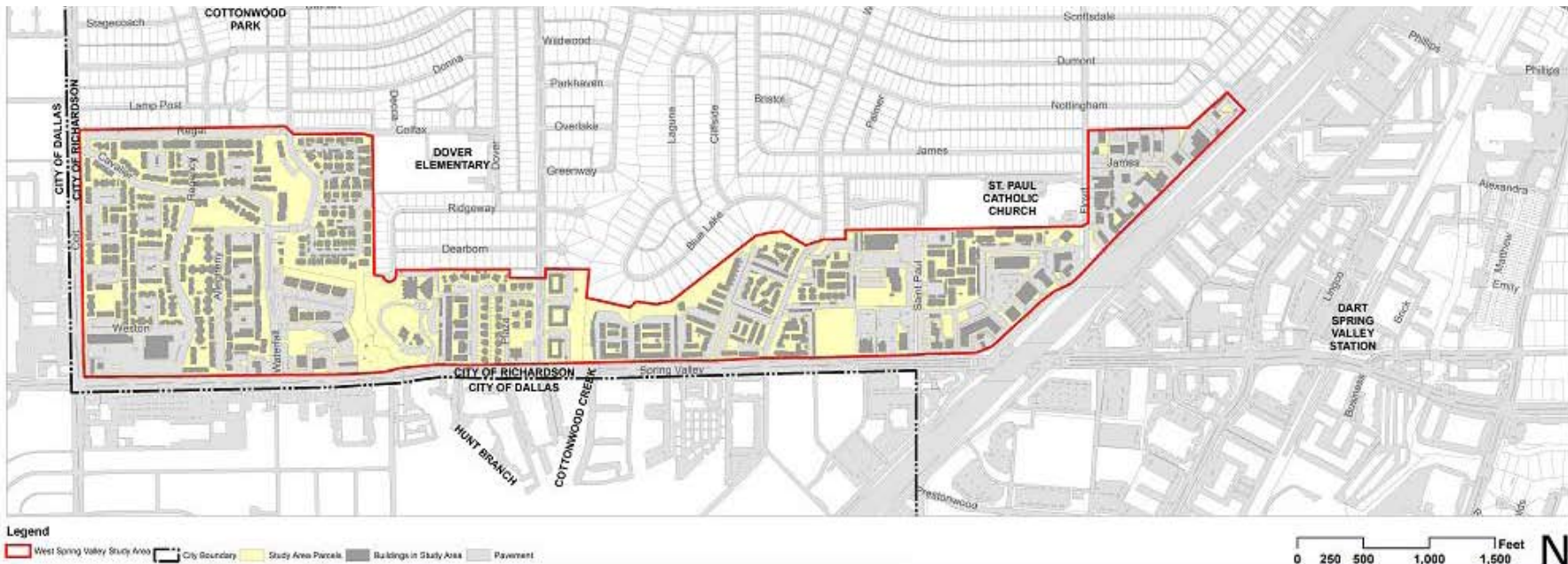
## Existing Structures

As explained above, the built environment within the West Spring Valley Study Area is comprised mostly of older structures, built between 1960 and 1980, with relatively large footprints (as compared to the surrounding single-family residential structures to the north) at building heights of one and two stories. The exception to this description is the duplex development in the vicinity of Spring Valley Plaza and Waterview Drive, where new townhome-style duplex structures were constructed in recent years.

## Parcel Lot Coverage

As indicated previously, the majority of the existing development within the West Spring Valley Corridor is multi-family, retail or office in nature. As is typical for these types of uses, there are a number of large building footprints surrounded by substantial areas of surface parking. As a result, the lot coverage on parcels within the Study Area is relatively low and the area is highly impervious. Exceptions are parcels near Hunt Branch and Cottonwood Creek, where natural features cause development of portions of sites to be impractical.

Parcel Lot Coverage by Structures Map



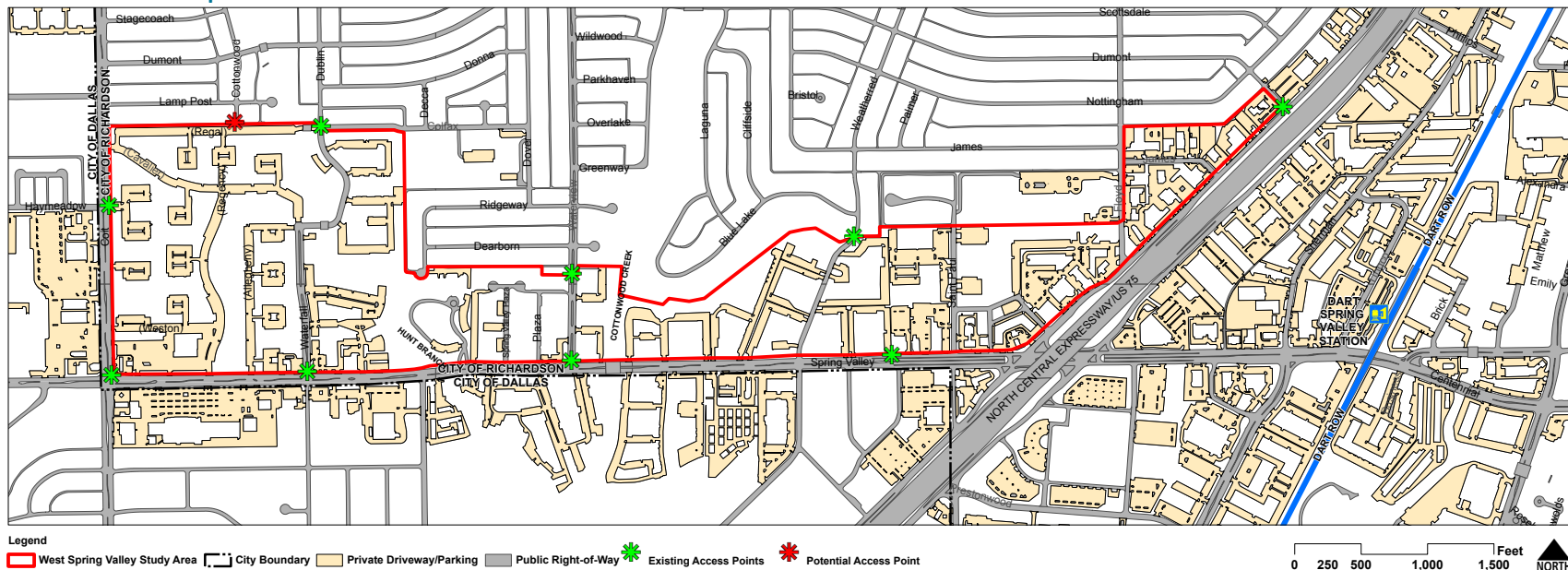


## Infrastructure

A review of the data collected and a visit to the West Spring Valley Corridor makes it clear that the area is aging. It has many of the same symptoms displayed in other corridors developed at approximately the same time, including poor pedestrian access and deteriorating infrastructure; however, with superior access to both transit and regional highways, this Corridor is well-positioned for reinvestment.

There are three main areas of focus with regard to existing infrastructure: current driver access, pedestrian access and utilities/infrastructure. The first, driver access, relates to the location of the Corridor both regionally and locally. Spring Valley Road is a six-lane divided arterial with an underpass (US 75 tunnel section) at the southeast corner of the Study Area. As shown here Spring Valley is well-positioned in relation to US 75 and the DART rail station; however, due to the tunnel at US 75, access to the prime corners is limited.

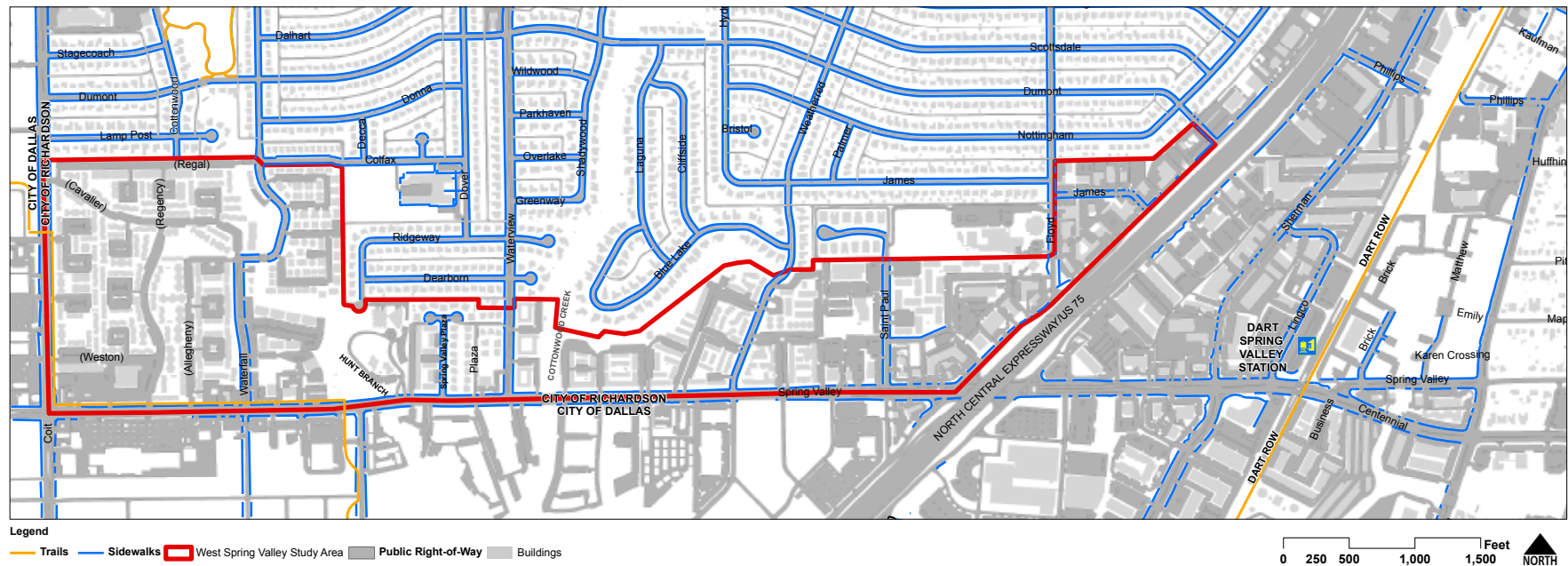
Vehicular Access Map



## OVERVIEW

The Study Area benefits from a good network of thoroughfares (major collector—Waterview Drive, minor collector—Floyd Road, neighborhood collectors—Weatherred Drive and Waterfall Way) and a sidewalk system that connects local neighborhoods and parallel corridors (pedestrian access). These connections to the neighborhood and other surrounding areas play a vital role in advancing the vision for a revitalized West Spring Valley Corridor.

Pedestrian Access Map



This image illustrates the current pedestrian network within the Study Area. These connections include both trails and sidewalks. While much of the area is served by pedestrian improvements, the infrastructure is beginning to deteriorate. Since the requirements created by the Americans with Disabilities Act (ADA) were not prevalent until recently, there are many barriers for pedestrians within the Corridor. (See photo.) There are examples of infrastructure placed in the center of the pedestrian environment and sidewalk deterioration. Because these are common conditions in a Corridor of this age, any redevelopment strategy should include a significant overhaul of the pedestrian access system to properly connect neighborhoods and retail/commercial services to destinations within the Corridor.

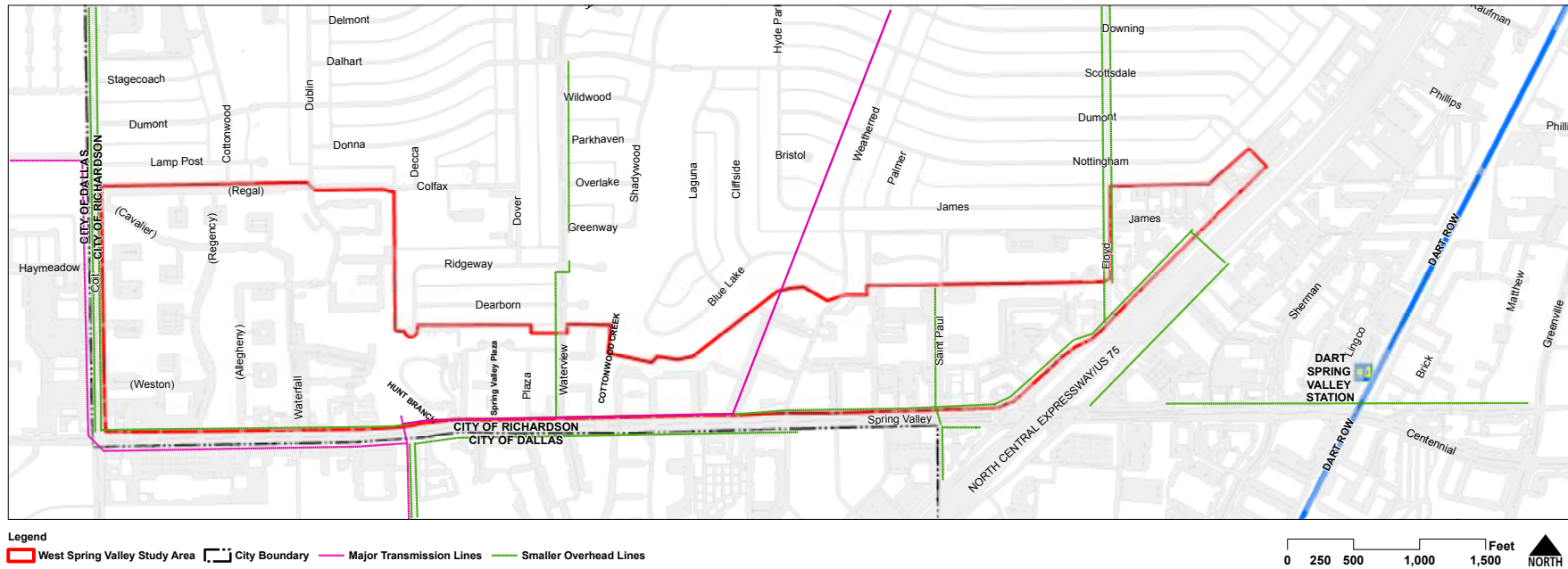




Finally, with regard to the utility infrastructure, many of the primary utilities within the Study Area, including sewer and water lines, have been replaced or updated. The most noticeable problems include the signal poles and overhead utilities. The biggest challenge relative to these elements is their location in the Corridor. Many of the utility poles are located in the center of the pedestrian area. While the signal poles do not necessarily require replacement at this time, they do add to the aesthetic clutter of the Corridor. As intersec-

tions within the Corridor are redesigned, the City should take the opportunity to update these poles and relocate them outside of the pedestrian realm. The overhead utilities are an eyesore and will not only hinder the use of beautification elements such as street trees, but also detract from them. While overhead utilities are expensive to relocate and/or bury, there are several treatments that could rejuvenate their appearance, including the use of concrete replacement poles.

Elevated Utilities Map



## Natural Systems

Natural systems within the West Spring Valley Corridor Study Area are associated with the Hunt Branch and Cottonwood Creek waterways. Hunt Branch passes through Cottonwood Park to the north and enters the Area in the vicinity of Dublin Drive and Regal Row. While it is not a major waterway, it is deep and provides surface drainage for the western portion of the Study Area. Cottonwood Creek provides drainage for many of the residential neighborhoods in west Richardson and also for a portion of the University of Texas at Dallas campus. A small tributary that joins Cottonwood Creek as it approaches West Spring Valley Road has been dammed in order to create a series of small lakes (collectively known as Blue Lake) that separate multi-family uses to the south of this water feature from single-family uses to the north. While existing natural features are relatively small within the context of the overall Study Area, they have a significant impact on the character of the West Spring Valley Corridor.

Natural Systems Map



## Conclusion

In summary, the Corridor has a significant amount of infrastructure that, once improved, will become the foundation of a revitalized West Spring Valley Corridor. Although much of the infrastructure is dated, many proposed improvements are relatively low cost items. The implementation strategy presented later in this report identifies several key items for improvement to both the Area's physical conditions and the Corridor's overall appearance.

Planning for the strategic revitalization of a business corridor requires an understanding of its physical limitations, as well as its market. The market analysis portion of the Strategy, conducted by Leland Consulting Group and summarized here, focused on identifying market opportunities within the City of Richardson and the West Spring Valley Corridor. The purpose of the market analysis in the context of a reinvestment effort such as this is fourfold:

- Provide a “reality check” for the conceptual planning effort;
- Ensure that recommendations are grounded in market and economic reality;
- Set the stage for implementation; and
- Provide an accurate and independent “story” to tell potential development and investor audiences.

The analysis showed that there is market demand in the West Spring Valley Corridor, and that with strategic public and private reinvestment and supportive policies, it could be successfully positioned to capitalize on select niche and destination opportunities.

## Trade Area

The information below presents an overview of current and future conditions in the City of Richardson and the West Spring Valley Trade Area. The Trade Area was defined based on the following factors:

- Physical barriers;
- Location of possible competition;
- Proximity to population and employment;
- Zoning;
- Market factors;
- Drive times; and
- Spending and commuting patterns.

Since the Corridor and Trade Area represent submarkets within the Dallas-Fort Worth Metroplex, and, as such, will likely compete with projects from a broader influence (trade) area, indicators and conditions for several geographic areas were analyzed (where possible). A map of the influence area is presented here.



West Spring Valley Corridor -Trade Area

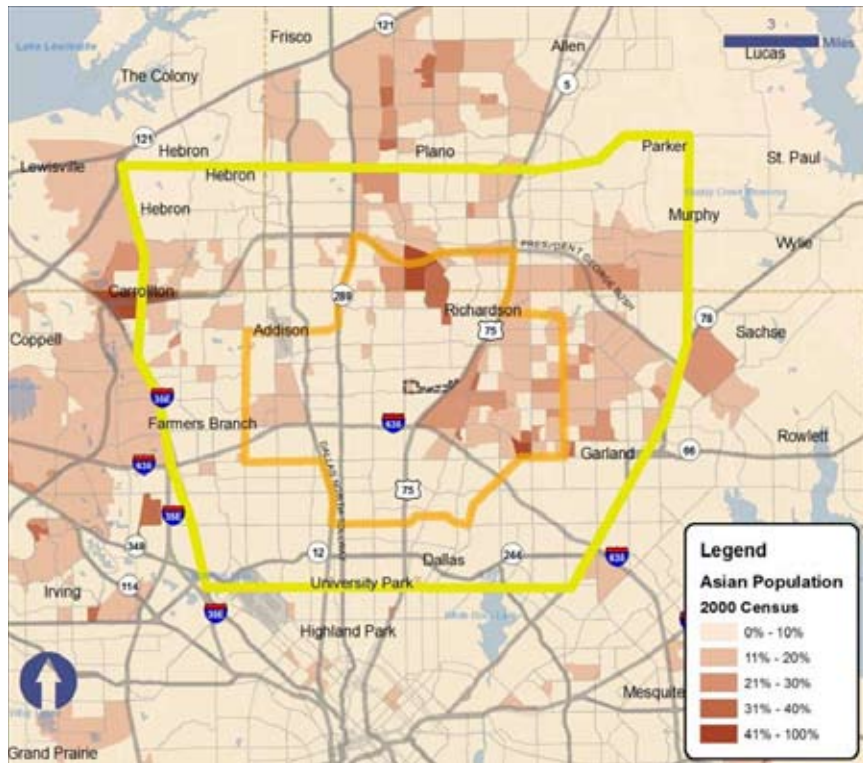
## *Economic and Demographic Characteristics*

Economic and demographic characteristics in the market are indicators of overall trends and economic health which may affect private and public sector development. The following summarizes economic and demographic trends which will affect development demand along the West Spring Valley Corridor over the near- and long-term.

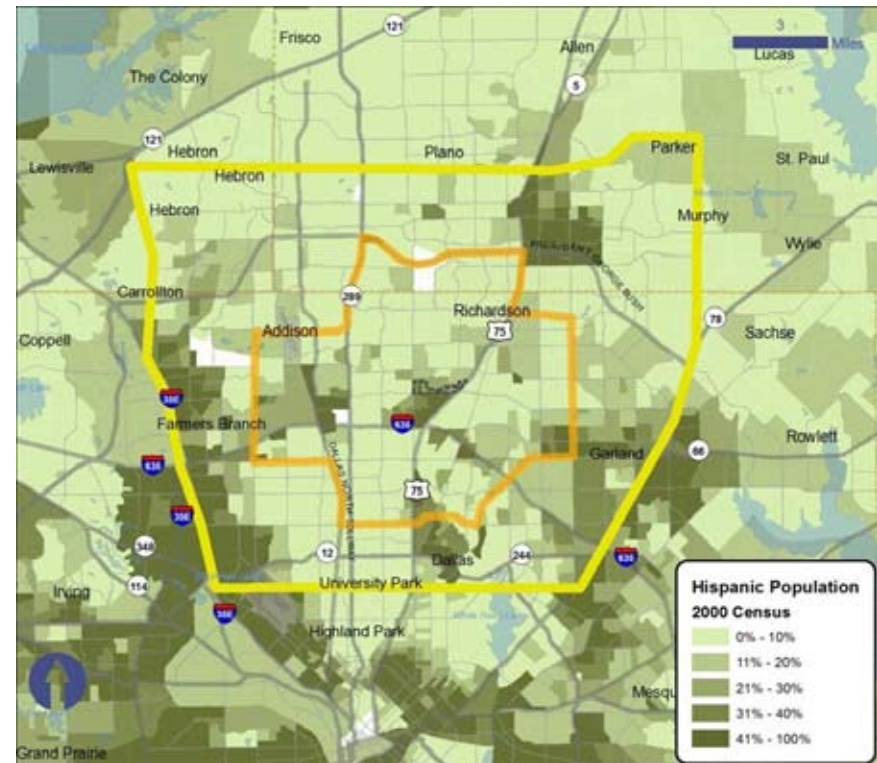
- The Trade Area is largely built-out and, therefore, is projected to grow at less than one-third the rate of the DFW metro overall.
- The Trade Area skews significantly older than the Metro area age profile.
- The Trade Area is more highly-educated on average than the Metro Area overall and has fewer blue collar workers per capita.
- Incomes in the Trade Area are higher on a per capita basis, but lower in terms of median household incomes.
- Within a 2-mile vicinity of the Study Area, there does not appear to be a dramatic drop-off in incomes as might be expected given conditions in the Corridor.
- The ethnic profile of residents within a 2-mile vicinity of the Study Area suggests significant concentrations of Hispanic residents and fewer African American and Asian residents than the Metro area as a whole.
- Despite the apparent urban, lower-income makeup of multi-family enclaves in the Study Area, the larger Trade Area is dominated by more affluent psychographic segments, several of which suggest lifestyle preferences that favor an infill urban living environment.



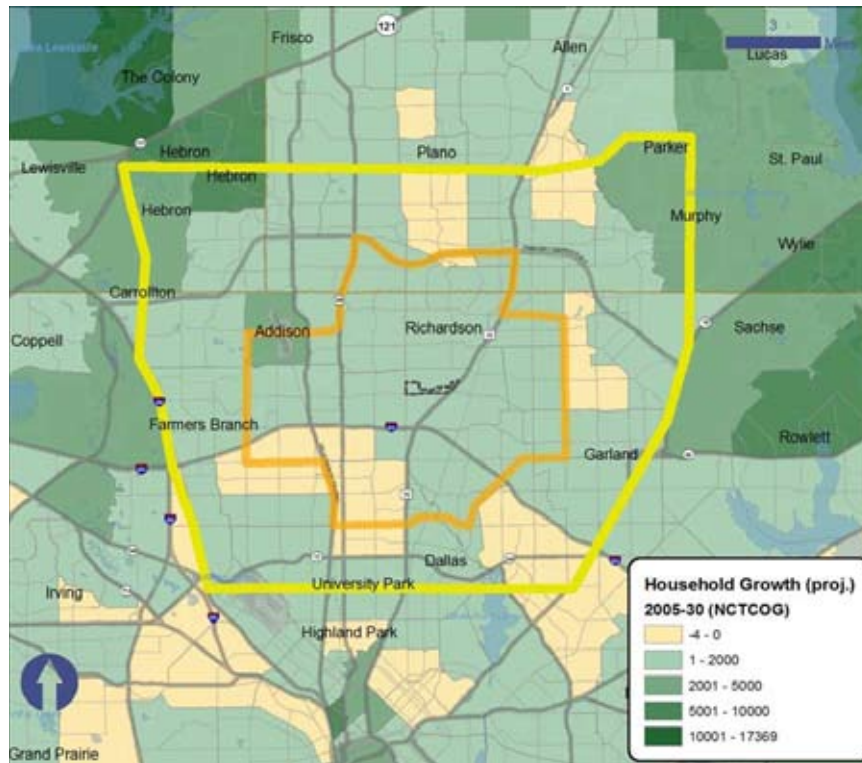
Asian Population Density (2000 Census)



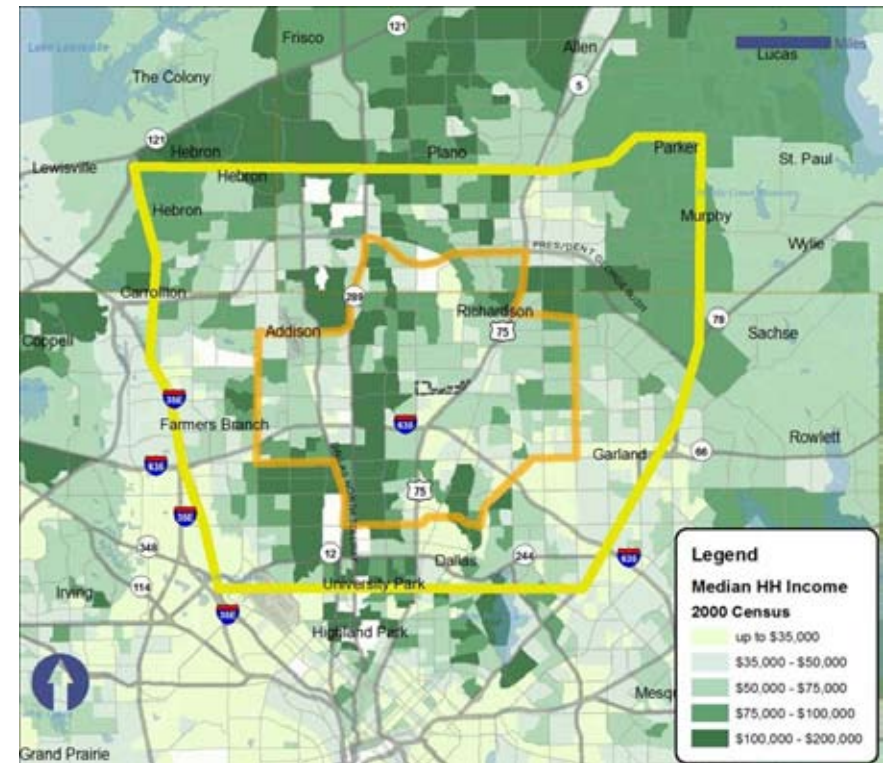
Hispanic Population Density (2000 Census)



Household Population Growth 2005-2030 (NCTCOG)

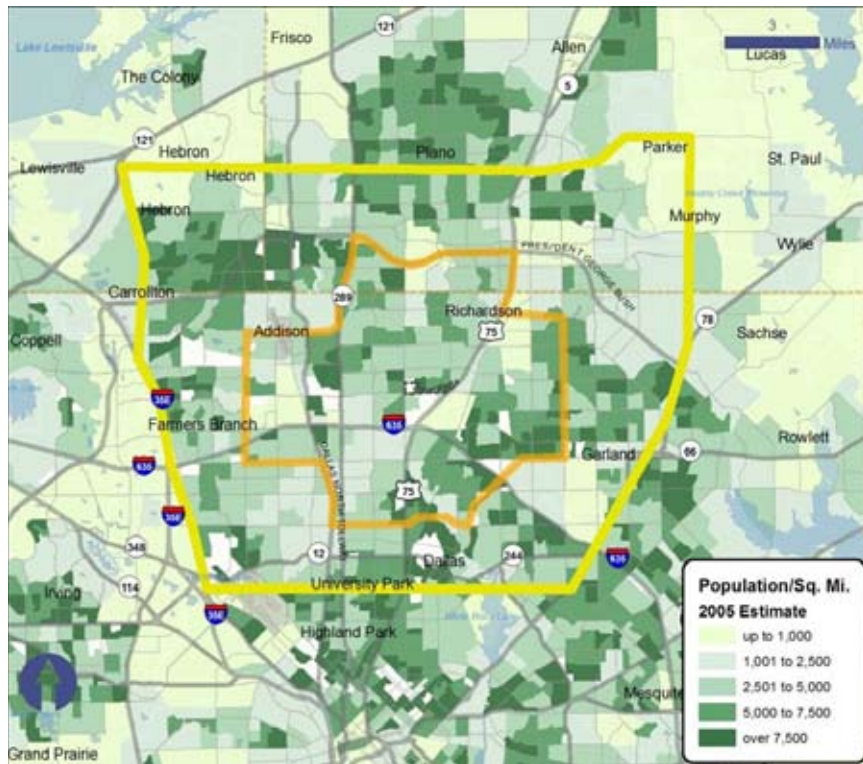


Median Household Income (2000 Census)

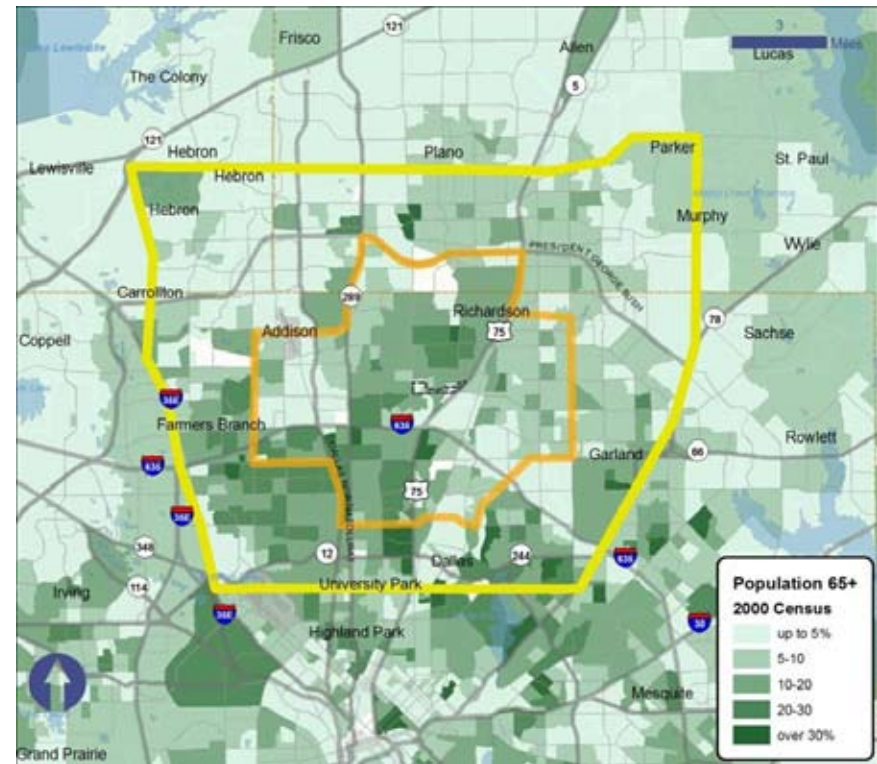




Total Population Density (2000 Census)



Senior Population Density (2000 Census)



## Supply and Demand Conditions

An accurate interpretation of the Corridor’s competitive position within the vicinity of the Study Area, Trade Area and Metroplex requires an understanding of the supply characteristics of competitive developments within these submarkets. In order to identify potential market opportunities given the Study Area’s competitive position and prevailing market conditions, demand estimates were also prepared. The following discussion presents an overview of the role each land use plays in the Corridor, existing supply conditions and estimates of future demand by land use type.

- Projected household growth in the Trade Area should result in demand for over 7,000 new units by 2020.
- Over 1,900 of the new units could be single-family detached, while approximately 650 could be priced below market rates. Neither segment will likely be part of the ultimate vision for the Corridor.
- 23% of new demand for ownership attached units could support units priced between \$200K and \$250K and 19% could support units priced \$500K and over.
- 54% of new demand for market rate rental units could support rents ranging between \$875 and over \$1,000 per month.
- The Trade Area currently maintains an inventory of just over 21.4 million square feet of retail space, with an occupancy rate of 88.9% (below an equilibrium rate of 93% to 95%).

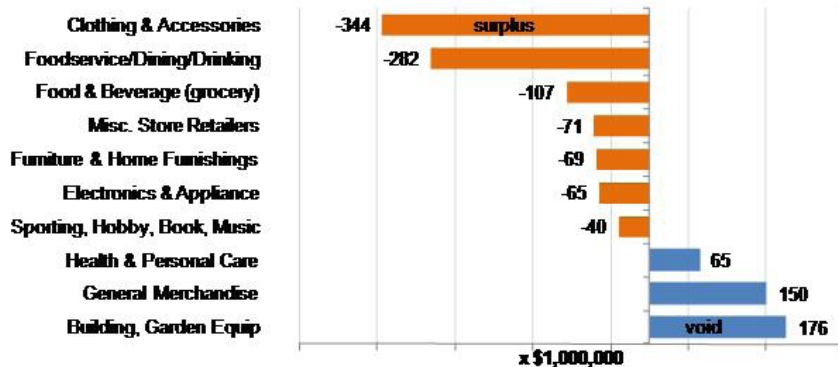




- In addition to household growth, new Trade Area retail demand could come from the recapture of dollars that leak to other markets, as well as the replacement of obsolete space. New retail demand is estimated at 1.6 million square feet by 2020.
- Study Area retail currently caters to renters in the Corridor itself, but is geographically positioned to capture untapped spending power.
- The local lodging pipeline is adding Upscale/Upper Upscale rooms (but few Luxury rooms).



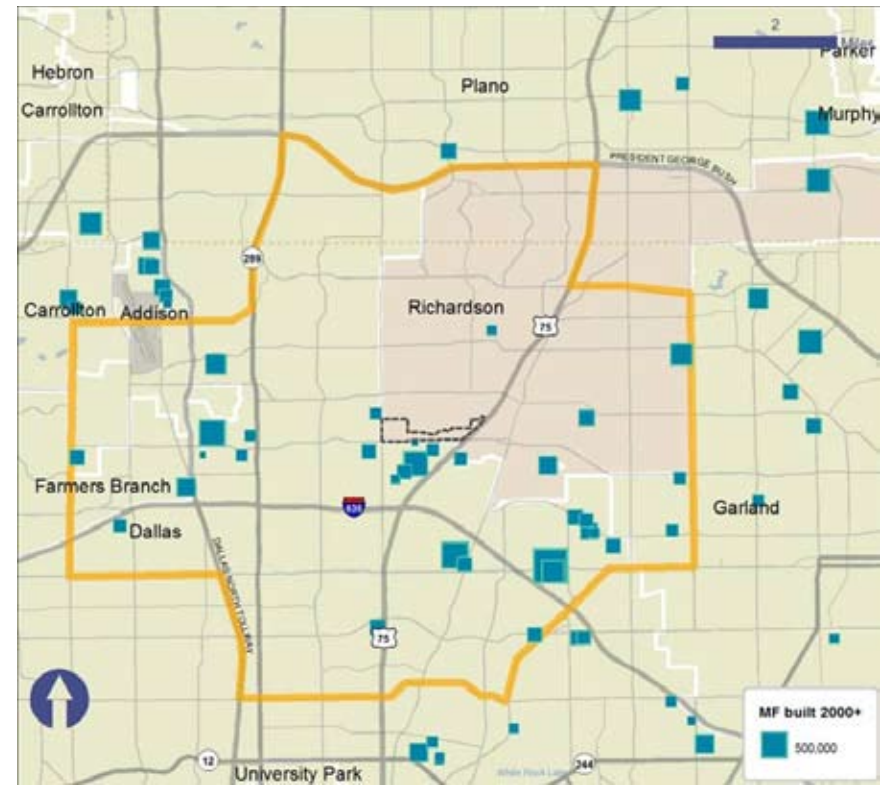
**Existing Trade Area Surplus/Void**



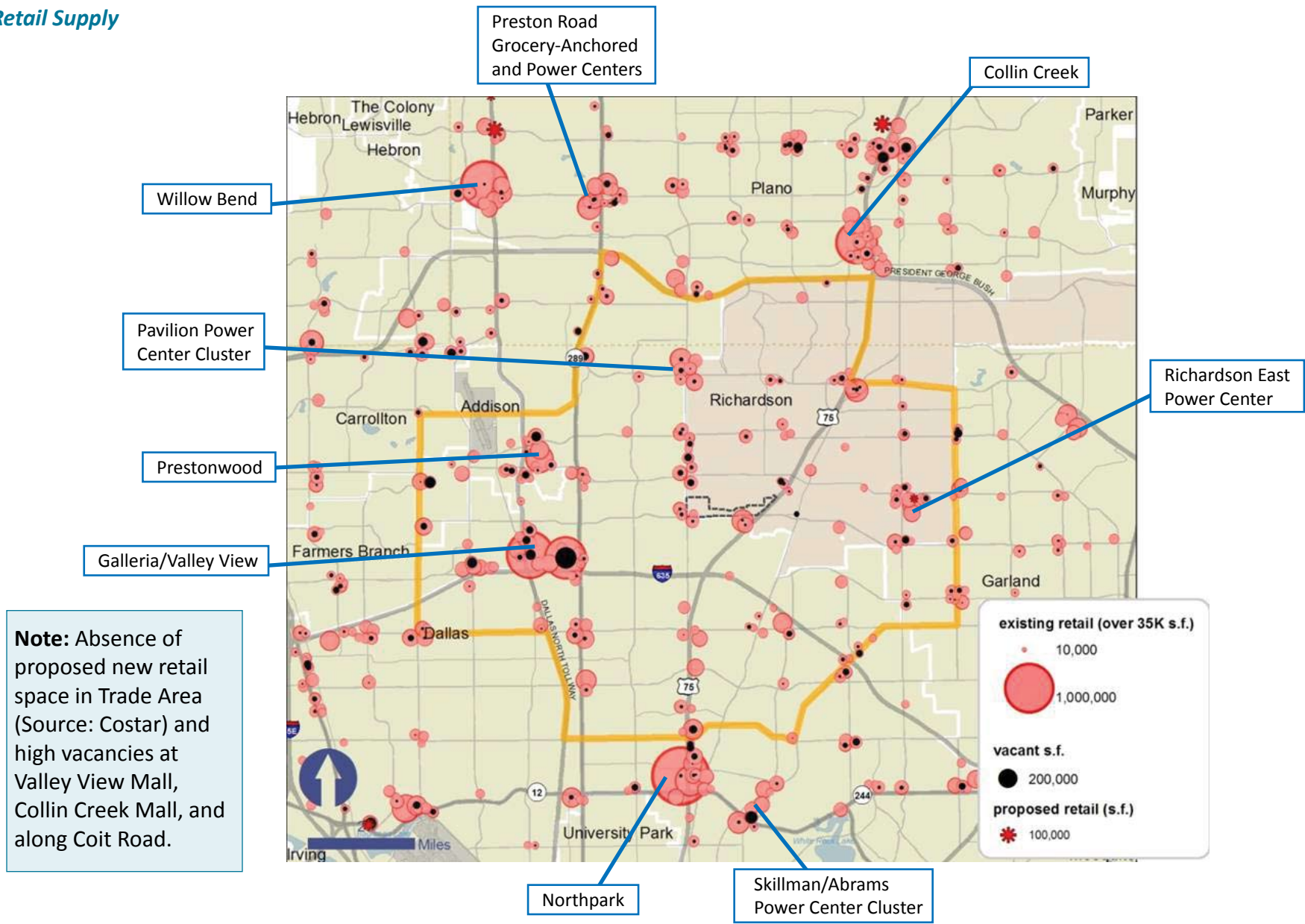
Multi-Family Residential Development Over 35,000 SF



Multi-Family Residential Development Since 2000



Retail Supply





### West Spring Valley Market Opportunity Summary

Land Uses	Short-Term 1 to 5 Years	Mid-Term 5 to 10 Years
<b>Retail</b>		
Specialty Retail		X
Entertainment Retail		X
Neighborhood Serving Retail	X	
<b>Office</b>		
Class A		—
Corporate Campus		—
Class B		X
Incubator Space	X	
<b>Hotel</b>		
Full-Service		X
Boutique		X
Limited Service	X	
Budget	X	
<b>Housing</b>		
Rental Apartments	X	
Rowhouse/Townhouse	X	
Condominiums	X	
Live/Work Lofts	X	
Affordable Housing	X	

### Conclusion

The degree to which the Corridor is able to capture new demand within the Trade Area (and beyond) is a function of the redevelopment process itself. Given the limited number of sites with potential for successful retail development, strategic repositioning of the Corridor will depend on balanced zoning and improvements to the physical realm which will define it as a unique and identifiable place in the minds of area residents. Redeveloping it as a region- and community-serving destination will necessarily increase its ability to capture not only a greater share of its Trade Area demand, but also to be a more effective host environment for uses serving close-in markets. As Corridor redevelopment begins to take hold and land prices begin to rise (an inevitable eventuality of effective redevelopment initiatives), physical limitations which currently restrict the scale of redevelopment opportunities will lessen as low FAR (Floor Area Ratio) uses succumb to market forces and landowners begin to seek the highest and best use for an increasingly valuable asset.





Experience has shown that an understanding of barriers and the issues which perpetuate them is critical to effectively framing the research and analyses necessary to arrive at recommendations designed to ready an area for investment and reinvestment. Typically, a series of inconsistencies and/or misperceptions are uncovered during the discovery of these barriers, many of which need to be addressed and clarified prior to implementation of key strategic initiatives. The advancement of solutions designed to capitalize on opportunities and overcome barriers will assuredly require political will and community education, but may also entail cultural shifts among both public and private entities in Richardson.

Although some barriers are perceived, many are real and create inequities that must be addressed in order to “level the playing field” and attract investment and reinvestment that could more easily happen in another location.

The following discussion is based exclusively on input gained through discussions with a number of sources, all of whom have been identified as part of the Richardson “delivery system” .

Collectively, this input was used by Leland Consulting Group and the Consultant Team to:

- Define elements of potential catalyst development programs;
- Direct further identification of barriers to investment and reinvestment;
- Provide a framework for implementation strategies; and
- Offer a foundation for supportive policies and, ultimately, a market-tested vision.



## **Methodology**

The following information is a summary of input from representatives of the community gathered at a series of focus group meetings held in December 2009. Each meeting was facilitated by representatives of Leland Consulting Group. Meeting participants included property owners (commercial and multi-family), institutional and community service leaders (schools and churches), lenders, business owners and residents in the single-family neighborhoods near the Study Area (collectively, the delivery system) who were selected for the breadth of their experience and familiarity with the community. During each one- to two-hour session, the consultants asked participants to discuss their answers to a series of questions related to investment and reinvestment in the Corridor over the near- and long-term. In addition to the focus groups, the consultants conducted one-on-one interviews with the presidents of the condominium owner associations in the Corridor and spoke with regional developers with a range of experience in different land uses and product types.

## **Findings**

Responses received are summarized in the discussion below and organized into the following categories: market, physical, financial, regulatory and political. Experience in many markets has shown that opportunities to be capitalized on, and barriers to be overcome, tend to fall within these categories. The developers were asked to answer slightly different questions and their responses to these related questions are incorporated herein. Following the discussion is a matrix of barriers.



## Market

Market barriers primarily relate to a community's ability to serve the type of residents, employers, visitors and consumers that it desires to retain and attract. Market barriers can be both qualitative and quantitative. For instance, perceptions within and outside a community can influence a decision to invest or reinvest.

There are multiple characteristics of a community which elicit opinions related to its markets and some are easier to influence than others. In many cases, it depends on which characteristics are emphasized (or promoted) and which are de-emphasized, i.e., the "story" that is conveyed about the community.

## Responses

Most of the respondents believed that the Corridor has no brand, no story; that instead, it is a series of individual businesses or residential developments with little connection or continuity.

Respondents felt that existing businesses are responding to only one segment of the populace and that they have not yet adapted to changing demographics. Some believed that the current rent structure in the area is serving to attract the existing tenant base, which is less than widely representative. Developers referred to the demographics of the area as being "thin."

Respondents spoke to the need for a greater variety and higher concentration of home ownership units at a range of densities, rather than the current volume of high-density rental units.

Respondents generally felt that there was a "disconnect" between seeing community diversity as a purported asset versus the root of code violations and impetus for the deterioration of commercial and residential properties. While some associated violations and crime with income rather than ethnicity, for others, these were one in the same.

Finally, respondents believed that as part of any revitalization initiative, the "poor perception of the area" held by area stakeholders, as well as others in the Metroplex, would need to be overcome.



### Physical

Physical barriers relate to a community's built environment. They include a range of elements that collectively creates its image and appearance. Physical barriers also represent the foundation of an area, its infrastructure (capacity and location) and its natural amenities. As with market barriers, some can be influenced (maintained, expanded, redesigned) and some cannot (geographic features). A community should capitalize on those elements that make it unique, as well as those it can influence. Overcoming physical barriers is an obvious method communities use to contribute to revitalization and leverage private investment.

### Responses

Respondents generally agreed that Richardson needs to project a new image, particularly at key "gateways" into the City. Specifically, US 75 and Spring Valley is viewed as an area that needs to better capitalize on its region-serving access and proximity to the DART station.

Respondents universally agreed that physical assets within the Corridor that have been ignored and largely unleveraged include lakes, creeks, greenbelts, trails and natural topography.

Respondents believed that the West Spring Valley Corridor, similar to other aging corridors in the Metroplex, is in need of an aesthetic "makeover". Its aging commercial building stock, deteriorating infrastructure and high concentrations of 1960's-1970s era multi-family housing projects are considered to have collectively led to the decline of the Corridor.

Respondents described the development pattern in the area as suburban in format. Correspondingly, they expressed a desire for mixed-use development, similar to what is envisioned in and around the City's DART stations, despite challenges such as narrow lot depths.

Respondents, particularly the commercial property and business owners and residents that live on the Corridor, reported several incidents of crime and an unsafe environment that is compounded by poor lighting, restricted ingress/egress, aging infrastructure and a limited police presence.

Finally, respondents, but more frequently the developers, reported the high number of property owners within the Study Area and small average parcel size (few assemblages of any significance) as a major barrier to new development in the Corridor.

## Financial

Financial barriers can be public or private, direct or indirect. They can speak to the availability of different types of funding mechanisms, the variety of these mechanisms or the application of these resources as they impact return on investment. For the private sector, financial barriers tend to be more project- or area-specific, affecting the economic return of an individual project in one specific location versus another. For the public sector, financial barriers tend to be program-specific. In the case of economic return, the public sector perspective tends to be long-term and more difficult to quantify. Both perspectives are necessary in identifying financial barriers and the solutions to overcome them.

Repositioning an area for investment, particularly in an established infill environment, requires the use of a variety of incentives, both financial and non-financial, as a competitive necessity. In order to become a true competitor for redevelopment, variety and depth of resources needs to be the rule rather than the exception.

## Responses

Respondents expressed knowledge about the existing Tax Increment Financing (TIF) district but were not sure whether it, alone, was sufficient to make new development in the Corridor feasible. Specifically, they spoke to a lack of capital to either acquire or assemble land or make the physical improvements necessary to attract private investment.

Respondents identified declining property values as a market reality that has likely contributed to negative perceptions and an overall reluctance to invest or reinvest.

Respondents expressed concern regarding the City's ability to attract either investors or financing for businesses to reinvest.

Finally, respondents talked about the current financial climate, locally, regionally and nationally and wondered when, and if, investment would return in such a way that it could adequately affect the change that will be necessary to turn the prevailing tide of decline.

## **Regulatory**

In many communities, regulatory barriers can have the most significant impact on the success of a community revitalization effort. Because most projects put a premium on the flexibility and timing of the regulatory process, any barrier that delays a project can have a disproportionate negative impact. In addition to preemptively addressing physical barriers, the more a community can do to remove regulatory barriers, the more appeal they will have from a private sector perspective. Nowhere is a community's "business-friendly" reputation embodied to a greater degree than in its entitlement process (plan approval/permit approval). The more efficient the process, the greater certainty the private sector has in the partnership.

## **Responses**

Few, if any, respondents mentioned having any difficulty with the entitlement process for projects planned within the City of Richardson; however, a few developers, though not the majority, expressed frustration with the length of time it took to structure the terms of their public-private partnership. Most of the respondents felt that the City was generally easy to work with and that its staff was responsive.

Respondents complained about the City's Mixed-Use zoning, which effectively restricts vertically-integrated uses in the same development. In this context, they also spoke to the necessity for either an improved zoning overlay associated with any master plan for the Corridor or an improved/new zoning designation. Respondents expressed the necessity for Planning Commission support of the revitalization strategy and plan for the Corridor.

Finally, respondents with a direct investment in the Corridor identified the need for better code enforcement as one of the single most important actions necessary for successful implementation of this Strategy.

## Political

Like regulatory barriers, political barriers speak to a community's overall investment climate and its reputation. Particularly with respect to redevelopment initiatives, the political will of a community's leadership is the surest harbinger of success. Barriers within a community's political framework, whether real or perceived, can also have a disproportionate impact on its perceived image in the region.

## Responses

Respondents cited community attitudes about new development and redevelopment and the form that they take as potential barriers to investment. Specifically, they mentioned concerns related to density and affordability.

Respondents were fairly unified in feeling that a significant level of community education was necessary to accompany future efforts.

A large share of respondents spoke to the need for a "shared vision" for the future of the West Spring Valley Corridor—a vision that reflects the stakeholders' and community's desires and one that elected officials have the political will to advance.

Respondents felt that consistency and perseverance on the part of both the public and private sectors would be needed to "lay the foundation of policies and programs for cultivating quality growth".

Finally, respondents spoke to the necessity for the City of Dallas to participate in this planning process. Conversely, the developers interviewed were fairly evenly divided regarding the importance of their involvement as it may or may not impact the security of any investment that might be made "on the Richardson side of the street."



## **Conclusion**

As stated earlier, an understanding of barriers and the issues which perpetuate them is critical to effectively framing the research and analyses necessary to arrive at recommendations designed to ready the Area for investment. Regardless of whether the barriers identified were based in fact, processes like these inevitably highlight the need for greater communication between the public and private sectors and more education of the community. Experience has proven that the key element in every story of successful community revitalization over the past decade was an effective public-private partnership. Partnerships are based on trust and trust is built on communication.

Experience has shown that successful communities leverage land, public spaces and community and regional amenities in a manner that creates strong and memorable places. With this goal in mind, the Consultant Team prepared a graphic illustration of the West Spring Valley Corridor, with supporting images, designed to provide a physical context for catalyst initiatives which could advance this objective. With input from stakeholders, City staff and the community at-large, a Land Use Framework Plan (the Plan) was developed that reflected a vision for the West Spring Valley Corridor in its redeveloped form. The intent of the Plan is to direct public and private investment within the Study Area, and inform policy and incentive decisions.

## Plan Goals

In order to ensure that the Framework Plan depicted not only market and physical realities, but also the community’s vision for the Area, the Consultant Team prepared a set of Plan goals and a vision statement based on input received from the focus groups and interviews. An initial draft of the goals was presented at the first Community Meeting and rated by the participants. The group rated all of the goals as important (weighted above 3 on a scale of 1 to 5, where 5 is “very important”), and most scored between “somewhat important” and “very important” (weighted averages between 4 and 5). These results suggested strong agreement by the participants.

## Plan Goals

High quality development	4.8
Safer environment (low crime, better lighting, greater police presence, etc.)	4.8
Updated and improved physical environment (such as landscaping and streetscape)	4.7
Pedestrian-friendly environment	4.6
Removal of blighted properties	4.6
Higher density development	4.4
More public spaces (parks, plazas, trails, lakes, creeks)	4.4
Greater variety of uses and activities	4.3
Improved mobility	4.3
Shared vision with Dallas	4.2
Higher rates of ownership by residential occupants	4.2
Mixed-use development	4.1
Authentic ‘brand’ for the Corridor/area	4.0
Mixed-income development	4.0
New neighborhood destinations	3.7
Environmentally-friendly building	3.7
More water features	3.4
Greater variety in design	3.4

## Vision Statement

One of the key directives for the West Spring Valley Corridor Reinvestment Strategy by participants in the process was to articulate a vision for the Corridor. The vision statement drafted by the Consultant Team, and affirmed by stakeholders, is:

*“The West Spring Valley Corridor of the future is a place that draws people of all backgrounds and ages with its many quality housing choices, desirable shops and restaurants, attractive natural areas, easy transportation connections and a distinctive people-oriented urban character that connects Richardson’s past with its vibrant and sustainable future.”*

Over half of the participants in the Community Meetings (53.6%) responded that this vision statement was “very successful” in capturing the vision for the Corridor’s future and almost all respondents (92.9%) agreed that this statement was either “very successful” or “somewhat successful” in capturing the vision. A small percentage of the respondents (3.6%) felt that the statement was “not very successful” in describing the vision.

*“A vision is an image of the future shared by the people of a region and comprehended in physical, social, economic and environmental terms.”*

*Urban Land Institute*

## Visual Preference Survey

Community Meeting participants were afforded an opportunity to provide input on their visual preferences for land uses, product types and building forms in the West Spring Valley Corridor. Participants were asked to think about future infill and redevelopment within the Study Area, and to select images that reflected their opinions and preferences regarding how different types of projects should look.

A series of 51 slides was used to obtain participant input about the character of future development in the Corridor. Each slide showed an image of a development area, project, building or streetscape. Slides were grouped into categories of residential, retail, mixed use, office and urban design/streetscape. The participants used a scale to rate the compatibility of the image with their idea of desirable future development in the Corridor. For this exercise, participants were asked about their overall impression of the image rather than any particular aspect of the scene.

In general, participants responded most positively to images that contained a high degree of visual interest, such as facades with varied surface planes and ornamentation. Images that showed shade from trees, awnings and shade structures, received high marks, as did those with pedestrian features such as trails, walkways, café seating and similar amenities. Designs that had less visual interest, including those with plain walls and simple door and window openings, rated lower. In conclusion, the more modern designs were considered less favorable than those that were more traditional in character. These results were presented to participants at the second community workshop. During the workshop, all participants continued the discussion of these images in a series of small group sessions.

Low Scoring Images



High Scoring Images





## Framework Plan

The West Spring Valley Land Use Framework Plan identifies the location of potential public improvements and private reinvestment projects, referred to herein as catalyst sites. Land uses and product types reflected in the Plan are consistent with the stakeholder preferences identified during the visual preference survey and findings from the market analysis completed by Leland Consulting Group. The following discussion provides a description of potential land uses by location within the Study Area, a characterization of building types and an overview of physical infrastructure enhancements.

Generally, the Land Use Framework Plan suggests new mixed-use development along US 75 south of Dumont Drive and continuing along West Spring Valley Road to the parcel just west of Weatherred Drive. Development of this type would typically contain ground floor retail or office uses, depending upon the visibility and access characteristics of each site, with two to three floors of residential or office uses above. New block patterns would be developed to establish walkable, retail-oriented streets. The exception to this prototype would be on parcels located immediately adjacent to the intersection of West Spring Valley Road and US 75. Due to their collective prominence and visibility, this area is believed to have the potential to be host to a regional catalyst development. Because it is positioned to draw from a larger market, components of a new development in this location might include entertainment uses or venues, a major employment center, specialty retail uses or a combination thereof. Since this area is physically removed from single-family residential uses, there is the potential for buildings at this location to be eight to 10 stories in height.

Parcels to the west of Weatherred Drive and to the east of Cottonwood Creek are envisioned as higher-density residential uses. New multi-family developments would be built around a block pattern that encourages a strong urban image and walkability, while taking advantage of views associated with the adjacent Blue Lake. The vision for property redeveloped between Cottonwood Creek and Hunt Branch would continue the recent trend towards single-family attached uses including duplexes and townhomes.

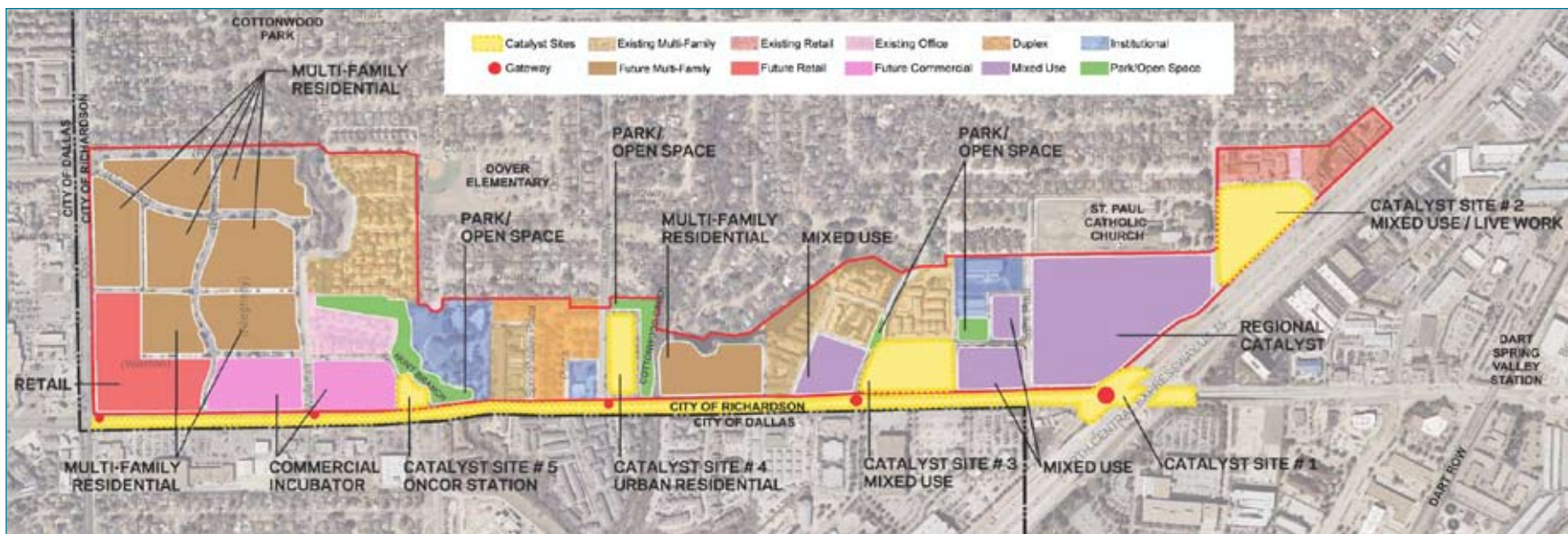
Parcels located immediately adjacent to West Spring Valley Road between Cottonwood Creek and Coit Road would be expected to redevelop as higher-density commercial uses. In keeping with Richardson's long history as a home to entrepreneurs and start-up businesses, commercial incubator sites are envisioned on parcels east and west of Waterfall Way. Uses of this type within the Corridor would serve to allow and encourage activities that are somewhat unique to Richardson. At the West Spring Valley/Coit intersection, existing retail might redevelop in an expanded format, with the denser building form that is becoming more prevalent in the Dallas-Fort Worth region. A new development could be up to two stories in height to accommodate traditional retail uses on the lower level with support services on the second floor.

Existing multi-family sites to the west of Waterfall Way would be expected to redevelop as new, higher-density multi-family products. When combined, these sites are quite large, better positioning them to respond to a growing active senior living market. Finally, there is also the possibility of supporting services or convenience retail uses oriented towards the needs of surrounding residents within the future development.

Finally, all development would be linked by a series of tree-lined roadways, open spaces and pocket parks that provide added amenities and pedestrian linkages throughout the Corridor. These spaces could include urban plazas, programmed pocket parks, passive open spaces and natural areas all designed to add to the overall appeal of the Corridor while responding to a desire expressed by study participants for more gathering places.

At the second Community Meeting, a preliminary Framework Plan for the Corridor was presented by the Consultant Team. Keypad polling was used to obtain participant input about how well the Plan achieved the stakeholders’ goals and vision for the Corridor using a set of agreed-upon criteria. These

results and other input gained during this meeting were used to evaluate and refine the Plan. The revised Plan was presented at the third Community Meeting, and keypad polling using the same criteria was again used to gauge how well the amended Plan achieved the goals and vision for the Corridor. The table below shows the weighted average results for the keypad polling at both of these workshops. For each, the lowest score was 1 and the highest was 7. By the end of the third Community Meeting, the Plan scored at least a 5 on all of the established evaluation criteria. These results demonstrated stakeholder agreement that the proposed Plan met the criteria considered important for successful redevelopment of the West Spring Valley Corridor.



**Plan Evaluation Criteria**

	Weighted Average May 13	Weighted Average June 10
Ability to create gateways to the Corridor	6.1	6.3
Ability to address demonstrated community needs	5.9	6.1
Ability to link commercial and residential areas	5.6	6.0
Fit with Richardson’s culture and spirit of place	6.3	6.0
Ability to include elements like parks and open space	5.6	5.8
Service a wider audience, including families	5.8	5.8
Support by unified, energetic stakeholders	6.0	5.6
Ability to leverage public investment	5.8	5.4
Ability to fit identified market needs	5.8	5.4
Balance of income-producing uses	5.8	5.2
Ability to advance sustainability goals	5.6	5.0
Mix of funding source	4.2	5.0

**Catalyst Concepts**

Encouraging strategic investment on key properties in a compact environment that contain an appropriate mix of land uses, give greater emphasis to multiple forms of access and create a unique sense of place (catalyst sites) was identified as the central approach for the renaissance of the West Spring Valley Corridor. The premise behind the selection of catalyst investment sites and concepts assumes that concentrating resources in select areas will have a positive economic ripple effect throughout the Corridor and in surrounding neighborhoods. In this way, the City of Richardson and other advocacy entities as partners can effectively leverage investment efforts to overcome barriers and achieve desired outcomes. Catalysts sites were generally identified and evaluated based on screening criteria, with guidance from stakeholders and community leaders. While an expressed interest in an immediate development or redevelopment project influenced the selection of certain areas, most were selected because they presented a compelling location or market advantage for future investment.

Experience has proven, however, that implementable plans must maintain a high degree of flexibility. As markets change, the physical realm must change with them; therefore, while these sites have been identified today as offering potential for leveraged investment, the criteria used to identify them will provide the City with the tools to evaluate future projects which might occur on other corridor properties, provided the results are still consistent with the vision for West Spring Valley.

For the purposes of this effort, a catalyst site, which may be composed of several parcels, is defined as an urbanized place that includes one or more of the following characteristics: concentration of jobs; housing units; commercial uses; public spaces; public transportation; pedestrian activity. Predominant land uses within these compact areas may be residential, commercial and/or public and are often found side by side or within the same structure. The mix of uses often takes place in newly-developed and redeveloped buildings with minimal setbacks, reduced parking requirements and taller structures, all aimed at achieving the higher densities necessary to support transit and pedestrian activity (where relevant), private investment and a sense of place. These sites act as catalysts for public and private investment and economic activity, effectively building off the strengths of the surrounding area and connecting to nearby uses. Implementation and management of catalyst areas is generally the responsibility of a combination of entities, including business organizations, special districts, neighborhood and other interest groups and individual property owners. Criteria used to select these catalyst areas for detailed analysis included the following:

- Strengthens or links commercial areas to residential neighborhoods;
- Offers an opportunity to leverage existing or planned public investment;
- Includes public elements like parks and open space;
- Presents the potential to create entryways or gateways to the corridor;
- Provides a fiscally responsible balance of income-producing uses in the near to mid term;
- Is supported by unified, energetic stakeholders who will advocate for this project;
- Addresses a demonstrated community need (perceived or quantified);
- Advances sustainability goals;
- Is unique to Richardson's culture & spirit of place;
- Fits identified market needs;
- Is eligible for a mix of funding sources; and
- Offers the potential for uses that serve a wider audience (including families).-



In the West Spring Valley Study Area, five sites were identified as having the potential to be catalysts for additional future redevelopment and investment. They include:

- The West Spring Valley right-of-way from just east of US 75 to Coit Road
- The Continental Inn site and surrounding parcels bounded by James Drive, Floyd Road and US 75
- The northeast corner of West Spring Valley Road and Weathered Drive
- The New Orleans Apartments site at the intersection of Waterview Drive and West Spring Valley Road
- The Oncor Substation site near West Spring Valley Road and Hunt Branch

Several factors were used to identify locations within the West Spring Valley Corridor that offered near-term potential to become catalysts for future investment. They included: favorable property ownership patterns; a low financial basis in the property; a low ratio of physical improvement value to land value; a comparatively low three-year trend in property appreciation or depreciation; a low total land value per acre. Other considerations included the location of existing and planned public improvements, potential impact on surrounding land uses and the capacity of the existing infrastructure to accommodate new development at a higher density.

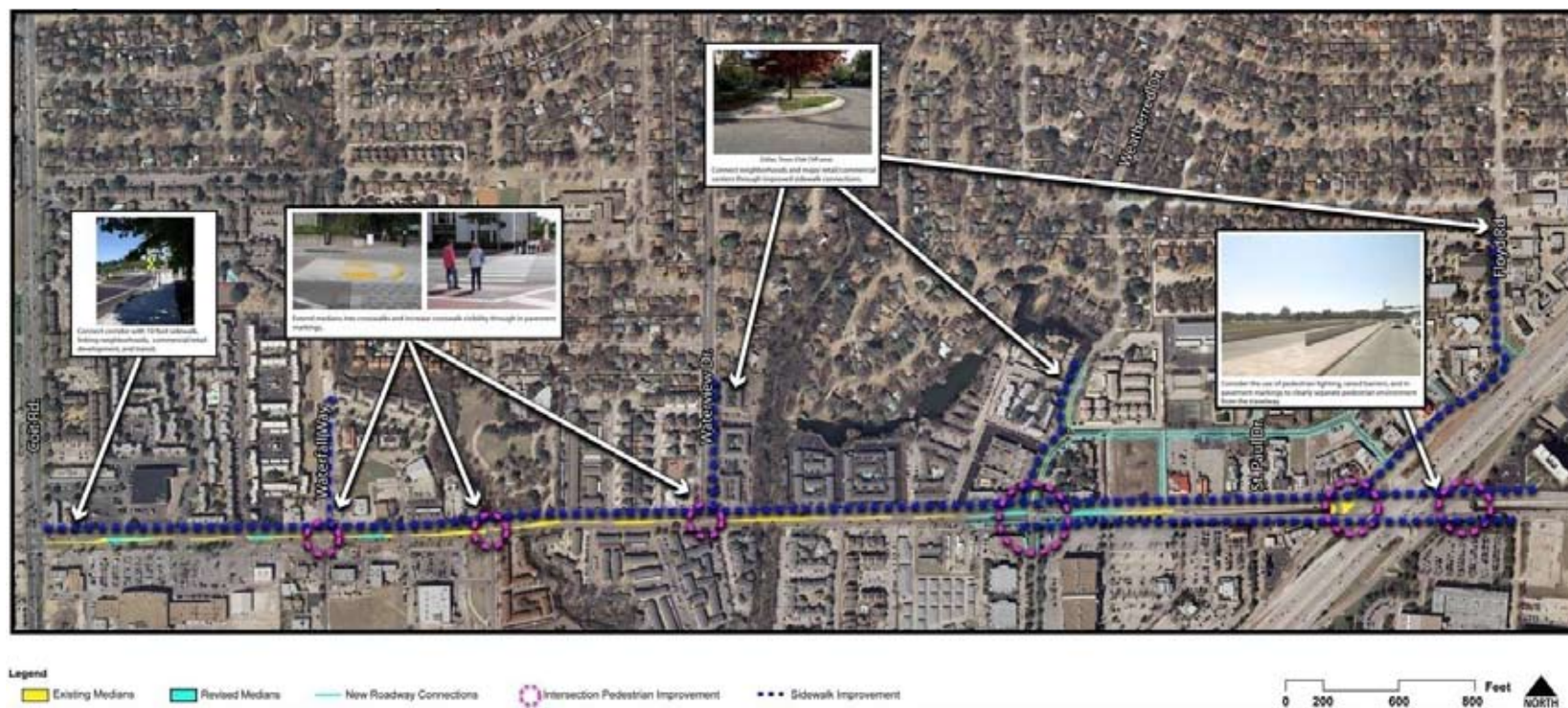
The vision for each catalyst project is described in more detail in the following pages. Whereas project concepts presented here are prototypical in nature, the key aspects of each could be applied to other sites in the Corridor. It is also important to note that these concepts do not in any way infer that the future vision for the West Spring Valley Corridor is prescriptive; rather, it assumes that City policies will be established that support owner-initiated changes consistent with the framework of the vision.

## Catalyst Concept 1: West Spring Valley Road Improvements

Catalyst Site 1 is located within the right-of-way of West Spring Valley Road, from Coit Road to east of US 75. The focus of this concept is on enhancements to the public realm that will increase surrounding property values by changing the overall perception of the Corridor. Improvements include transportation, pedestrian and urban design projects that would effectively set the stage for future private sector investment.

### Transportation & Pedestrian Improvements

Spring Valley is currently a highly auto-oriented corridor. Many of the recommendations in the following section are designed to improve the relationship between the automobile, the pedestrian, and adjacent land uses. This approach to transportation planning, known as Context Sensitive Solutions, attempts to balance the needs of several modes of travel while improving safety and vitality. Each recommended improvement is categorized according to its area of impact.



## Access Improvement from Floyd Road at US 75 to Weatherred Drive

The image here shows the recommended alignment of a new “backage” road. This road would allow for increased access to both US 75 and West Spring Valley from two centralized locations, serving all landowners in the Area. Currently, access to businesses in this vicinity is cumbersome and nearly prohibitive. The concept, as shown here, would allow for a phased approach driven by redevelopment. The subsequent images illustrate the concept in built form. The intent is to preserve the amount of right-of-way needed to create a café environment with a sidewalk and adjacent travel lanes. The City would construct only the two travel lanes, leaving the remaining right-of-way undeveloped. The area from the curb to the setback

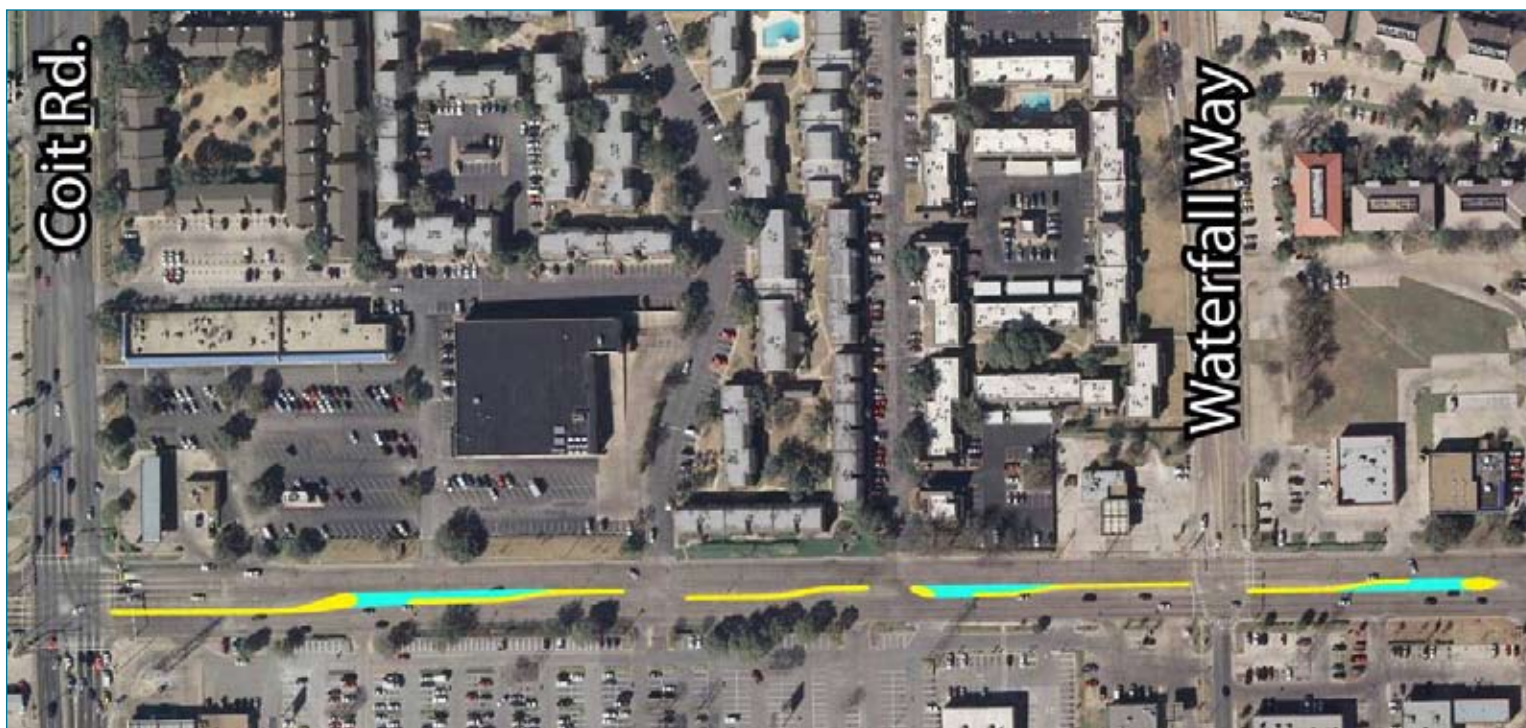
of the building would be constructed and improved by the developer. As shown in the images, three options are available. The first is to construct only the sidewalk from curb to setback. The second would be to construct only the parking (parallel or angled). The last would be to construct the café environment. Each option would include a minimum sidewalk area. While it is difficult to tailor a street to a development that does not exist; this market-supported model would provide the developer with several options for creating the environment best suited to new tenants. This approach has yielded positive results throughout the Metroplex, in developments such as Phase 2 of Legacy Town Center.





### Median Improvements from Coit Road to east of Waterfall Way

The image here illustrates the closure of three median openings (new pavement in blue, existing pavement in yellow). The proposed median closures are recommended to improve safety and enhance the aesthetics of the Corridor. Although direct access to some parcels will be impacted, overall access to new development would not be hindered; that is, reasonable access would be maintained to each parcel within the affected area. As redevelopment occurs, the City should continue to seek cross access between properties and the removal of additional median openings to preserve mobility and safety and to improve the aesthetic appeal of the Corridor.





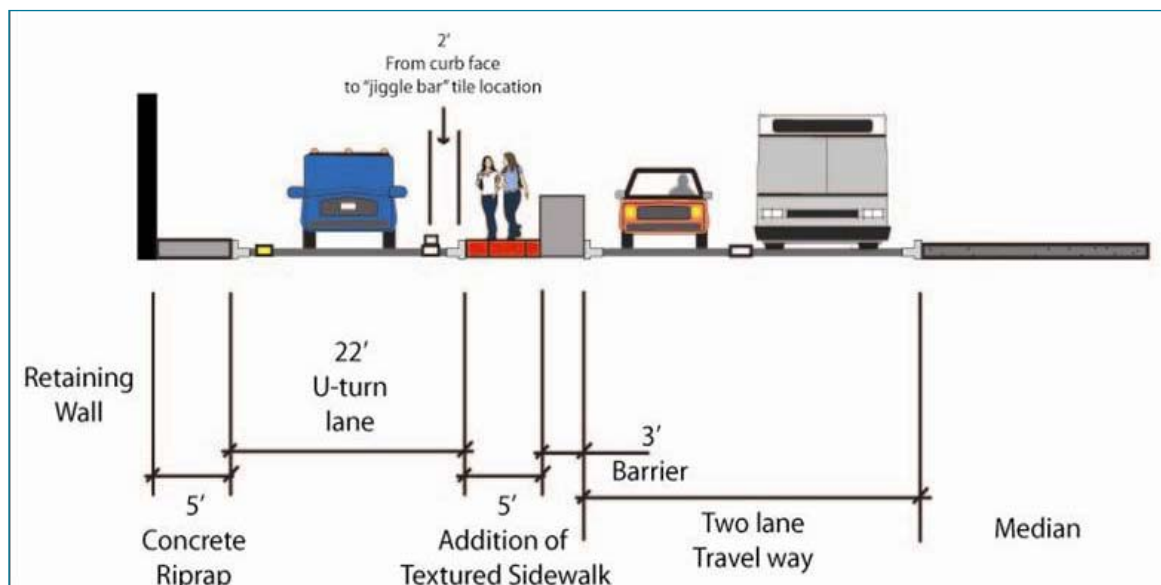
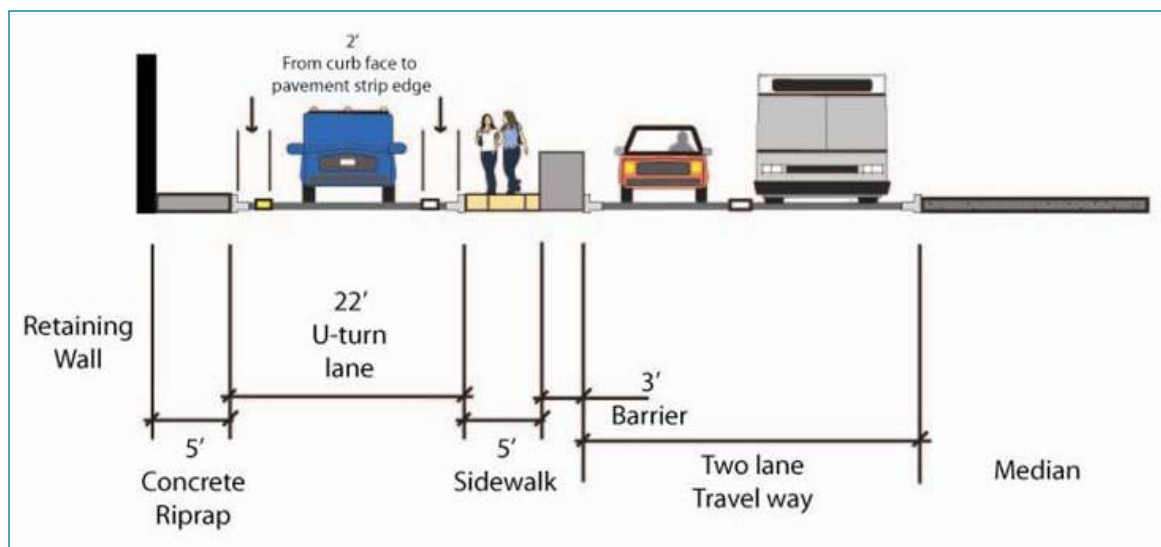
### Short-Term Pedestrian Improvements Corridor-wide

There are three short-term, low-cost improvements recommended that could be implemented fairly easily and without the need for the acquisition of additional right-of-way. The first would be to improve connections between West Spring Valley and the adjacent neighborhoods. All sidewalk surfaces in the area would include ADA ramps. The preferred cross-section includes a five- to eight-foot buffer between the curb and sidewalk to allow for street trees or a planting strip as shown here. The use of these elements has been shown to reduce speeds and increase pedestrian safety within neighborhoods.

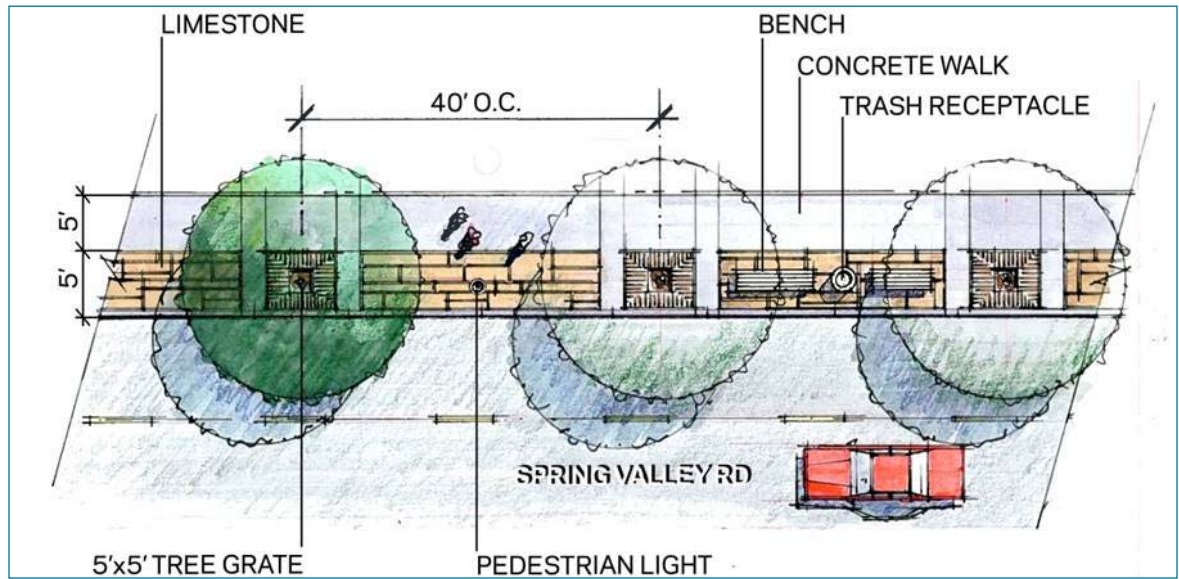


The next pedestrian improvement includes short-term enhancement to pedestrian crossings. The image here illustrates the existing condition and limited pedestrian area currently provided for pedestrians crossing under the US 75 overpass at West Spring Valley. The image following this one illustrates a recommended short-term improvement wherein textured pavement and “jiggle bar” tiles are added to the U-turn lane to clearly separate the pedestrian environment from vehicular travel lanes. Additional recommendations for the underpass area include the use of stone cladding on existing barriers, the installation of lighting underneath the overpass and the relocation of the signal pole.

Additional enhancement of the existing structural elements of the bridge at the US 75 gateways could include brightly colored steel frame and mesh panel cladding with special lighting accentuating each column. These treatments, along with potential painting of the bridge beams, would greatly enhance the pedestrian experience within this portion of the Corridor.

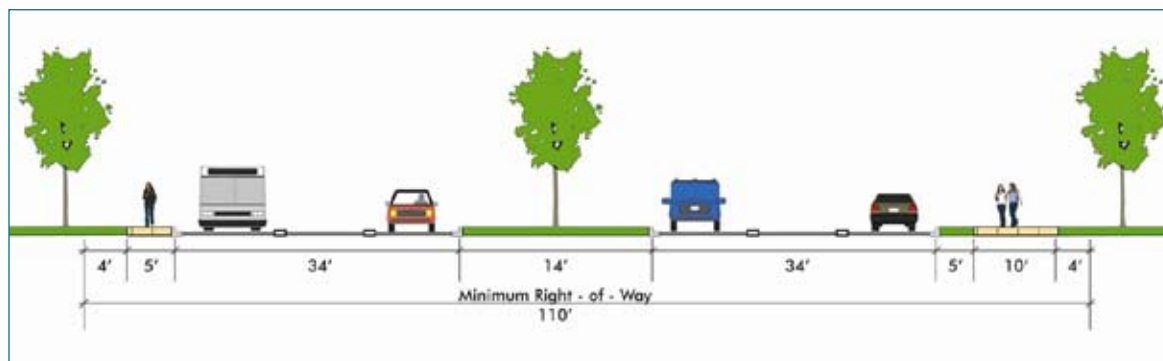
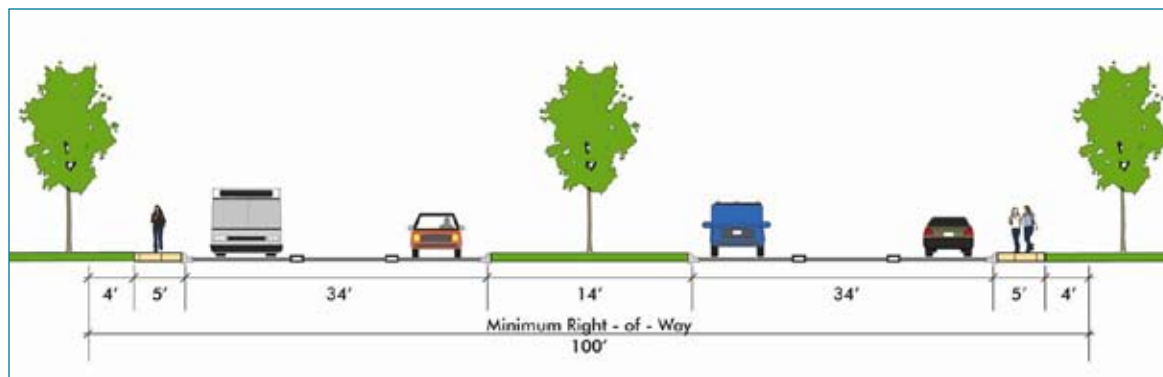


The final recommendation is to improve all crosswalks within the Corridor. The City should consider the use of textured pavements, street print or some other technique to clearly define pedestrian areas. It is the recommendation of ADA that all textured pavement occur outside the crosswalk itself to allow for a preferred uniform surface for wheelchair access. Furthermore, existing medians should be extended within the intersection to create a curbed-island where pedestrians that cannot cross the roadway in one signal period could wait safely for their next opportunity.



### Long-Term Pedestrian Improvement on West Spring Valley Road

An long-term improvement within the entire Corridor would widen the existing West Spring Valley right-of-way to the north in an effort to create an improved pedestrian environment. The images here show both the existing and proposed cross-sections for West Spring Valley. The existing cross-section has a five-foot sidewalk located directly adjacent to the curb. Currently, there are utility poles, signal poles and other obstructions competing for space within this same limited area. As redevelopment occurs, the recommendation is to require developers to provide additional easements or right-of-way to allow for a shift of the sidewalk to the north. Specifically, the recommendation (at the right-hand side of the exhibit) is to provide a five-foot buffer to allow utilities to remain in their current location and to reconstruct a 10-foot sidewalk immediately to the north. This technique would not only provide a safety buffer for pedestrians, but would also reduce costs to the City and the developer.





### Long-Term Pedestrian Improvement at Spring Valley/US 75

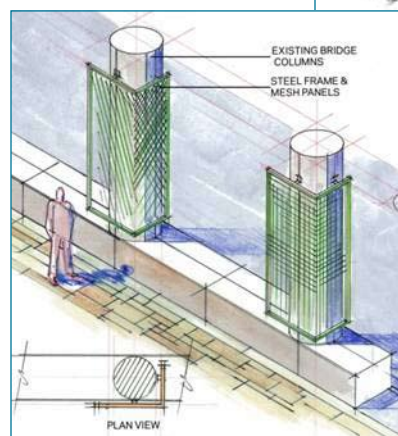
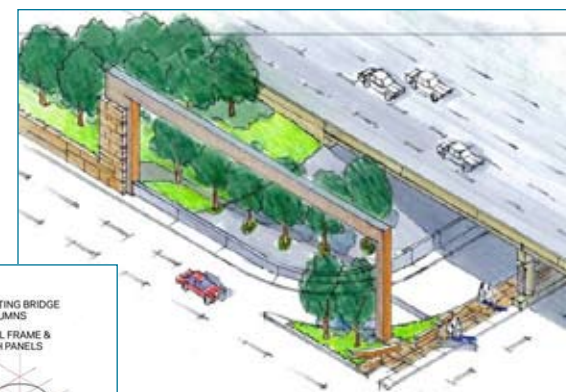
The final recommendation is to increase the sidewalk area under US 75 from 10 to 13 feet in order to allow for a raised concrete barrier on both sides of the pedestrian walkway. This recommendation is especially important due to the high volume of pedestrians that travel the pathway each day to reach the Spring Valley DART Station on the east side of US 75. The image here demonstrates the recommended cross-section. In order to achieve this design, a partnership would need to be created between the City and TxDOT. To obtain the recommended right-of-way, the existing U-turn areas—southbound to northbound; northbound to southbound—would need to be shifted 10 feet as shown. This would require relocation of the adjacent retaining wall and reconstruction of both U-turn lanes. While an enhancement such as this would not impact the existing bridge design or structure, this reconstruction and redesign of the retaining wall and U-turn lane would come at a significant cost and, as such, would need to occur as redevelopment or roadway improvements are made in accordance with other long-term planning.



## Urban Design Improvements

The proposed urban design improvements associated with Catalyst Site 1 include an enhanced streetscape, elimination of overhead utilities and gateway elements. Both the focus group and Community Meeting participants expressed a desire for significant levels of landscaping to enhance the image of the Corridor and create a more desirable pedestrian environment. The streetscape concept presented here includes recommendations for sidewalks set approximately five feet from the back of curb along West Spring Valley Road. The five foot space between the sidewalks and the back of curb could be incorporated into an “amenity zone” where street lights, trees, benches and other street furnishings might be located. This area could be paved with pockets of limestone pavers in more urbanized sections of the Corridor or remain as a grassy strip in areas that are less urbanized. Shade trees could be spaced a maximum of 40’ on center or closer, depending upon the species selected.

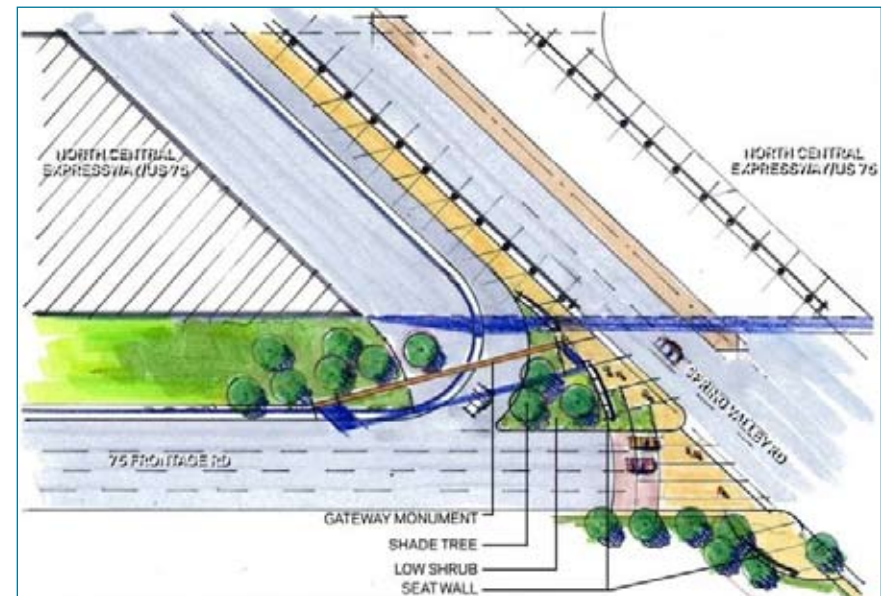
Stakeholders also expressed a desire for overhead utility service lines to be relocated underground. While costs associated with this type of relocation corridor-wide would be prohibitive, the placement of utilities underground could be achieved in a piecemeal manner as redevelopment of individual parcels occurs. Special care will be required in the selection of plant material and other streetscape elements in order to minimize conflicts with utilities both before and after relocation.



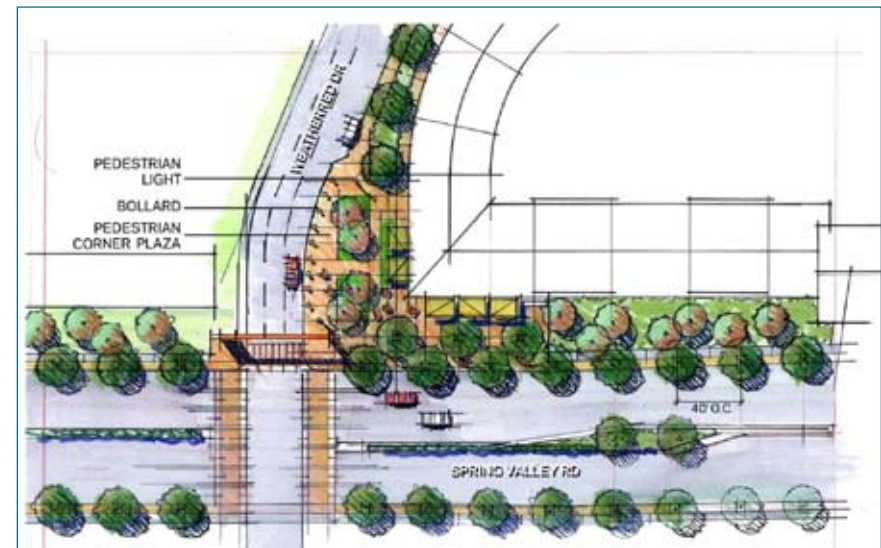
A hierarchy of gateways is also proposed for the Corridor. The intersections of West Spring Valley Road with US 75 and Coit Road would be ideal locations for gateway features. The gateway improvements envisioned for these locations would be monumental in nature and could be designed with a modern look and feel, using cast stone posts and beams with bases clad in the natural stone which has become a standard material in many of Richardson’s parks and on its bridge structures. Low walls of a similar natural stone material could extend from the base of each gateway into the surrounding landscape. Trees, groundcover, special paving areas and enhanced crosswalks would also be an important component of these gateways.

Neighborhood gateways are recommended at the intersections of West Spring Valley Road with St. Paul, Weathered Drive, Waterview Drive, and Waterfall Way. These would be constructed using the same family of materials and character as the corridor-wide gateways, but at a much smaller scale appropriate for announcing key entry points into surrounding neighborhoods.

Primary Corridor Gateway



Neighborhood Gateway





## Catalyst Concept 2: Continental Inn Site

Catalyst Site 2 is bounded by James Drive, Floyd Road and US 75. The site is adjacent to commercial development to the north and St. Paul Catholic Church on the west. This 5.87-acre site includes 10 parcels, the Continental Inn site being the keystone of any future redevelopment. While the Continental Inn site is one of the larger parcels in the West Spring Valley Study Area at 2.96 acres, the Consultant Team and the public discussed opportunities that redevelopment of the larger area would provide by establishing a new image for this key gateway the West Spring Valley Corridor and to residential neighborhoods to the north and west.

The future vision for this collection of properties includes a new mixed-use environment on the full block. Building faces could be established on James Drive, Floyd Road and US 75, giving the development a distinct, unified architectural character on all visible frontages. The land use mix of the new development could include ground floor retail and office with residential uses above. A key component to the new development might be a boutique hotel oriented towards US 75 to take advantage of its highway visibility. A new intersection configuration at Floyd Road would improve traffic circulation to the site, and provide one of several opportunities to establish pocket parks within the overall Study Area.





### Catalyst Concept 3: West Spring Valley/Weatherred Site

Catalyst Site 3 is located at the northeast corner of West Spring Valley Road and Weatherred Drive. The site is south of an 86-unit condominium complex and across Weatherred Drive from a 72-unit apartment complex. This catalyst site consists of two parcels that provide an opportunity for a 5+ acre redevelopment when combined. The parcel at the northeast corner of West Spring Valley and Weatherred Drive is currently occupied by a two-story, 56-unit apartment complex built in 1965. The second parcel, located to the east of the first, is presently vacant.

The future vision for this site consists of a new mixed-use environment with two- to four-story structures. The land use mix could include ground floor retail and office with residential

units above. The first phase of the redevelopment would be a new, retail-oriented roadway on the northern edge of the site, connecting Weatherred Drive on the west to St. Paul Drive on the east. This new retail street, referred to earlier as the backage road, would provide internal circulation, and relief from traffic on West Spring Valley Road. A second north/south road would be created along the east side of the vacant parcel, connecting the new retail street to West Spring Valley Road and establishing the basis of the block pattern for future phases of development on parcels to the east and northeast. The retail street is envisioned to be pedestrian-oriented and highly landscaped with on-street parking. Again, the “greening” vision for the overall West Spring Valley Corridor would be demonstrated in this catalyst concept with a pocket park at the intersection of the new retail street and Weatherred Drive and a new urban park on a portion of the Texas Performing Chinese Arts Center site to the north.



## Catalyst Concept 4: New Orleans Apartments Site

Catalyst Site 4 is located at the northeast corner of West Spring Valley Road and Waterview Drive. The site is located adjacent to single-family residential development to the north and Cottonwood Creek to the east. The potential of the proposed concept is evidenced by new townhome-style duplex residential development to the west. Redevelopment of this site, together with the recently completed duplexes, has the potential to reshape the image of the West Spring Valley Corridor between Cottonwood Creek and Hunt Branch, while also providing new development that is highly compatible with the single-family neighborhood to the north. This catalyst development site consists of 4.88 acres and currently contains 72 multi-family units constructed in 1961.

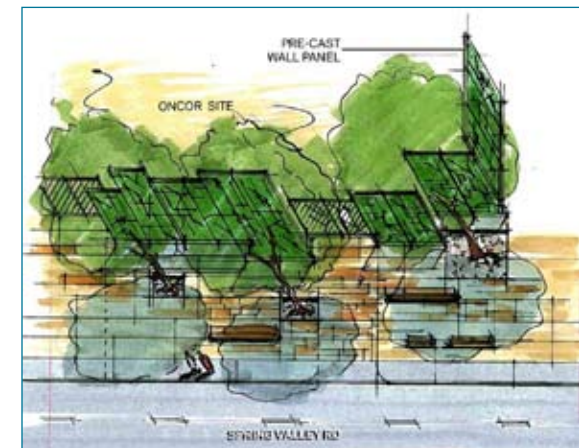
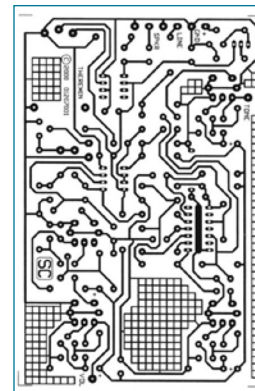
The future vision for this site consists of a new townhouse community with two- to three-story structures clustered around a residential loop road that circulates through the site. This new residential project would front on Waterview Drive and on a new park space located adjacent to Cottonwood Creek. The park area would feature a playground, picnic spot, trailhead and a scenic area along Cottonwood Creek that would link the neighborhood to the north with the West Spring Valley Corridor.





## Catalyst Concept 5: Oncor Substation Site

As described in the overview above, catalyst projects involve public and private investment, new development, redevelopment and urban design improvements. The Oncor Electric Substation is located on West Spring Valley Road at Hunt Branch Creek and is currently enclosed by a non-descript wall with limited landscaping on the outside. The vision for this area is to create an urban amenity for both pedestrians and motorists that is reflective of the culture and history of Richardson. The existing screening wall would be replaced with a new precast wall that could incorporate a design motif reminiscent of the look of the integrated circuit. Special paving, consisting of precast concrete pavers in an adjacent plaza area, could also reflect this technology theme. Benches and other site furnishings could be designed by local artists to reflect interpretations of the overall theme while providing both a stopping point along the Cottonwood Trail and a gathering spot for DART bus patrons. The creek crossing, located adjacent to a new sidewalk, could be celebrated with a gateway element that is in keeping with the design theme established by the proposed neighborhood gateways described earlier. Improvements such as these would serve to significantly enhance both the physical and perceived image of this portion of the West Spring Valley Corridor.



## Economic Feasibility

Project outcomes, including profitability, are influenced by a multitude of factors, including location, management, marketing and political support, among others. Because there are many “moving parts” to development, success is highly dependent on the elimination of as much uncertainty as possible. Challenges on the cost side of the equation include: significant variations in land prices, depending on market conditions and property owner expectations; on-site development costs, which vary based on existing conditions; off-site development costs, including necessary upgrades to existing infrastructure; higher financing costs due to perceptions of risk. Challenges on the revenue side include the fear that it may take longer to absorb space or achieve anticipated rents and/or sale prices in an unproven or changing market. All of these dynamics result in a relatively high-risk endeavor for a private entity. This is particularly true in infill and redeveloping locations within communities. This said, the level to which public sector requirements assist or impede development projects can decrease or increase some of the inherent variability and uncertainty.

Among the most significant challenges facing potential catalyst projects such as those presented here are:

- The level of market “education” required to achieve project rents at the high end of the market;
- Higher development costs associated with creating a “sense of place” unique enough to attract tenants willing to pay a premium to live/work there; and
- The ability to overcome investor perceptions of the projects’ location as a transitional area (e.g., a revitalizing corridor).

Presented below are preliminary economic analyses for each of the private sector catalyst concepts (2, 3, and 4). The purpose of this work was to provide the City and other advocacy organizations with the tools to “tell a story” of the West Spring Valley Corridor’s potential. The economic analyses begin to quantify the order of magnitude of any financial “gap” that might result from development and/or redevelopment of these or similar projects within the Study Area. In the case of the economic analyses presented here, final figures associated with actual projects will likely be different as conditions and markets change. Conclusions derived to date can best be used to understand the range and number of financing mechanisms and strategies which will be needed to deliver projects of these types to the market.



## ***Leveraged Investment***

One of the primary objectives of corridor revitalization is to leverage public investment to encourage private investment. As noted, public sector entities should expect a healthy return on any public investment made. The phase one catalyst concepts summarized herein have the potential to effectively leverage a high degree of private investment. As shown, in total, they have the potential to generate approximately \$85 million in new private investment and \$23.8 million in new public investment in the West Spring Valley Corridor Study Area, leveraging public investment at an average 3.5:1 ratio.

*“Plan for the long term, but manage for constant change in the short term.”*

*Urban Land Institute*

Following analyses of market conditions and identification of opportunities within a defined trade area came the challenge of outlining an implementable strategy for promoting investment throughout the Study Area. Implementation can be defined as “a means for accomplishing an end” or “an action to put into effect.”

As explained earlier in the report and during the Strategy process, no single project will revitalize the West Spring Valley Corridor. Rather, revitalization will be dependent on a series of actions designed to capitalize on market opportunities and overcome barriers, effectively readying the environment for investment. Key to successful implementation of the Reinvestment Strategy will be the ongoing identification and implementation of actions tailored to the unique issues of the Corridor and respective catalyst projects within the Study Area.<sup>1</sup> This approach will build community goodwill; provide on-going opportunities for public participation; allow special-interest groups to have a role in the revitalization effort; send a message that the area is successful and making positive strides;

<sup>1</sup> The definition of actions is broad as it applies here. It includes public, private or public-private physical projects; social programs and educational programs; public relations and goodwill-building programs; and policy reform identified to promote opportunities and overcome barriers.

and create an increasingly attractive environment for investment and development. Investors, developers and lenders seek out environments with market opportunity and prospects for success, devoid of obstacles and sound in sustainability.

## **Strategy Elements**

The range of actions identified to move the Strategy forward were selected based on a foundation of guiding principles. These guiding principles, while general in nature, are responsive to the conditions analysis, market opportunities, and catalyst concepts and (re)development programs and stakeholder input.

## **Guiding Principles**

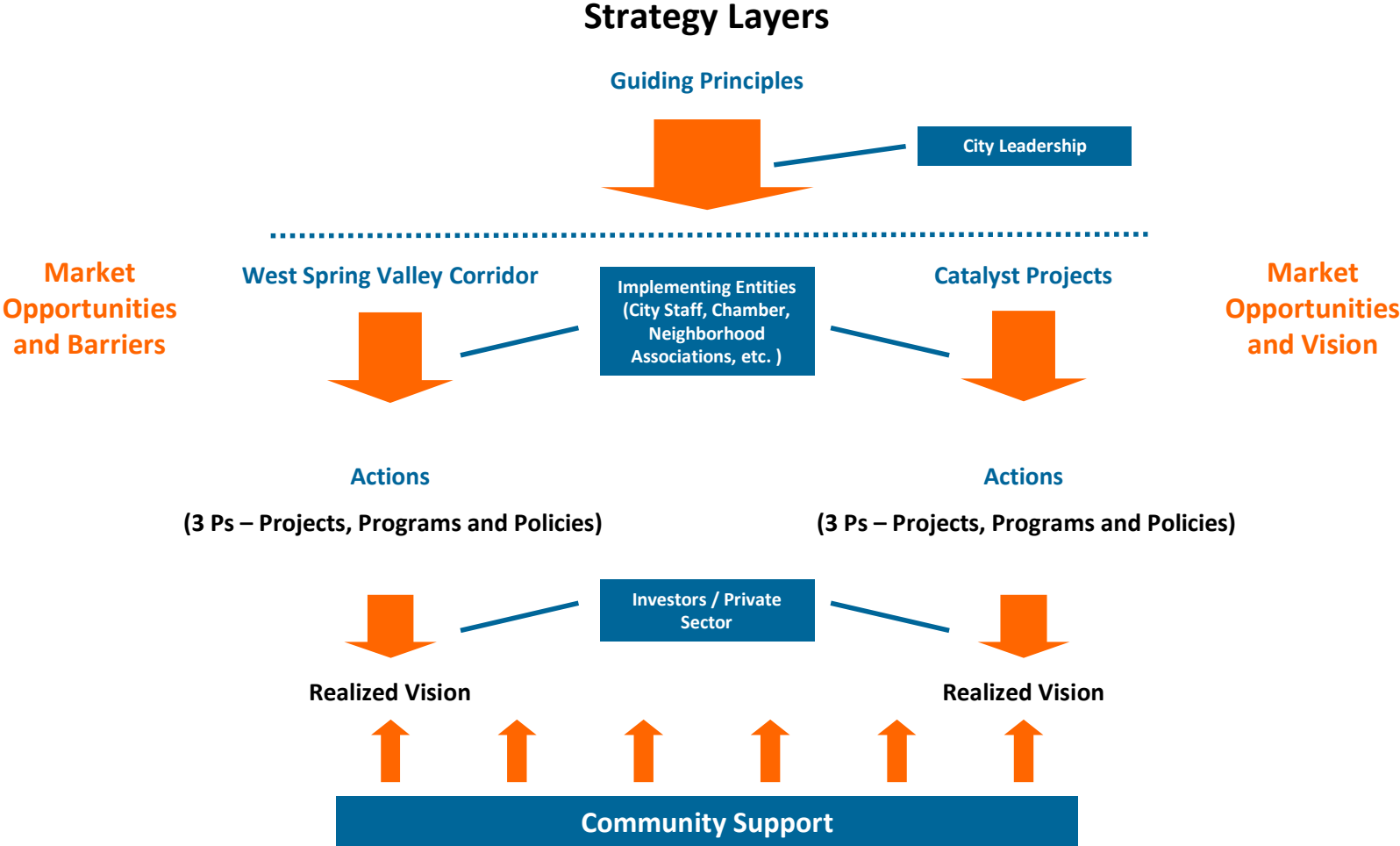
- Gateways to neighborhoods will be protected and enhanced.
- The City will maintain a proactive attitude towards redevelopment that is consistent with the vision for the Corridor.
- The community’s vision for the West Spring Valley Corridor will be reflected in supporting policies and regulations.
- Future commercial uses will be encouraged near major intersections.
- Development will be guided by short-term guidelines and long-term standards.
- Public commitment will be long-term.

- The City will provide assistance for eligible projects that have verifiable financing gaps (to the extent reasonable and possible), but for the minimum possible length of time.
- Preferences will be given to projects emphasizing a greater diversity of uses and serving broader market segments.
- Priority projects must either provide a leveraged financial return or a cost savings to the City.
- Developed and underdeveloped properties will be put into productive use.
- Capital investments will embody Richardson traditions and history.

As with the Plan goals and criteria, participants in the community meetings were invited to express their opinions regarding the appropriateness of each of the guiding principles to direct decisions and investments in the Corridor. The table to the right reflects a high level of support for the individual principles as well as the principles collectively. The principles are listed in descending order based on the level of concurrence (scale of 1 to 5, where 5 indicates the highest level of concurrence).

The City will maintain a pro-active attitude towards redevelopment which is consistent with the vision for the Corridor	4.6
Gateways to neighborhoods will be protected and enhanced	4.6
Development will be guided by short-term guidelines and long-term standards	4.4
Future commercial uses will be encouraged near major intersections	4.4
The community’s vision for the WSV Corridor will be reflected in supporting policies and regulations	4.3
Public commitments will be long-term	4.2
The City will provide assistance for eligible projects that have verifiable financing gaps (to the extent reasonable and possible), but for the minimum possible length of time	4.1
Preference will be given to projects emphasizing a greater diversity of uses and serving broader market segments	4.0
Priority projects must either provide a leveraged financial return or a cost savings to the City	3.8
Capital investments will embody Richardson traditions and history	3.7
Developed and underdeveloped properties will be put into productive use	3.7

As shown in the diagram here, these guiding principles establish the foundation from which new implementation initiatives (actions) were formulated. New initiatives that should be implemented within the Corridor are detailed in the discussion herein.





## Actions for Change

Because the challenges or barriers to investment are multifaceted, the solutions must be as well. The national trend of stagnating and declining inner ring suburbs and the corridors within them is evident, not just in Richardson, but throughout the U.S. Facing increasing competition from both development on the fringe and revitalizing downtowns, Richardson, as a community in-between, could experience a heightened decline in commercial property values and market share unless specific actions are taken. Together, the public and private sectors face the challenge of revitalizing the West Spring Valley Corridor. The competitive position of the Corridor will continue to be eroded unless there is a significant repositioning of its role in the market; restructuring of its physical layout; recognition of the economic challenges inherent in infill and corridor redevelopment; and aggressive recruitment of niche opportunities.

The West Spring Valley Corridor Reinvestment Strategy is the roadmap to advance the City’s and stakeholders’ vision towards reality and to ensure that redevelopment of the Corridor is accomplished in a way that balances private investment objectives with community sustainability. A discussion of potential actions/strategies to eliminate barriers to investment and capitalize on opportunities is laid out in the following pages. Ultimately, the City of Richardson, its Council, Commission, staff and citizenry will have to select a final course of action for change. The information presented here is designed to provide a range of actions for consideration and sound decision-making.

The discussion identifies six barrier categories—Change Market Perception; Expand Housing Choices; Green the Street; Build Connections; Stabilize Property Ownership; Grow the Funding Toolbox—as well as a Miscellaneous category for strategies that fall outside the other classifications. Each category title is followed by an explanation as to why the issue acts as a barrier to investment and/or reinvestment and a list of strategies from which to choose to address the issue. A further explanation of the remainder of the discussion is as follows:

- Strategy:** **Strategies/actions to resolve the barrier.**
- Intervention Level:** The extent to which the City proactively invests resources—dollars, staff time, political will, policy or regulatory changes, etc. (1 to 5, with 5 being the most aggressive).
- City Commitment:** Public resources needed to initiate the Strategy; potential for participation by another entity (public, private or other).
- Definitions:** Definition of key terms used to describe the Strategy.

Actions recommended for implementation during the 12 to 24 months following adoption of the Strategy have an asterisk (\*) following the title.

## Change Market Perception

One of the biggest challenges associated with urban redevelopment is addressing inaccurate information and negative market perceptions. People's memories can be unforgiving when it comes to their associations with certain areas. These perceptions are often further exacerbated by bad press and property owners' self-fulfilling prophecies about the potential of their neighborhood to become something else. With adoption of the West Spring Valley Corridor Reinvestment Strategy, it must be a new day in the minds of all advocates and stakeholders in the Study Area. Information generated during the planning process must be used to develop marketing and promotional materials which tell the whole story, past and present. Potential investors reside both within and outside the market. Many of them know nothing of the City's commitment to the Corridor, planned improvements, available incentives or consumer profiles. The City cannot wait for investors to look for an opportunity, and it cannot leave them to interpret generic information on their own since not all of the information is good or accurate. Communities and neighborhoods need to tell their own story.

**Strategy:** **Encourage the Formation of a Business Advocacy Association**

**Intervention Level:** 3

**City Commitment:** Staff time, perhaps with the support of a consultant, to organize property and business owners and assist with identification and creation of an appropriate organizational structure. Policy support. Once firmly established, the entity will be self-sustaining, but in the early years it might need assistance.

**Definitions:** **Advocacy Entity:** planning and management entity separate from governmental agencies responsible for designated areas; entity assumes promotion of an area, manages and coordinates its implementation, initiates actions to move area closer to its vision. Specific functions may include: monitor security matters; coordinate dissemination of market information; direct marketing and promotion. Note: The Association could evolve into either a Public Improvement District (PID) through a property owner initiative or Development Corporation, likely housed under a Chamber of Commerce or other economic development entity.

**Strategy:**            **Develop a “Clean and Safe” Program**

**Intervention Level:** 2

**City Commitment:** Staff time, perhaps with the support of a consultant, to organize property and business owners and assist with identification and creation of an appropriate organizational structure if not a City program. Ultimately, the program could be led by a partner entity.

**Definitions:**        **Clean and Safe Program:** program established, often in lieu of creation of a special district charged with doing the same, to advance programs to make an area clean and safe for businesses, resident-customers and visitors, at a level beyond the minimum municipal standard; program can be administered by either a department of the City or an association created for the program purpose (see “Encourage the Formation of a Business Advocacy Association”); most frequently geography-specific rather than city-wide.

**Strategy:**            **Regulatory Reform (Revise Zoning, Subdivision, and Development Codes) \***

**Intervention Level:** 4

**City Commitment:** Policy and regulatory support. Staff time, perhaps with the support of a consultant specializing in writing regulatory codes for infill environments. Dollars, whether general fund or from a dedicated revenue stream (TIF or special district), to finance consultant fees.

**Definitions:**        **Zoning Code:** device of land use planning used by local governments; typically characterized by the practice of designating permitted uses of land based on mapped zones which separate one set of land uses from another; may be use-based (regulating the uses to which land may be put), may regulate building height, lot coverage and similar characteristics or some combination of these. Note: It may be necessary to create a transitional zoning or overlay zoning in an effort to advance the vision of this Strategy prior to significant codes revisions taking place.

**Subdivision and Development Codes:** rules for design of commercial and residential neighborhoods, including: access requirements; lot size and dimensions; parking and open space requirements; certain building design standards.

**Strategy:** Educate Realtor Community \*

**Intervention Level:** 2

**City Commitment:** Staff time, working in partnership with other partner entities including the Chamber, to prepare materials, complete meeting logistics and identify and invite participants. Ultimately, the program could be led by a partner entity.

**Definitions:** **Educate:** share information, city-wide or area-specific, about market conditions, property opportunities, policy and plan initiatives, potential incentives, etc.; frequency can be monthly, quarterly, semi-annually, or annually; audience should be regional (rather than city-specific); meeting can be a breakfast, lunch, dinner or some other format.

**Strategy:** Conduct Periodic Workshops to Educate DFW Developers and Lenders \*

(see “Educate Realtor Community”)

**Intervention Level:** 2

**City Commitment:** Staff time, working in partnership with other partner entities including the Chamber, to prepare materials, complete meeting logistics, and identify and invite participants. Ultimately the program could be led by a partner entity.

**Definitions:** **Educate:** see definition under “Educate Realtor Community”



**Strategy:**            **Enhance Public Safety Presence  
(programs and policies) \***

**Intervention Level:** 4

**City Commitment:** Dollars, whether general fund or from a dedicated revenue stream (TIF or special district), to institute new programs or provide a facility for public safety operations. Policy support.

**Definitions:**        **Public Safety Presence:** presence of public safety (police and fire) personnel in an area in an effort to increase the sense of safety and security; methods can include enhanced communications, tracking of fire and crime statistics, partnering with advocacy organizations, etc.

## Diversify the Retail Mix

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 requires that retailers and property owners constantly reposition themselves. Changes in retail are the result of changes in consumer behavior brought about by demographic shifts, advances in technology and expanded shopping choices.

Properties within commercial corridors and other inner ring and central city retail locations are rarely able to respond quickly to changes in the market, instantly putting them at a competitive disadvantage with their greenfield competitors. Due to regulatory and financial obstacles, these properties lag behind the curve and therefore tend to attract few credit tenants and, more often than not, second-generation space users. Retail space in urban environments is further plagued by misperceptions about the extent of urban buying power and social problems, including higher crime rates, the presence of persons engaged in illegal/undesirable activities and greater inconsistencies in how properties are maintained, all issues which lead to higher insurance costs and a less competitive financial position for retailers.

### Strategy:

## Monitor Market Conditions (business and market database)

Intervention Level: 3

### City Commitment:

Staff time, perhaps with the support of a consultant, to research market conditions and incorporate the findings into a format easy to duplicate and distribute. Ultimately the program could be led by a partner entity.

### Definitions:

**Market Conditions:** characteristics including: residential and non-residential vacancies; rental rates; land prices; incentives; absorption levels; demographics; psychographics; and other factors of relevance to potential investors.

**Strategy:**            **Develop Targeted Marketing Materials**

**Intervention Level:** 3

**City Commitment:** Staff time, perhaps with the support of a consultant, to research and prepare marketing materials. Ultimately the program could be led by a partner entity.

**Definitions:**        **Targeted Marketing Materials:** information packaged in a format easy to duplicate and distribute, highlighting data of particular relevance to a variety of target audiences who might be interested in investing in the community or a specific area of the community.

**Strategy:**            **Formulate a Tenanting Strategy for Retail Recruitment**

**Intervention Level:** 4

**City Commitment:** Staff time to retain a commercial specialist. Dollars, whether general fund or from a dedicated revenue stream (TIF or special district), to finance consultant fees. Ultimately the program could be led by a partner entity.

**Definitions:**        **Tenanting Strategy:** tool which provides clear direction about the kinds of businesses and uses a commercial area needs in order to attract desired consumers and retain viable businesses, along with ways to market the area as a viable location for doing business.

**Strategy:**            **Solicit Matching Grant Dollars for Reinvestment**

**Intervention Level:** 3

**City Commitment:** Staff time associated with identifying and soliciting funds. City commitment of matching dollars. Ultimately the program could be led by a partner entity.

**Definitions:**    **Matching Grant Dollars:** award of financial assistance in the form of money by a government entity to an eligible grantee with no expectation that the funds will be paid back; does not include technical assistance, which provides services instead of money, or other assistance in the form of revenue-sharing, loans, loan guarantees, interest subsidies, insurance or direct appropriations; once obtained, the entity that solicited the dollars agrees to match the amount (or some portion of the amount), thereby growing the dollars available.

**Strategy:**            **Conduct Case Study Research Regarding Retail Incubators \***

**Intervention Level:** 2

**City Commitment:** Staff time, perhaps with the support of a consultant, to research successful retail incubator projects and possibly identify developers/landowners and candidate businesses. Dollars, whether general fund or from a dedicated revenue stream (TIF or special district), to finance consultant fees. Ongoing operation of the facility would be led by a partner entity.

**Definitions:**    **Retail Incubator:** facility designed to grow (or incubate) new retail or service users; concept is intended to house new entrepreneurs as they develop their businesses with the intent of preparing them to launch on their own once they are viable; qualifying businesses in the incubator pay below-market rates and share resources with other entrepreneurial businesses. Construction of new facilities or subsidy to existing space is financed through a dedicated revenue stream.



## Expand Housing Choices

Two significant challenges to corridor revitalization are over-zoning and a lack of diversity among land uses. Few markets have enough depth to support the amount of commercial space zoned within their commercial corridors. With too much of a single-use, one-dimensional form of development, an area loses the opportunity for place-making and the character, diversity and vitality which come with it.

Residential development in particular, along corridors and within catalyst areas, provides numerous benefits for these otherwise linear and low-density environments. Residences effectively increase the number and type of households that support desired retail. In addition, they diversify the land use base, introduce a new and unique housing product to the market and promote a 24-hour environment on the street. In combination with office and other employment-generating uses, residential units provide the missing element of a live/work environment. While the West Spring Valley Corridor currently includes a number of residential units, there is essentially too much of the same type, largely serving only a few groups. It will be essential in the context of this revitalization effort to diversify the residential base, which will in turn serve to diversify the commercial base and correspondingly better serve the neighborhoods beyond the Corridor and throughout the community.

**Strategy:** Promote Mixed-Use Development \*

**Intervention Level:** 3

**City Commitment:** Policy and regulatory support.

**Definitions:** **Mixed-Use Development:** practice of allowing more than one type of use in a single building or set of buildings (development project); in planning terms, this can mean some combination of residential, commercial, industrial, office, institutional or other land uses integrated vertically and/or horizontally.

**Strategy:** Prepare a Set of Housing “Prototypes” \*

**Intervention Level:** 4

**City Commitment:** Dollars, whether general fund or from a dedicated revenue stream (TIF or special district), to employ an architect to prepare prototypical drawings. Staff time to take the concepts through public approvals. Policy and regulatory support.

**Definitions:** **Housing Prototypes:** set of drawings of desired housing forms that do not exist today, taken through a limited public approval process (knowing refinement will be required once a developer is identified) in an effort to save time and money associated with entitlements and to educate the delivery system (property owners, developers, lenders, public officials, community at-large, etc.) about the ability to develop/value of developing an unproven product type.

**Strategy:** Assemble/Promote Assembly of Properties \*

**Intervention Level:** 5

**City Commitment:** Dollars, whether general fund or from a dedicated revenue stream (TIF or special district), to finance land acquisition. Policy support. Possible creation of an entity (i.e., development corporation) through which parcels are acquired and positioned for development by another entity. When and if established, this effort could be led by a partner entity.

**Definitions:** **Land Assembly:** assembly/acquisition of property by a public, private or non-profit entity in an effort to position it for development of larger projects; can happen through various means, including purchase of properties or vacation and/or rerouting of streets, alleys, etc.; when public sector is involved, its role can be as agent of the acquisition or as facilitator; public sector actions are subject to limitations under state law.

**Strategy:** **Explore Residential Mortgage Matching Fund Programs**

**Intervention Level:** 4

**City Commitment:** Staff time, perhaps with the assistance of a consultant, to identify programs and solicit participation by various lenders. Ultimately this effort could be led by a partner entity.

**Definitions:** **Mortgage Programs:** financing programs for homebuyers with specific qualifications (income restrictions, employment category, first time or move-up); funds can be pooled with revenue from other lending sources or matched with public dollars; public sector can subordinate loans; when established preemptively, public sector is in a position to assist developers of pioneering projects by expediting sales activity.

**Strategy:** **Recruit Developer to Implement a Catalyst Project that Includes Housing \***  
(see also “Catalyst Concepts” discussion in the Framework section of this report)

**Intervention Level:** 5

**City Commitment:** Staff time to solicit and/or recruit developer interest in advancing a catalyst project in a designated area. Dollars, whether general fund or from a dedicated revenue stream (TIF or special district), to provide a monetary incentive (in the form of discounted land, subordination or other) to participate in the construction of the project. Staff time associated with identifying a private sector developer partner. Policy and regulatory support.

**Definitions:** **Demonstration Project:** public-private effort whereby public sector contributes land, financing or the like and private sector (developer) contributes expertise and money to jointly develop a housing project that does not currently exist in the subject area; designed to educate the delivery system (property owners, developers, lenders, public officials, community at-large, etc.) on the value of developing a specific product type.

## Green the Street

Construction in any form—whether it be new building development or redevelopment, roadway narrowing or widening, gateway and streetscape improvements—is a sign that the community is invested and that progress is being made. The challenges of dealing with construction in an urban business environment come before, during and after completion of the project. While progress is good, it comes with a price, and in a corridor or Main Street environment, that price is often borne by the local merchant. The good news is that the environment that is ultimately created provides significant value for property owners.

Most commercial streets have developed over time with the automobile in mind. Redevelopment of the street provides an opportunity for engineers and business owners/operators to interface and work towards design and capacity solutions with everyone’s interests in mind. Traffic engineering principles alone should not rule the street. Retail streets must balance the needs of the pedestrian, the bicycle and the automobile. Traffic must be calmed and pedestrian amenities must be added for successful shopping streets to be rebuilt.

### Strategy:

## Complete Open/Public Space Overlay Plan

Intervention Level: 5

### City Commitment:

Staff time, perhaps with the support of a consultant, to prepare detailed drawings related to properties to be acquired, set aside and programmed. Dollars, whether general fund or from a dedicated revenue stream (TIF or special district), to acquire and possibly maintain land for public purposes or assist private entities with acquisition.

### Definitions:

**Open/Public Space Overlay Plan:** designation superimposed on one or more existing districts; designed to protect or enhance an area’s special qualities (open/public spaces); 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 may include trade-offs/incentives in development plans, such as density bonuses and/or modified requirements in exchange for public amenities.



**Strategy:** **Landscape Surface Parking Lots**

**Intervention Level:** 4

**City Commitment:** Modification to development regulations regarding public realm, i.e., streetscape standards or requirements for landscaping internal to parking lots, to place more emphasis on landscaping and less on asphalt.

**Definitions:** **Surface Lot:** parking lot on a single level, at-grade, most frequently paved and with a modest level of landscaping (in contrast to a structured or below-ground parking facility); used by a range of motor vehicles; least expensive to construct.

**Strategy:** **Establish Consistent Lighting Standards**  
(see also “Establish Consistent Streetscape Standards”)

**Intervention Level:** 4

**City Commitment:** Modification to development regulations regarding lighting within and impacting the public realm, i.e., streetscape standards and lighting on private property. Note: It is important that Public Safety officers work with urban design professionals to ensure that lighting improvements accomplish multiple objectives (safety and aesthetics).

**Definitions:** **Lighting Standards:** standards and specifications for lighting on private property (responsibility of the individual owner) as well as lighting in the public realm (responsibility of the City); should address illumination and energy-efficiency standards as well as lighting design.

**Strategy:**            **Establish Consistent Streetscape Standards**

**Intervention Level:** 3

**City Commitment:** Policy support for a desired level of improvements in the public realm. Modify zoning/development standards to reflect same. Staff time, perhaps with the support of a consultant, to prepare standards. Dollars, whether general fund or from a dedicated revenue stream (TIF or special district), to pay consultant fees and finance improvements in the public realm and offset expense to private property owners related to higher standards for improvements.

**Definitions:**        **Streetscape Standards:** definition given to the materials used, design and location of improvements in the area between buildings that is occupied by the public street right-of-way and related street, sidewalk and landscaping improvements; among the most important urban design features because their appearance, character and impressions establish the public image and serve to create the place.

**Strategy:**            **Use Streetscape to Connect Commercial and Residential Uses**

(see also “Establish Consistent Streetscape Standards” and “Complete Open/Public Space Overlay Plan”)

**Intervention Level:** 4

**City Commitment:** Policy support.

**Definitions:**        **Buffering and Connecting Uses:** designing an enhanced public realm while being mindful of compatibility between environments and uses, transitioning appropriately as necessary; connecting activity areas with multi-modal improvements.

**Strategy:**            **Consider Applicability of an “Adopt a Block” Program**

**Intervention Level:** 2

**City Commitment:** Staff time associated with establishing the program, likely with the support of another partner entity (see “Encourage the Formation of Business Advocacy Association” in the Change Market Perception section). Ultimately the program could be association-sector led.

**Definitions:**        **Adopt a Block Program:** similar to the “Adopt a Highway” program, system where organizations and/or individuals commit to maintain and/or improve a small portion of a larger area. Participants could include schools, chambers of commerce, business organizations, senior associations. The outcome of a program like this can be a heightened level of awareness and perceived “ownership” in the success of the area.

## Build Connections

There are three “environments” which require attention in any redevelopment effort—the environment on the street, beyond the street and in the buildings. The environment beyond the street extends from the curb to the building edge; this is where the experience happens. Some of the issues which need to be addressed in this environment include: the width and appearance of sidewalks; the size and function of landscaping; the look and location of signage; the purpose of lighting; and where these environments lead. As much as the coffee house, church or a park are the “third” place for people—where they don’t work or live, but come together to be a community—so is this environment beyond the street. When well conceived and delivered, it will connect people to all its parts. The West Spring Valley Study Area has some of the required elements of an urban neighborhood, but when combined with what lies beyond the Corridor, including a number of stable established neighborhoods, it has more. The challenge is to combine and connect these elements.

**Strategy:** **Complete Inter-Local Agreements (ILAs) with Partner Entities (particularly City of Dallas participation in improvements and maintenance along the West Spring Valley Corridor) \***

**Intervention Level:** 4

**City Commitment:** Policy and legal support to prepare agreements and negotiate terms.

**Definitions:** **Inter-Local Agreement:** an agreement between governments or other agencies allowing them to cooperate with one another in the performance of specific tasks to achieve economies of scale and reduce duplication of effort.

**Partner Entities:** any organization or individual—public, private or non-profit—with which the City of Richardson elects to establish either a formal or informal partnership.



**Strategy:** **Investigate the Establishment of a Revenue-Sharing District (with Dallas)**

**Intervention Level:** 5

**City Commitment:** Policy and legal support to establish district overlay and negotiate terms.

**Definitions:** **Revenue-Sharing District:** technique whereby a community designates revenues (i.e., TIF) to be used in combination with similarly designated revenues from another community or entity for improvements to shared assets.

**Strategy:** **Continue to Plan for Alternative Modes of Transportation**

**Intervention Level:** 3

**City Commitment:** Staff time, perhaps with the support of a consultant, to prepare plans and construction drawings for roadway and other pathway improvements. Dollars, whether general fund or from a dedicated revenue stream (TIF or special district), to finance improvements.

**Definitions:** **Alternative Modes of Transportation:** methods of moving people other than automobiles, including: bicycles; trails; sidewalks; trolleys; buses; trains; etc. A specific application in the context of this effort might be continuation of the Cottonwood Trail.

**Strategy:** **Continue to Solicit Federal Transit Administration (FTA) Funding for Transportation Enhancements \***

**Intervention Level:** 3

**City Commitment:** Staff time associated with identifying and soliciting funds; providing City's share (match) for project costs.

**Definitions:** **FTA Funding:** flexible, legislatively-specified funds that may be used either for transit or highway purposes; Intermodal Surface Transportation Efficiency Act of 1999 (ISTEA) was continued with the Transportation Equity Act for the 21st Century (TEA-21); flexibility allows a community to use certain federal surface transportation funds based on local planning priorities, not on a restrictive definition of program eligibility. Flexible funds include Federal Highway Administration (FHWA) Surface Transportation Program (STP) funds and Congestion Mitigation and Air Quality Improvement Program (CMAQ) funds as well as Federal Transit Administration (FTA) Urban Formula Funds.

Since the enactment of ISTEA, FHWA funds transferred to the FTA have provided a substantial new source of funds for transit projects. When FHWA funds are transferred to FTA, they can be used for a variety of transit improvements such as: new fixed guideway projects; bus purchases; construction and rehabilitation of rail stations; maintenance facility construction and renovations; alternatively-fueled bus purchases; bus transfer facilities; multi-modal transportation centers; and advanced technology fare collection systems.

FTA dollars are administered through area Councils of Government, in this case, the North Central Texas Council of Governments (NCTCOG).

**Strategy:** **Revise Transportation Plan**

**Intervention Level:** 3

**City Commitment:** Staff time, possibly with the support of a consultant, to prepare the plan. Dollars, whether general fund or from a dedicated revenue stream (TIF or special district), to pay the consultant’s fees. Policy support. Possible dedication of dollars to finance recommended public improvements.

**Definitions:** **Transportation Plan:** regulatory document adopted by the city government to direct the development of transportation infrastructure; dictates location and type of roadways as well as location of rail transit lines, stations and other significant transportation facilities; serves as the basis for right-of-way acquisitions during the subdivision and land development process.

**Strategy:** **Design and Build Gateway Improvements \***  
(see also “Catalyst Concepts” discussion in the Framework chapter)

**Intervention Level:** 4

**City Commitment:** Dollars, whether general fund or from a dedicated revenue stream (TIF or special district), to employ an urban designer specializing in gateway designs and to finance improvements.

**Definitions:** **Gateway Improvements:** a variety of improvements (signage, public art, pavement, streetscape and other constructed elements) that serve to announce to passersby that they have arrived at a specific place; for this application, continue and expand current city program.

- Strategy:** **Prepare and Implement Wayfinding Program**
- Intervention Level:** 3
- City Commitment:** Dollars, whether general fund or from a dedicated revenue stream (TIF or special district), to employ an urban designer specializing in signage and wayfinding design and to finance improvements.
- Definitions:** **Wayfinding Program:** comprehensive informational and directional signage program; can include or incorporate: architectural and landscape elements (landmarks); signs and information components (ranging from street signs to kiosks); maps and websites (printed and electronic media); and people as guides (from taxi/bus drivers to local residents on the street).



## Stabilize Property Ownership

The focus of most corridor redevelopment efforts is on the attraction of desired retail to the street. While this is an important aspect of a larger initiative, equally important is stabilization of the area’s housing stock and growth in its ownership profile. Successful retail depends on successful residential neighborhoods. In order for retail to succeed in the urban environment, the residential profile being served by that retail must be represented in its trade area at a level sufficient to support multiple storefronts. These residents are found in high-, medium- and low-income brackets and are part of many ethnic groups. Their value is in their commitment to the businesses on “their street.” At the end of the day, the quality and amount of residential development will dictate what type of retail tenant will be interested in leasing or owning space.

**Strategy:** **Develop a Strategy to Eliminate “Use by Right” for Non-Conforming Properties/ Uses \***

**Intervention Level:** 4

**City Commitment:** Policy/legal support.

**Definitions:** **Use by Right and Non-Conforming Property/ Use:** a use by right is one permitted in a zoning district and therefore not subject to special review and approval by a local government; a non-conforming use is a use of property and structures in a manner inconsistent with the zoning district regulations where the property is located;

In this application, the City of Richardson would adopt regulations that either eliminate or phase out (amortize) an existing use that is undesirable and not consistent with the existing current zoning. An interim strategy may be required pending adoption of the new zoning regulations.

**Strategy:** **Continue to Assist with Demolition of Properties (associated with redevelopment projects)**

**Intervention Level:** 4

**City Commitment:** Staff time associated with identifying and soliciting funds. Dollars, whether general fund or from a dedicated revenue stream (TIF or special district), to finance demolition.

**Definitions:** **Assist with Demolition:** In this application, the City of Richardson would provide financial assistance to private property interests for the demolition of existing improvements that will not be included in the redevelopment.

**Strategy:** **Solicit Intermediary Organizations for Patient Capital Sources \***

**Intervention Level:** 4

**City Commitment:** Staff time associated with identifying and soliciting funds.

**Definitions:** **Patient Capital:** long-term capital. With patient capital, the investor is willing to make a financial investment in a business venture with no expectation of turning a quick profit. Instead, the investor is willing to forego an immediate return in anticipation of more substantial returns in the future; it may take the form of equity, debt, loan guarantees or other financial instruments.

The source of capital may be philanthropy, investment capital or some combination of the two. Patient capital is not a grant; it is an investment intended to return its principal plus (below market-rate) interest. It does not seek to maximize financial returns to investors; rather it seeks to maximize social impact and to catalyze the creation of markets to combat poverty. On the spectrum of capital available to both non-profits and for-profits, patient capital sits between traditional venture capital and traditional philanthropy. Note: Whereas the City of Richardson is not permitted to own stock, an intermediary entity would need to be used in order for the City to provide funding for this purpose.

**Strategy:** Continue to Apply Minimum Urban Standards Ordinance Where Appropriate \*

**Intervention Level:** 4

**City Commitment:** Policy/legal support; dedication (earmark) of dollars for maintenance/demolition costs; staff time associated with retaining contractors for demolition work and marketing properties.

**Definitions:** **Minimum Urban Standards Ordinance:** ordinance granting a municipality the right to require owners to maintain their property consistent with current health and safety standards and, in the event the property owner elects not to make the appropriate improvements, to cause the work to be done and charge the expenses as a lien against the property or recover the expense in some other legal manner or to demolish the substandard improvements because of abandonment or severe lack of maintenance; for this strategy, continue to apply current city ordinance in appropriate situations.

## Grow the Funding Tool Box

A lack of money is sometimes considered the most obvious barrier to advancement of a community redevelopment plan. Comprehensive and area-specific planning in the City of Richardson comes at a time when demands on local government are high and resources are low. The responsibility for implementing reinvestment strategies and the many public projects that contribute to the evolution of aging or underperforming areas of a community has historically been borne predominantly by the public sector and success depends on creativity and multiple solutions. Some communities consider adoption of governing regulations (tools such as the comprehensive plan, zoning ordinances, design review/overlay regulations, etc.) to be the beginning and end of their implementation strategy. While these tools are necessary, they are only one component of the overall implementation process. Implementation, as presented here, is much more comprehensive in scope and includes considerably more than just a design for the City's regulatory agenda.

The City of Richardson, like every other local government that has attempted to revitalize an important segment of its community, must be able to provide the broadest possible range of resources, including, at a minimum, assistance with site acquisition and building and facade improvements; start-up capital; relocation assistance; business counseling; etc. Following is a list of potential tools which could provide either a direct or indirect economic benefit to projects in the West Spring Valley Corridor.

**Intervention Level:** Variable, 1 to 5

**City Commitment:** Policy support, revised regulations, dedicated funding streams, matching dollars, staff time and, for some strategies, monetary project participation.

**Definitions:** **Community Reinvestment Act (CRA):** 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 interest rate; institutions earmark a percent of their lending dollars for this program.

**Escrow Dollars:** local entity, agency or government designates (escrows) revenue from a specific source for use in a specified location and/or for a specific purpose; dollars can be used as matching funds. A source of revenue could include returns from a public-private project over and above a pre-negotiated preferred return. Note also: **Tax Increment Financing (TIF).**

**Fee Waivers:** agreement by the municipal government to waive fees associated with certain types of development or redevelopment in specific areas of a community.

**Grants:** dollars requested and awarded for use by specified individuals or organizations consistent with the requirements of the funding source for the purpose of advancing specific activities; sales tax refunds could be considered a form of grant since they act as incentives and do not require repayment.

**Improvement Districts:** both an organizing and financing technique for area revitalization; property owner initiated; district provides stable stream of income for activities and projects considered special to the area or in addition to general municipal services. Districts (e.g., Public Improvement District [PID], Business Improvement District [BID]) are a vehicle for providing additional services for a fee (assessment) and do not substitute for services funded through traditional tax revenues.

**Infrastructure Cost Participation:** cost of infrastructure (either on-site or off-site) shared by developer and/or property owner with a public (city, county), private (developer) or semi-private organization, which will benefit from its availability; can be offered through a formal program or on a case-by-case basis; for this strategy, continue and expand current city program.

**Land Write-Downs (or Donation):** 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; sources for land contributions may include property acquired by a city through fee simple transactions and/or foreclosures.

**Loan Pools:** several lending organizations contributing financing to a project or projects, thus sharing risk; an amount of capital pledged by different entities for use by businesses or developers based on a set of agreed-upon goals or other criteria; pledges can be in the form of loans, letters of commitment or other financial instruments; pool can be organized formally or on a case-by-case basis.

**Low Interest Loans:** loans for construction, acquisition, operation, etc. offered to qualifying individuals or organizations at a preferred interest rate.

**Matching Funds:** see under “Escrow Dollars”

**Patient Capital (foundation dollars):** see “Solicit Intermediary Organizations for Patient Capital Sources” under Stabilize Property Ownership



**Revenue Bonds:** bonds issued based on the secure revenue stream from a project, such as parking fees resulting from construction of a parking structure (or some other item of public benefit); may be issued and repaid by the anticipated revenue which results from the improvement that was funded.

**Revenue Sharing:** see “Investigate Establishment of a Revenue-Sharing District (with Dallas)” under Build Connections

**Streamlined Approvals:** facilitate a timely approvals process for (re)development projects meeting certain criteria or located in a specific area; continue and expand existing city process as appropriate.

**Subordination:** guarantee by a public (city, county), private (lender) or semi-private organization to the lending organization that in the event of default, debt service will be paid; an ongoing obligation to assume funding of a liability; should only be offered if obligation did not expose or compromise other projects.

**Tax Credits:** amounts of money considered to have been paid towards taxes; given by government entities to reduce or redistribute taxes or to encourage certain types of activity or investment.

In this context, the City of Richardson would support applications for tax credits by partner entities, the funds of which would be used to advance projects in a specified area.

**Tax Increment Financing (TIF):** \* funding of improvements within a geographical area (the TIF District) obtained from increases in regular tax revenues that arise from new development within the district boundaries; 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 payment of debt service or actual increase is allocated to an administering agency directly to finance redevelopment activities.

Note also: **Escrowed TIF Dollars:** \* percentage of TIF dollars in an established district for use in a specific subarea; would require a policy decision of the board of directors of the TIF district.

**Transportation Funds (Federal and Regional):** construction of highway program projects (federally-funded), potentially over a period of several years, and possibly with an initial obligation in one year and more obligations or de-obligations in subsequent years; various types of projects (e.g., bicycle trails, pedestrian improvements) may have funds obligated under different funding programs.

## Miscellaneous

While the majority of the strategies identified as potential tools for implementing the desired changes in the Corridor fit into one of the categories (Change Market Perception, Diversify the Retail Mix, etc.), others are not as easily classified. Nonetheless, these actions could make significant contributions to a revitalized West Spring Valley Corridor.

**Strategy:**

### Regulatory Reform

(see also “Revise Zoning, Subdivision and Development Codes” under Change Market Perception and “Revise Transportation Plan”)

**Intervention Level:** 4

**City Commitment:** Staff time, possibly with the support of a consultant, to review and revise ordinances. Dollars, whether general fund or from a dedicated revenue stream (TIF or special district), to pay the consultant.

**Definitions:** **Regulatory Reform:** initiative by government to amend existing regulatory documents to be responsive to prevailing market and economic conditions or other changing patterns.

**Strategy: Minimize Curb Cuts****Intervention Level:** 4**City Commitment:** Policy support and staff time associated with discussing possible closures with the roadway oversight entity (e.g., Texas Department of Transportation [TXDOT]).**Definitions:** **Curb Cuts:** area of a sidewalk or curb that is removed and replaced with a ramp or flat space to enable vehicular, wheelchair, bicycle or other access; because too many curb cuts on a commercial corridor can have a negative impact on the pedestrian or non-vehicular environment, the number should be minimized and access between properties should be coordinated and encouraged; continue current City practice.**Strategy: Prepare Parking Strategy****Intervention Level:** 4**City Commitment:** Staff time, with the support of a consultant, to prepare the strategy. Dollars, whether general fund or from a dedicated revenue stream (TIF or special district), to pay the consultant's fees. Policy support. Possible dedication of dollars to finance public parking improvements.**Definitions:** **Parking Strategy:** program involving various policies and programs that combine to result in the more efficient use of parking resources; strategy may include multiple components such as: assessment of problems with current parking planning, evaluation of the costs of parking facilities and potential savings from improved management; description of specific parking management options and how they can be implemented; discussion of planning and evaluation issues; and strategy for developing optimal parking management in a particular situation or setting.

<b>Strategy:</b>	<b>Establish Sustainability Goals</b>
<b>Intervention Level:</b>	4
<b>City Commitment:</b>	Policy and regulatory support. Possible financial incentives to encourage advancement of goals.
<b>Definitions:</b>	<b>Sustainability Goals:</b> community-wide or area-specific sustainability goals, to include: individual health (wellness); shelter (ample housing choice); food security; access and mobility; education and skills; economic vibrancy; materials management; water efficiency; ecosystem integrity; energy and climate (carbon neutral); social equity; identity and culture; etc.

## Conclusion

The West Spring Valley Reinvestment Strategy, the roadmap for advancing the City’s vision towards reality, is aimed at ensuring that redevelopment of the Corridor balances private investment objectives with community sustainability. It has been developed to articulate a vision, concept and strategy for the future use and (re)development of properties in the Corridor. The analyses and recommendations presented herein are intended to assist the City and property/business owners in the Study Area with identifying and implementing projects, programs and policies and funding options for the investment necessary to serve future development initiatives. Further, it identifies specific objectives and strategies that will make this vital gateway to the community a better place to live, conduct business, shop and visit.

This Strategy is based on a realistic understanding of physical and market conditions and is intended to be responsive to the needs and desires of the City and property interests. Together, the public and private sectors face the challenge of advancing the Corridor “address” defined herein. The purpose of this document is to serve as the guidepost for those efforts; individual recommendations will require further study and evaluation. The Strategy should be revisited and amended as more is learned about the market and the challenges to investment in the Study Area. Success will depend on committed, on-going leadership; collaboration among the advocacy entities; coordination of multiple initiatives; removal of barriers to investment; and continuing communication between all of the affected parties.

## ***Implementation Matrix***

The following matrix matches the barriers to investment, identified during the focus groups and interviews early in the project, with the menu of implementation options available to address these challenges. The matrix divides the barriers into several categories—Market Barriers; Physical Barriers; Financial Barriers; Regulatory Barriers; Political Barriers—and devotes one set of pages to each category. The table lists the Barriers Addressed on the left side of the page and the Strategies across the top. To identify the strategies that could potentially respond to each of the barriers, read across the page from left to right.



## Market Barriers

Category	Change Market Perception						Diversify Retail Mix					Expand Housing Choices					Green the Street					
Strategy	Encourage the Formation of a Business Advocacy Association	Develop a "Clean and Safe" Program	Regulatory Reform (Revise Zoning, Subdivision and Development Codes)	Educate Realtor Community	Conduct Periodic Workshops with Developers/Lenders	Enhance Public Safety Presence	Monitor Market Conditions	Develop Targeted Marketing Materials	Formulate a Tenanting Strategy for Retail Recruitment	Solicit Matching Grant Dollars for Reinvestment	Conduct Case Study Research Regarding Retail Incubators	Promote Mixed-Use Development	Prepare a Set of Housing "Prototypes"	Assemble/Promote Assembly of Properties	Explore Residential Mortgage Matching Fund Programs	Recruit Developer to Implement a Catalyst Project (including Housing)	Complete Open/Public Space Overlay Plan	Landscape Surface Parking Lots	Establish Consistent Lighting Standards	Establish Consistent Streetscape Standards	Use Streetscape to Connect Commercial and Residential Uses	Consider Applicability of an "Adopt a Block" Program
Level of Intervention	3	2	4	2	2	4	3	3	4	3	2	3	4	5	4	5	5	4	4	3	4	2
Barriers Addressed																						
Lack of "brand" or "address"								X											X	X		
Concentration of stores that address current demographics									X		X	X										
"Thin" demographics				X	X		X															
Concentration of multi-family rental vs. ownership units (residential)												X	X									
Ethnic concentration of commercial offerings			X				X	X														
Poor perception of Corridor by consumers and investors		X	X	X	X		X	X				X					X	X	X	X	X	X
Commercial property crime		X				X						X					X	X		X		
Limited investment and/or reinvestment in properties						X	X		X			X	X	X	X	X	X		X	X		
Few examples of successful market-rate ownership products (residential)												X	X		X	X						
Potential to serve broader range of market segments (residential and non-residential)				X	X		X	X	X		X	X		X	X	X						
Vacant and under-utilized parcels			X	X	X		X	X	X			X	X	X		X	X		X	X		

## Market Barriers

Build Connections							Stabilize Property Ownership				Grow the Funding Tool Box														Misc.					
Complete ILAs with Partner Entities	Investigate the Establishment of a Revenue-Sharing District (with Dallas)	Continue to Plan for Alternative Transportation Modes	Continue to Solicit Funding for Transportation Enhancements	Revise Transportation Plan	Design and Build Gateway Improvements	Prepare and Implement Wayfinding Program	Develop Strategy to Eliminate "Use by Right" for Non-Conforming Properties/Uses	Continue to Assist with Demolition of Properties	Solicit Intermediary Organizations for Patient Capital	Continue to Apply Minimum Urban Standards Ordinance Where Appropriate	Community Reinvestment Act Dollars	Fee Waivers	Grants	Improvement Districts	Infrastructure Cost Participation	Land Write-Downs	Loan Pools	Low Interest Loans	Matching Funds	Patient Capital	Revenue Bonds	Revenue Sharing	Streamlined Approvals	Subordination	Tax Credits	Tax Increment Financing (Escrowed TIF Dollars)	Transportation Funds	Minimize Curb Cuts	Prepare Parking Strategy	Establish Sustainability Goals
4	5	3	3	3	4	3	4	4	4	4	1	3	2	4	4	4	3	3	4	3	5	5	3	5	4	2	3	4	4	4
		X			X	X																								X
							X																							X
							X																							
X	X	X	X		X	X	X	X		X																				X
		X							X	X																				
		X					X			X																				X
							X																							
							X	X	X																					

## Physical Barriers

Category	Change Market Perception						Diversify Retail Mix					Expand Housing Choices					Green the Street					
	Encourage the Formation of a Business Advocacy Association	Develop a “Clean and Safe” Program	Regulatory Reform (Revise Zoning, Subdivision and Development Codes)	Educate Realtor Community	Conduct Periodic Workshops with Developers/Lenders	Enhance Public Safety Presence	Monitor Market Conditions	Develop Targeted Marketing Materials	Formulate a Tenanting Strategy for Retail Recruitment	Solicit Matching Grant Dollars for Reinvestment	Conduct Case Study Research Regarding Retail Incubators	Promote Mixed-Use Development	Prepare a Set of Housing “Prototypes”	Assemble/Promote Assembly of Properties	Explore Residential Mortgage Matching Fund Programs	Recruit Developer to Implement a Catalyst Project (including Housing)	Complete Open/Public Space Overlay Plan	Landscape Surface Parking Lots	Establish Consistent Lighting Standards	Establish Consistent Streetscape Standards	Use Streetscape to Connect Commercial and Residential Uses	Consider Applicability of an “Adopt a Block” Program
<b>Strategy</b>																						
<b>Level of Intervention</b>	3	2	4	2	2	4	3	3	4	3	2	3	4	5	4	5	5	4	4	3	4	2
<b>Barriers Addressed</b>																						
Lack of gateway and streetscape improvements																	X	X	X	X	X	X
Under-used, under-exposed natural assets																	X					
Aging infrastructure and building stock															X			X				
Shallow lot depth			X											X	X							
Unsafe environment—poor lighting, numerous pedestrian traffic conflicts, etc.		X				X						X						X	X	X	X	X
Ingress/egress challenges																						
Fractured property ownership														X	X							
Insufficient pedestrian improvements									X								X	X	X	X	X	
Disconnected from/distance to transit improvements									X										X	X	X	
Cluttered appearance			X														X	X	X	X	X	X
No public gathering places																	X		X			
Length of corridor																	X				X	
Inconsistent building materials, designs, and quality levels			X																			
Limited opportunities for mixed-use developments			X									X	X	X								

## Physical Barriers

Build Connections							Stabilize Property Ownership				Grow the Funding Tool Box													Misc.						
Complete ILAs with Partner Entities	Investigate the Establishment of a Revenue-Sharing District (with Dallas)	Continue to Plan for Alternative Transportation Modes	Continue to Solicit Funding for Transportation Enhancements	Revise Transportation Plan	Design and Build Gateway Improvements	Prepare and Implement Wayfinding Program	Develop Strategy to Eliminate "Use by Right" for Non-Conforming Properties/Uses	Continue to Assist with Demolition of Properties	Solicit Intermediary Organizations for Patient Capital	Continue to Apply Minimum Urban Standards Ordinance Where Appropriate	Community Reinvestment Act Dollars	Fee Waivers	Grants	Improvement Districts	Infrastructure Cost Participation	Land Write-Downs	Loan Pools	Low Interest Loans	Matching Funds	Patient Capital	Revenue Bonds	Revenue Sharing	Streamlined Approvals	Subordination	Tax Credits	Tax Increment Financing (Escrowed TIF Dollars)	Transportation Funds	Minimize Curb Cuts	Prepare Parking Strategy	Establish Sustainability Goals
4	5	3	3	3	4	3	4	4	4	4	1	3	2	4	4	4	3	3	4	3	5	5	3	5	4	2	3	4	4	4
X	X	X	X		X	X			X																					X
		X							X																				X	
	X	X	X	X				X	X																		X	X		
		X	X	X																							X	X		
X	X	X	X	X	X	X																					X			
		X	X	X		X																								
			X			X		X	X																					
		X	X		X	X																							X	
							X																							

## Financial Barriers

Category	Change Market Perception						Diversify Retail Mix					Expand Housing Choices					Green the Street					
Strategy	Encourage the Formation of a Business Advocacy Association	Develop a "Clean and Safe" Program	Regulatory Reform (Revise Zoning, Subdivision and Development Codes)	Educate Realtor Community	Conduct Periodic Workshops with Developers/Lenders	Enhance Public Safety Presence	Monitor Market Conditions	Develop Targeted Marketing Materials	Formulate a Tenanting Strategy for Retail Recruitment	Solicit Matching Grant Dollars for Reinvestment	Conduct Case Study Research Regarding Retail Incubators	Promote Mixed-Use Development	Prepare a Set of Housing "Prototypes"	Assemble/Promote Assembly of Properties	Explore Residential Mortgage Matching Fund Programs	Recruit Developer to Implement a Catalyst Project (including Housing)	Complete Open/Public Space Overlay Plan	Landscape Surface Parking Lots	Establish Consistent Lighting Standards	Establish Consistent Streetscape Standards	Use Streetscape to Connect Commercial and Residential Uses	Consider Applicability of an "Adopt a Block" Program
Level of Intervention	3	2	4	2	2	4	3	3	4	3	2	3	4	5	4	5	5	4	4	3	4	2
Barriers Addressed																						
Limited financial resources									X	X				X								X
Ability to attract investors				X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Ability of private sector to obtain funding for improvements									X					X								
Necessity for a master developer				X	X										X							
Size of TIF district and no dedicated funds for West Spring Valley Corridor			X																			
Economic challenges associated with Corridor redevelopment									X	X		X	X									



## Financial Barriers

Build Connections							Stabilize Property Ownership				Grow the Funding Tool Box															Misc.					
Complete ILAs with Partner Entities	Investigate the Establishment of a Revenue-Sharing District (with Dallas)	Continue to Plan for Alternative Transportation Modes	Continue to Solicit Funding for Transportation Enhancements	Revise Transportation Plan	Design and Build Gateway Improvements	Prepare and Implement Wayfinding Program	Develop Strategy to Eliminate "Use by Right" for Non-Conforming Properties/Uses	Continue to Assist with Demolition of Properties	Solicit Intermediary Organizations for Patient Capital	Continue to Apply Minimum Urban Standards Ordinance Where Appropriate	Community Reinvestment Act Dollars	Fee Waivers	Grants	Improvement Districts	Infrastructure Cost Participation	Land Write-Downs	Loan Pools	Low Interest Loans	Matching Funds	Patient Capital	Revenue Bonds	Revenue Sharing	Streamlined Approvals	Subordination	Tax Credits	Tax Increment Financing (Escrowed TIF Dollars)	Transportation Funds	Minimize Curb Cuts	Prepare Parking Strategy	Establish Sustainability Goals	
4	5	3	3	3	4	3	4	4	4	4	1	3	2	4	4	4	3	3	4	3	5	5	3	5	4	2	3	4	4	4	
X	X		X					X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
X	X	X	X		X		X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				X	
			X					X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X					
	X		X						X																	X					
X	X							X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X					

## Regulatory Barriers

Category	Change Market Perception						Diversify Retail Mix					Expand Housing Choices					Green the Street					
Strategy	Encourage the Formation of a Business Advocacy Association	Develop a "Clean and Safe" Program	Regulatory Reform (Revise Zoning, Subdivision and Development Codes)	Educate Realtor Community	Conduct Periodic Workshops with Developers/Lenders	Enhance Public Safety Presence	Monitor Market Conditions	Develop Targeted Marketing Materials	Formulate a Tenanting Strategy for Retail Recruitment	Solicit Matching Grant Dollars for Reinvestment	Conduct Case Study Research Regarding Retail Incubators	Promote Mixed-Use Development	Prepare a Set of Housing "Prototypes"	Assemble/Promote Assembly of Properties	Explore Residential Mortgage Matching Fund Programs	Recruit Developer to Implement a Catalyst Project (including Housing)	Complete Open/Public Space Overlay Plan	Landscape Surface Parking Lots	Establish Consistent Lighting Standards	Establish Consistent Streetscape Standards	Use Streetscape to Connect Commercial and Residential Uses	Consider Applicability of an "Adopt a Block" Program
Level of Intervention	3	2	4	2	2	4	3	3	4	3	2	3	4	5	4	5	5	4	4	3	4	2
Barriers Addressed																						
No protocol for public-private partnerships in the Corridor										X		X	X		X							
Ineffective zoning for mixed-use development			X																			
Code violations																						X
Lack of design standards			X															X	X	X		
Need for flexibility in codes and ordinances to accommodate redevelopment			X						X													

## Regulatory Barriers

Build Connections							Stabilize Property Ownership				Grow the Funding Tool Box													Misc.						
Complete ILAs with Partner Entities	Investigate the Establishment of a Revenue-Sharing District (with Dallas)	Continue to Plan for Alternative Transportation Modes	Continue to Solicit Funding for Transportation Enhancements	Revise Transportation Plan	Design and Build Gateway Improvements	Prepare and Implement Wayfinding Program	Develop Strategy to Eliminate "Use by Right" for Non-Conforming Properties/Uses	Continue to Assist with Demolition of Properties	Solicit Intermediary Organizations for Patient Capital	Continue to Apply Minimum Urban Standards Ordinance Where Appropriate	Community Reinvestment Act Dollars	Fee Waivers	Grants	Improvement Districts	Infrastructure Cost Participation	Land Write-Downs	Loan Pools	Low Interest Loans	Matching Funds	Patient Capital	Revenue Bonds	Revenue Sharing	Streamlined Approvals	Subordination	Tax Credits	Tax Increment Financing (Escrowed TIF Dollars)	Transportation Funds	Minimize Curb Cuts	Prepare Parking Strategy	Establish Sustainability Goals
4	5	3	3	3	4	3	4	4	4	4	1	3	2	4	4	4	3	3	4	3	5	5	3	5	4	2	3	4	4	4
X	X							X																						
								X	X																			X		
																														X

## Political Barriers

Category	Change Market Perception						Diversify Retail Mix					Expand Housing Choices					Green the Street					
Strategy	Encourage the Formation of a Business Advocacy Association	Develop a "Clean and Safe" Program	Regulatory Reform (Revise Zoning, Subdivision and Development Codes)	Educate Realtor Community	Conduct Periodic Workshops with Developers/Lenders	Enhance Public Safety Presence	Monitor Market Conditions	Develop Targeted Marketing Materials	Formulate a Tenanting Strategy for Retail Recruitment	Solicit Matching Grant Dollars for Reinvestment	Conduct Case Study Research Regarding Retail Incubators	Promote Mixed-Use Development	Prepare a Set of Housing "Prototypes"	Assemble/Promote Assembly of Properties	Explore Residential Mortgage Matching Fund Programs	Recruit Developer to Implement a Catalyst Project (including Housing)	Complete Open/Public Space Overlay Plan	Landscape Surface Parking Lots	Establish Consistent Lighting Standards	Establish Consistent Streetscape Standards	Use Streetscape to Connect Commercial and Residential Uses	Consider Applicability of an "Adopt a Block" Program
Level of Intervention	3	2	4	2	2	4	3	3	4	3	2	3	4	5	4	5	5	4	4	3	4	2
Barriers Addressed																						
Community attitudes about density and affordability												X	X			X						
Maintaining continued support for the shared vision for the West Spring Valley Corridor																						X
Political will to advance the Strategy long-term													X	X		X						
Dallas involvement and participation in capital improvements and joint incentive offerings																						
School district support for redevelopment												X	X			X						X
Lack of an entity to represent commercial business interests on the Corridor	X																					

## Political Barriers

Build Connections							Stabilize Property Ownership				Grow the Funding Tool Box													Misc.							
Complete ILAs with Partner Entities	Investigate the Establishment of a Revenue-Sharing District (with Dallas)	Continue to Plan for Alternative Transportation Modes	Continue to Solicit Funding for Transportation Enhancements	Revise Transportation Plan	Design and Build Gateway Improvements	Prepare and Implement Wayfinding Program	Develop Strategy to Eliminate "Use by Right" for Non-Conforming Properties/Uses	Continue to Assist with Demolition of Properties	Solicit Intermediary Organizations for Patient Capital	Continue to Apply Minimum Urban Standards Ordinance Where Appropriate	Community Reinvestment Act Dollars	Fee Waivers	Grants	Improvement Districts	Infrastructure Cost Participation	Land Write-Downs	Loan Pools	Low Interest Loans	Matching Funds	Patient Capital	Revenue Bonds	Revenue Sharing	Streamlined Approvals	Subordination	Tax Credits	Tax Increment Financing (Escrowed TIF Dollars)	Transportation Funds	Minimize Curb Cuts	Prepare Parking Strategy	Establish Sustainability Goals	
4	5	3	3	3	4	3	4	4	4	4	1	3	2	4	4	4	3	3	4	3	5	5	3	5	4	2	3	4	4	4	
																															X
X	X						X		X																						
X	X						X																								
X	X	X	X																												
X	X																														



