AN ADVISORY SERVICES PANEL REPORT

Richardson, Texas

Urban Land Institute

Richardson, Texas

A Plan for Transit-Oriented Development

June 11–16, 2000
An Advisory Services Panel Report

ULI–the Urban Land Institute
1025 Thomas Jefferson Street, N.W.
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About ULI–the Urban Land Institute

ULI–the Urban Land Institute is a nonprofit research and education organization that promotes responsible leadership in the use of land in order to enhance the total environment.

The Institute maintains a membership representing a broad spectrum of interests and sponsors a wide variety of educational programs and forums to encourage an open exchange of ideas and sharing of experience. ULI initiates research that anticipates emerging land use trends and issues and proposes creative solutions based on that research; provides advisory services; and publishes a wide variety of materials to disseminate information on land use and development.

Established in 1936, the Institute today has some 15,000 members and associates from 50 countries, representing the entire spectrum of the land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academicians, students, and librarians. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of America's most respected and widely quoted sources of objective information on urban planning, growth, and development.

This Advisory Services panel report is intended to further the objectives of the Institute and to make authoritative information generally available to those seeking knowledge in the field of urban land use.

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About ULI Advisory Services

The goal of ULI's Advisory Services Program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfields redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI panel teams are interdisciplinary and typically include several developers, a landscape architect, a planner, a market analyst, a finance expert, and others with the niche expertise needed to address a given project. ULI teams provide a holistic look at development problems. Each panel is chaired by a respected ULI member with previous panel experience.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day and a half of hour-long interviews of typically 80 to 100 key community representatives; and a day and a half of formulating recommendations. Many long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. At the request of the sponsor, a written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academicians, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance our environment.

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The panel extends special thanks to Mayor Gary Slagel, Mayor Pro Tem John Murphy, and Council Members Bob Nusser, Tom Rohm, Jim Shepherd, John Sweeden, and Carol Wilson for providing leadership in identifying and advancing the opportunity for transit-oriented development. The panel is grateful to City Manager Bill Keffler and Deputy City Manager Dan Johnson for directing the city team in this very significant initiative for the city of Richardson. The panel also would like to acknowledge the important information provided by City Attorney Peter Smith and special assistance from several other city departments, including development services, parks and recreation, citizen information services, and citizen information television.

Finally, the panel thanks the homeowner association representatives, local school officials, developers, business owners, city and county officials, city staff and transportation representatives—including officials of Dallas Area Rapid Transit (DART), the Texas Department of Transportation, and the North Texas Tollway Authority—and many others for their candid and very helpful discussions during the interview process.

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Foreword: The Panel's Assignment

The city of Richardson asked the ULI panel to examine the unique opportunities for transit-oriented development (TOD) and/or redevelopment in the vicinity of its five planned Dallas Area Rapid Transit (DART) stations—Spring Valley, Main Street, Arapaho Center, Galatyn Park, and 190. The panel approached this assignment recognizing that it must recommend development strategies that would maximize opportunities around these station areas while preserving, reinforcing, and enhancing the city's unique neighborhood characteristics.

Upon examining the five stations, it became clear to the panel that its recommendations for development and redevelopment should reflect each station's unique character, market conditions, and environmental and physical features.

The two southernmost stations—Spring Valley and Main Street—are located near existing residential/commercial neighborhoods and have common challenges associated with their development and redevelopment. Because of their similar physical characteristics and development challenges, the panel examined these stations together.

Moving north, the Arapaho Center Station also is encircled by developed land, but this area contains primarily telecommunications-supported industrial and limited commercial development. Situated approximately one-and-one-half miles north of the Arapaho Center Station, the Galatyn Park Station is located in a developing area and will be the heart of a new mixed-use urban center. Much of the land adjacent to this station is currently under construction; plans for the station area include a mix of retail, commercial, entertainment, and public uses. The northernmost station, 190 Station, is surrounded by mostly vacant land that tentatively has been planned for office and commercial development.

The Spring Valley, Arapaho Center, and Galatyn Park stations are scheduled to open by June 2002. City leaders therefore have concluded that the time is right to establish a common vision for future growth and development around these stations and the future Main Street and 190 stations.

To help the city conceive its vision, the panel examined market conditions, planning and design issues, and existing and potential development and implementation strategies at each of the stations. The recommendations that follow offer a vision for future development and list specific actions that can be taken to advance that vision.

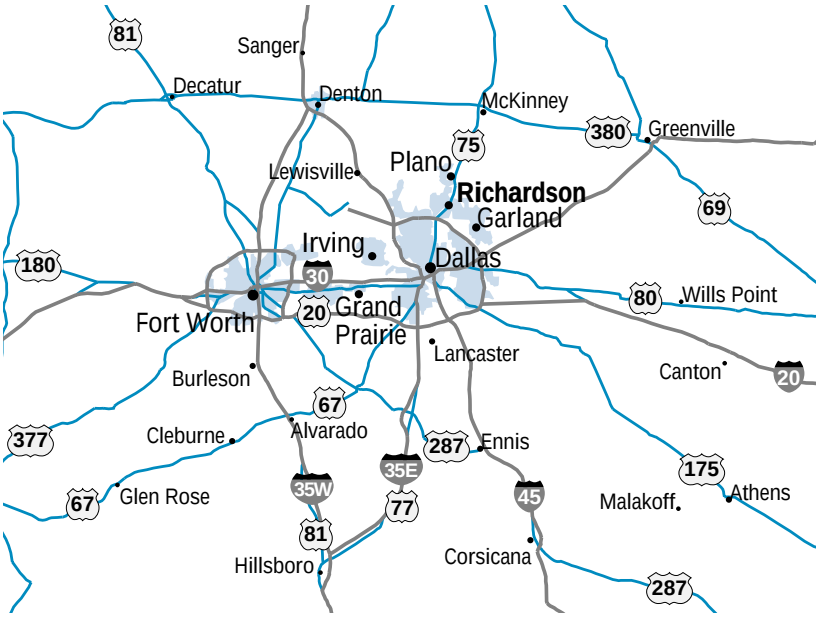
Location map.

Overview and Summary of Recommendations

The city of Richardson, Texas, is one of a handful of emerging high-technology cities in the United States. In 1999, the city was home to more than 600 predominantly high-tech and telecommunications companies, employing more than 80,000 people, most in the telecommunications industry. The city estimates that less than 25 percent of these employees live in the city. Richardson's projected growth rate over the next 20 years is phenomenal.

By 2010, the city's employment is expected to reach 110,000, and by 2020 employment could reach 125,450, an increase of some 65,000 jobs since 1990. Not surprisingly, the vast majority of these new jobs will be in high-tech industries; most will be located along Central Expressway (U.S. 75), within an area of Richardson known as the Telecom Corridor®. These employment numbers exceed the projected growth in the city's population, which currently is estimated at 91,000 and is projected to grow to approximately 101,000 by 2025. By then, the number of jobs located in the city will far exceed its population.

Dallas–Ft. Worth–Richardson area



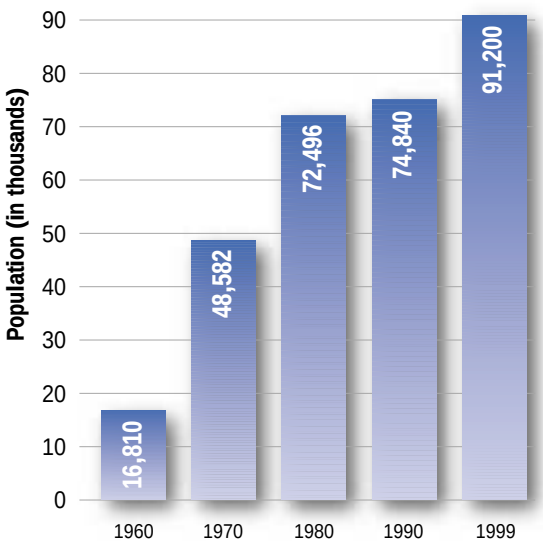
High-tech industries are attracted to Richardson by the region's highly skilled labor force; a cooperative and progressive local government; significant technology infrastructure, including extensive and ever-expanding fiber-optic, cellular, and PCS networks; a comprehensive transportation system; and a rich history and familiarity with technology-based industries. The roots of the city's high-tech industry are deep. In the early 1950s, Collins Radio opened a facility near Arapaho Road and Central Expressway. Soon after, Texas Instruments opened a plant just south of Richardson, in Dallas. These early electronics companies set the stage for a smooth transition from an agriculture-based economy to a new economy dominated by the high-tech and telecommunications industries.

The city of Richardson is located in north central Texas, 15 miles north of downtown Dallas. The city is traversed by two major highways: Central Expressway (U.S. 75) provides north/south access, while President George Bush Turnpike (Texas 190) provides east/west access. LBJ Freeway (I-635) is located just south of Richardson and also provides an important east/west connection.

The city is part of the Dallas/Fort Worth metroplex, a major metropolitan area that is home to more than 5 million people. The area has two airports—Dallas–Fort Worth International Airport and Love Field—and several general aviation facilities. Richardson is surrounded by other incorporated cities, and straddles the Dallas County/Collin County line.

Three railroad lines run through the city. Dallas Area Rapid Transit (DART) recently purchased two of them for use as mass transit corridors. One of these lines parallels Central Expressway, linking Richardson with Dallas to the south and

Figure 1
Population Growth Trend: 1960 to 1999



Source: City of Richardson, Texas.

the city of Plano to the north. This line was the former Interurban Railway, an old commuter rail connection that began operating in 1908 but has long since ceased operating as a passenger line. The second rail line owned by DART is an east/west line that runs through Richardson to the Dallas–Fort Worth International Airport. The third line, the Kansas City Southern Railroad line, bisects the northwest corner of the city.

The first phase of DART's North Central Corridor line opened for light-rail service in December 1996, connecting the Dallas Central Business District to Park Lane in north Dallas. Development of the second phase of the corridor is underway. This segment will connect Park Lane to the Galatyn Park Station. The North Central Corridor line cuts through the center of Richardson, creating a division between east and west. The southern portion of the corridor, which includes the Spring Valley, Main Street, and Arapaho Center stations, has a high concentration of commercial uses with adjacent residential development, while the northern portion, which includes the Galatyn Park and 190 stations, is largely undeveloped.

DART light-rail service for the second phase of the corridor will begin in June 2002, when the Spring Valley, Arapaho Center, and Galatyn Park stations will open. Completion of the final phase of the corridor is scheduled for January 2003. This phase calls for the extension of the light-rail line from Galatyn Park Station, through the 190 Station, to the Plano Transit Center. Plans for the Main Street Station, which lies between Spring Valley and Arapaho Center, have not been completed, nor has all the funding been committed. Discussions between the city and DART officials are underway, however.

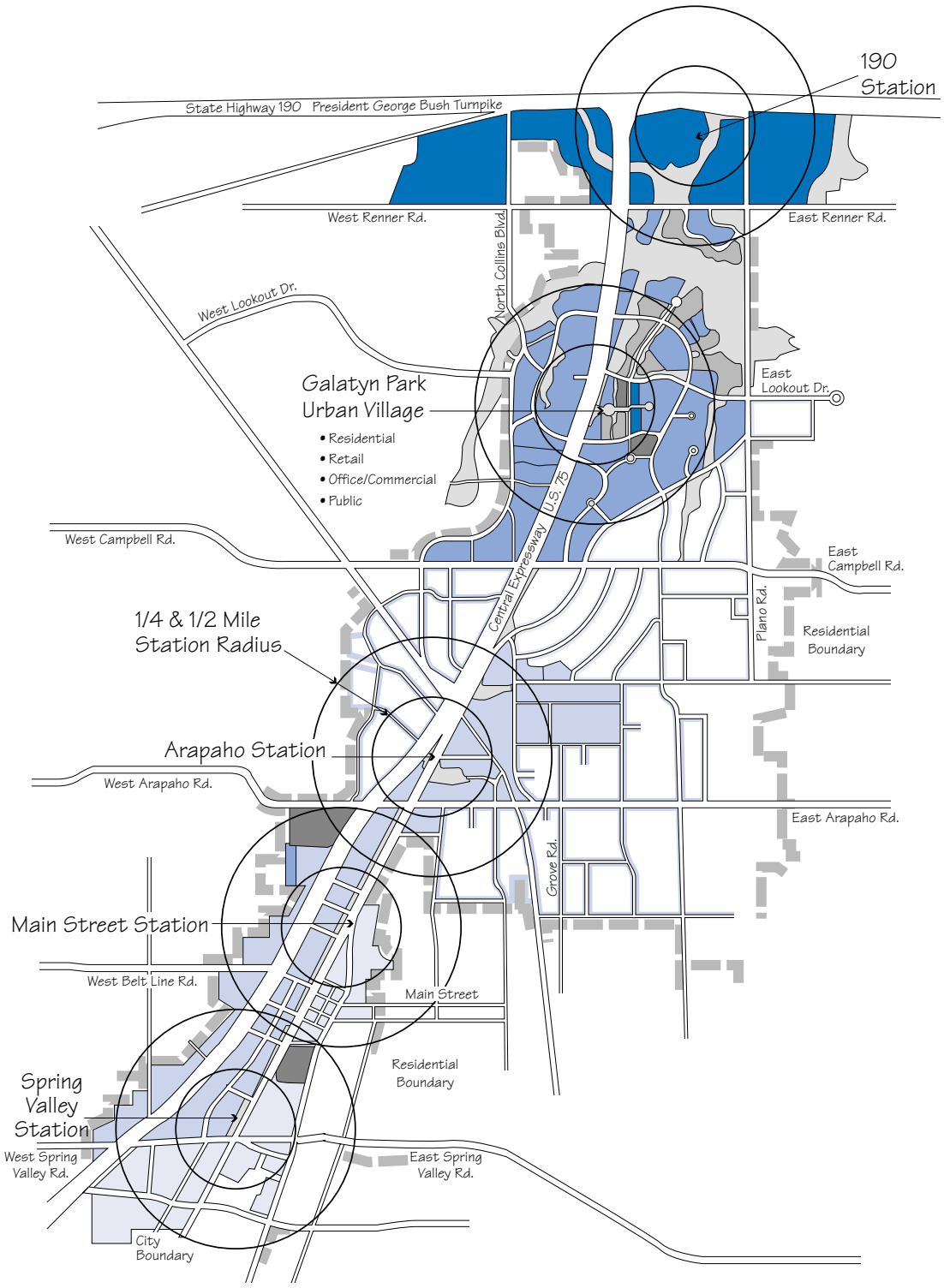
By sponsoring a study to determine the most appropriate land uses adjacent to the five DART stations, the city of Richardson is starting a process that can maximize its investment in light rail, refocus development patterns to meet the emerging needs of high-tech industries, and ensure the protection and enhancement of existing neighborhoods. Transit-oriented development (TOD) is not easy. While it can be very complicated, strong city involvement, market-realistic site plans, neighborhood support, and political resolve will enable the city to achieve its objectives and serve as a regional and national model for TOD.

Figure 2
Major Richardson Employers

Employer	Business Type	Number of Employees
Nortel Networks	Telecommunications	8,000
MCI WorldCom	Long distance exchange network	4,500
Richardson ISD	Public school district	3,810
Blue Cross/Blue Shield of Texas	Insurance company	3,000
Ericsson, Inc.	Electronics manufacturer	2,900
Alcatel USA	Electronics manufacturer	2,800
Fujitsu Network Communications	Electronics manufacturer	2,400
University of Texas at Dallas	University	1,879
Southwestern Bell	Telecommunications	1,800
Baylor/Richardson Medical Center	Medical and hospital services	1,000

Source: City of Richardson, Texas.

Richardson's light-rail corridor.



The Panel Process

The panel began its work by studying briefing materials provided by the city. Upon arriving in Richardson, panelists took an in-depth tour of the city, visiting each of the station areas, nearby neighborhoods, and employment centers. The panel interviewed nearly 80 community residents and civic association members, regional planning organization representatives, county and city officials, business group and corporate representatives, property owners, members of the media, and other city stakeholders. Panelists also requested additional information, including maps, plans, and studies from city staff.

Following the data collection period, the panel began formulating its report outline and initial

recommendations. Panelists then refined those ideas and prepared an oral presentation and this written report. What follows are recommended strategies for advancing TOD policies within the vicinity of the five DART stations in the city of Richardson.

Summary of Recommendations

The city of Richardson is about to open a new chapter in its development history. Older residents remember the city as a pleasant bedroom suburb, with good schools, affordable housing, and an easy drive to work in Dallas. The explosion of employment in recent years has added an important international, high-tech character to yesterday's comfortable Collins Radio community. Schools are still excellent and housing is still affordable, but the city is now host to more commuters than residents who both live and work there. The city's roadways (and those leading to and from Dallas) are becoming increasingly congested. Soon, local residents will be able to ride new DART trains into Dallas for business and pleasure, just as many Telecom Corridor® employees will be able to leave their cars at home and ride public transit to work. Richardson is the first city outside of Dallas to be served by DART light rail; its residents soon will enjoy some of the same transit mobility as do residents of Chicago, Atlanta, Washington, D.C., New York, and San Diego.

These events—the emergence of a 21st-century high-tech corporate base, growing traffic congestion, and the arrival of a new transit option—all are happening simultaneously. The arrival of DART light rail presents an important opportunity to align the Richardson of the future more closely with the changing needs of its corporate base and its new residents. Transit will play an important role in determining whether workplaces will meet the rapidly changing needs of these new economy firms, and whether their workers will be able to enjoy the same benefits that attracted the city's current residents. The new city being built also will determine whether DART light rail becomes an "amusing amenity" or an important component of a multimodal transportation system. Decisions made today will shape the city's future for the next 100 years.

The panel has made several recommendations in response to the questions raised by the city, discussions of which follow later in this report. Panel members were unanimous in outlining the following ten key recommendations to help the city with this very important task.

Establish boundaries for the transit corridor. Defining the transit corridor is the first step that the city must take in organizing its planning for the development and redevelopment of the land around the transit stations. The city should establish a corridor boundary, as well as individual station boundaries. These boundaries should be based on market realities, physical constraints, and neighborhood characteristics.

Inject a sense of community and place into the transit corridor. The panel recommends that the city establish transit corridor policies that encourage a pattern and form of development that fosters a sense of place and community. Expanding the number and type of homes, jobs, shops, and services proximate to DART light-rail stations so that residents can walk to shop, work, and play is central to injecting a sense of community around the transit stations.

Establish a stronger city identity. Richardson should seize the immediate opportunity to facilitate the development of a world-class city center at Galatyn Park Station. The city also should establish an identity for the transit corridor that can be prominently displayed at each transit station area. This identity could be captured in some sort of icon or marker that local employers could provide and maintain.

Reposition neighborhoods within the transit corridor. The city's strong role in the regional marketplace and the inevitability of DART light rail will substantially increase the probability of success in repositioning the station areas to achieve new market realities. In certain cases, the market should be allowed to reposition these station areas; however, the city likely will need to take a more activist role in promoting the Spring Valley and Main Street station areas for redevel-

In Dallas, DART's well-designed Mockingbird light-rail station has spurred transit-oriented development.

opment. In instances where the city takes a more activist role, it should include a workable process that guarantees neighborhood input.

Improve east/west and north/south connectivity. Central Expressway has created a physical barrier between east and west Richardson, and the light-rail system will reinforce this separation unless special steps are taken. Top-quality development at the transit stations, including improvements to the transportation network, can minimize the barrier effect. The panel recommends two additional connections to provide better east/west access, serve development, and keep traffic off the freeway: a Central Expressway overpass at the northern terminus of Glenville Drive and the westerly extension of the Galatyn Parkway overpass. (See the map on page 20.) The panel also recommends the establishment of a tram system to improve mobility within the transit corridor, primarily to provide convenient access to and from the DART light-rail stations and employment centers.

Development at the Mockingbird Station includes high-end, high-density residential units, including loft apartments.

Rethink parking services throughout the city. Parking typically has been the responsibility of the individual developer/landowner, who has been required to provide it on site. DART's early philosophy assumed that convenient parking was necessary to get people out of their cars. The panel's recommendations call for more urbane, pedestrian-oriented places, with a more sensitive treatment of private vehicles. Structured parking is preferable to surface lots, shared parking is preferable to standalone facilities, and reaching DART stations by foot or bus is preferable to driving there. The city must establish a clear strategy for parking within the transit corridor and at each station area. The panel recommends that the city create a parking authority to regulate and possibly own and operate public parking facilities in the transit corridor.

Provide a more predictable approval process. To developers, Richardson's permitting and plan review process can seem like an obstacle course of environmental regulations, public meetings, and antiquated laws. City incentives, such as a fast-track permitting or "green-tape" process, could attract developers interested in building near the DART transit stations. The panel recommends that the city streamline its land development process and directly assist developers in expediting TOD projects through the city bureaucracy.

Ensure competitiveness in the new economy. To keep Richardson competitive in the new economy, the city must offer locations for new high-tech and telecommunications businesses and expansion opportunities for existing ones. The city also should offer a range of incentives to both residential and commercial developers, market the corridor's high-tech infrastructure, and develop incubators for new high-tech businesses.

Preserve and enhance the quality of life for residents. While new development will occur throughout the corridor, the city must pay special attention to its existing neighborhoods. The city should engage the residents of these neighborhoods in the planning process and should protect them from the possible encroachment of incompatible land uses.

Clearly communicate a vision and establish a plan for the transit corridor and the area around each DART station. To unify the disparate market, business, residential, and property ownership interests in a station area, the city needs a common agreement about the form and type of development that should take place in the transit corridor and near the stations—it needs a vision and a plan. This plan should be a vehicle for community action. It must be based on solid market analysis and tests of financial feasibility, which also will help identify what specific role and form of assistance the public sector may need to provide to the private sector to make the desired investment happen. The plan must include an effective public input process and allow for flexibility and change.

Market Conditions

The DART light-rail system will provide a higher level of public transit service for Richardson's residents and employees. The city should view this system as an investment in the future rather than a response to an immediate, urgent need. Increasing air quality concerns, growing traffic congestion (particularly on Central Expressway), and changing market demands driven by Richardson's growing high-tech economy will make use of the DART system increasingly attractive in future years.

DART's investment in Richardson, which was financed by retail sales tax revenue, amounts to approximately $210 million, an amount similar to the total sales tax collected by the city of Richardson (at current rates) over a ten-year period. DART is creating an opportunity to change development patterns for the long-term benefit of local employers and residents. To maximize these long-term benefits and protect Richardson's existing valuable attributes, the city must manage this opportunity properly.

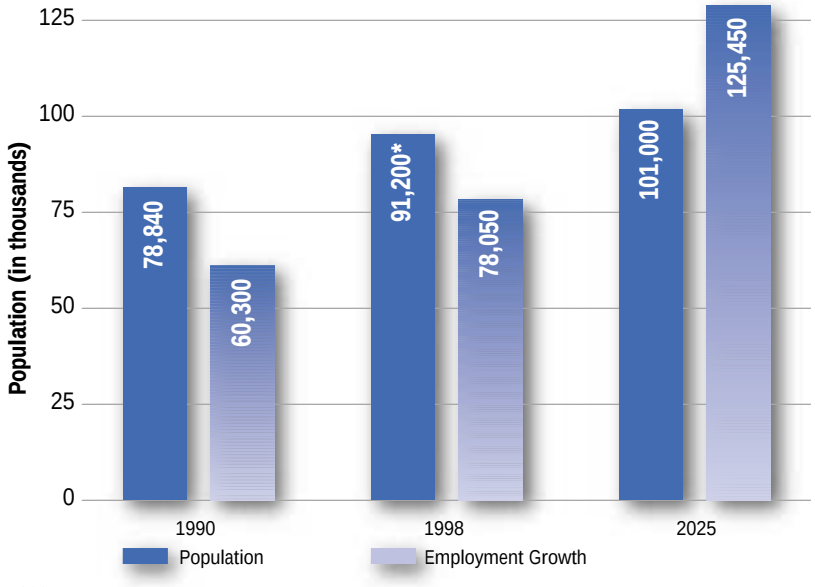
DART-generated development opportunities exist within walking distance (generally a one-quarter to one-half mile radius) of each transit station. Indirectly, the DART system also will attract new businesses (and encourage existing ones to expand) within a broader area, particularly in the Telecom Corridor®.

The city of Richardson has an estimated current population of approximately 91,000 and a projected capacity, based on existing zoning and land use assumptions, of approximately 110,000. Based on current zoning standards and demand parameters, the city's residential capacity could be reached within three to five years. Further residential activity will consist of infill development (where available) and redevelopment.

These residential capacity limitations do not appear to be influencing employment capacity limitations. Richardson's Telecom Corridor® employment is projected to reach approximately 110,000 by the year 2010, a growth of some 50,000 jobs over 1990 levels that represents approximately 16 percent of all employment in the metroplex. Only downtown Dallas is expected to have a slightly higher concentration of employment. Each of these two major employment areas has an employment level that is more than 50 percent higher than the next largest employment center in the metroplex. In other words, there is a very large difference between the downtown Dallas and Telecom Corridor® employment concentrations and the number of jobs found elsewhere in the metroplex. From an employment standpoint, the Telecom Corridor® is the metroplex's second downtown.

Quality of life is important for the citizens of Richardson; it also is critical to attracting high-tech employers. Available statistics indicate that the

Figure 3
Population vs. Employment Growth



*1999

Source: North Central Texas Council of Governments.

vast majority of Richardson residents do not work in the city. Conversely, the vast majority of Telecom Corridor® employees do not live in Richardson. The high incomes earned by Telecom Corridor® employees thus largely benefit other cities —those where they reside. Nevertheless, the city of Richardson's average household income is among the highest in the metroplex.

The Telecom Corridor®'s attraction of high-tech employers and other social and migration factors have had a significant influence on the ethnic composition of the city in recent years. Approximately 20 percent of the city's current residents are nonwhite; many are Asian and Hispanic. This trend likely will continue.

Market Opportunities

Richardson's residents are proud of their city's achievements and the quality of life they enjoy. Richardson differentiates itself from surrounding cities by its high development and operating standards. The city has created a world-class home for the highly successful Telecom Corridor®.

Yet Richardson currently has no central focus or "city center," no central destination. The city has identified the area surrounding the Galatyn Park Station as an appropriate location for such a focus, a decision that is reflected in the zoning changes granted to allow the type and combination of facilities now under construction (a hotel, conference center, auditorium, and public plaza). Potential additional development at this station represents a major opportunity to accommodate not only the city's cultural needs and traditional full-service hotel requirements, but also a large array of other uses. The most successful city centers are those that offer the largest and best mix of diverse land uses. In addition, the quality and quantity of those uses must be significant enough to compete successfully with other centers of attraction in the region.

The potential for intensified land uses around DART stations also offers an opportunity to improve Richardson's retail and entertainment facilities.

Market Challenges

The city of Richardson is a successful community by numerous standards, including quality of life, employment, resident income, and desirability of location. DART station development and redevelopment should be geared to complement what already exists, so that the ultimate result is an improved quality of life, rather than simply an increase in the number of commercial, retail, and residential buildings. This will require diligent, hands-on management of the development process and insistence on superior quality.

The existing north/south transportation corridor —Central Expressway (U.S. 75)—acts as a significant barrier within the city, separating it, in effect, into an eastern section and a western section. Because it runs parallel to Central Expressway, the DART light-rail corridor has the potential to reinforce this barrier. By encouraging appropriate development around the stations, however, the city can create new east/west connections. Thus the DART stations can actually mitigate the barrier effect.

The architectural elements of the DART light-rail stations exhibit a certain degree of uniformity throughout the system, moderated by variations in building materials, color schemes, and artwork. The socioeconomic profiles of the users of the individual stations and the type of development that is feasible at those stations also will help differentiate them, establishing a sense of place at each. In general, the stations south of Arapaho Center share certain development opportunities, while the stations north of Arapaho represent different opportunities. Because it will function as an intermodal transit point, the Arapaho Center Station offers unique development opportunities.

Future Market Potential

Market potential is usually a function of the level of services provided within a city, existing inventory levels, absorption rates, vacancy levels, effective rental rates, and sales prices. Most of this data is not readily accessible, and the time available for this study did not permit a detailed market analysis, which could have specified the type

and quantity of future demand for specific types of commercial or residential facilities with a high degree of accuracy. The panel's market comments, therefore, are based on its tour of the city and surrounding communities, background information provided in its briefing materials, several dozen formal interviews, and numerous informal discussions with interested parties.

Significant market potential currently exists for almost all types of commercial, industrial, and residential development. This is a direct result of the success of the high-tech and telecommunications industries located in the Telecom Corridor®. Since the high- tech industry is a relatively new player in local, regional, and global economies, the city should monitor its changing needs carefully, to avoid any policy missteps and ensure that its future needs (such as labor force skills and type of facilities) are met.

Office Demand

Construction activity in Richardson indicates that the value of commercial permits, including those for office space, has risen sharply since the market downturn of the 1980s, which lingered into the early 1990s. Between 1990 and 1995, the value of these permits averaged more than $35 million annually. By 1996, the value of commercial permits grew to $174 million; in 1998 it peaked at $234 million. By 1999, it had moderated again to approximately $80 million.

One indication of the cyclical nature of Richardson's office demand was the sudden absorption of essentially all speculative office space in the city at the end of 1999. Richardson currently has a shortage of office space. Nonetheless, the panel expects developers to take a more conservative approach to office development in the future, which will make them unlikely to proceed until they have secured a lead tenant. By allowing office space at DART stations, the city enables developers with sufficient property to confidently approach potential tenants with future office development opportunities. When demand occurs, these projects will be developed rapidly as a result of city policies.

Office development is a suitable and desirable component at each station. High-tech tenants who rely on high-speed fiber-optic connections will be particularly attracted to the Arapaho Center, Spring Valley, and Main Street stations because of their close proximity to a major switching facility located just north of Main Street on Greenville Avenue. The panel understands that companies using high-speed fiber-optic connections must pay a "colocation charge" if they are located beyond a one-mile radius of this switching station. This should provide a significant competitive cost advantage to high-tech office development near these three southern stations.

Research/Education Facilities Demand

The potential for research and education facilities is dictated by the high-tech industry. Recent experience shows that the availability of corporate expansion space for these types of facilities is essential to attracting and retaining high-tech tenants. These industries constantly need educational upgrading and refresher courses for their professional staffs. The partial integration of the high-tech industry with educational facilities therefore offers an attractive development option worth exploring further, particularly at the 190 Station, which has the largest proportion of undeveloped land nearby.

Hotel Demand

Richardson's hotel industry appears to be experiencing a feast/famine phenomenon. During the early part of the week (Monday through Wednesday), the city's leading hotels are often fully occupied. Occupancy levels decline progressively throughout the balance of the week, resulting in an annual average occupancy rate of 65 to 70 percent. This lies within the normal industry average performance range, but is well short of superior.

The lack of hotel activity Thursdays through Sundays is an indication of the absence of entertainment and destination retail opportunities in Richardson. The integration of hotel and cultural facilities, as presently planned at the Galatyn Park Station, may moderate the lack of weekend hotel business to some degree. Mixing residential, office, and retail development, particularly entertainment retail, should increase total occupancy levels.

In addition to the 330-room, full-service hotel now under construction at Galatyn Park, demand seems to exist for at least one more full-service hotel in Richardson. The panel understands that at least one existing hotel is zoned to expand significantly by building another tower. This may meet the market potential for the region; however, tracking the absorption rates of the new Renaissance Hotel and Conference Center at Galatyn Park should provide a good indication of future demand. In contrast to the limited demand for additional full-service hotels, there appears to be a clear need for an extended-stay facility (one that mixes hotel and residential functions) to serve the high-tech industry's training and short-term employment needs. Such a facility could easily be located adjacent to one of the DART stations.

According to a study completed by the University of North Texas's Center for Economic Development and Research, property values for sites adjoining DART light-rail stations increased 25 percent more than those for similar properties not served by the light-rail system.

Retail Demand

Few destination retail facilities currently exist in the city of Richardson. In fact, a large proportion of city residents' retail expenditures are made in other communities, particularly in Plano and Dallas, where such facilities do exist. The lack of retail services in Richardson affects not only the quality of life and convenience of its residents; it also affects employment opportunities, the real estate market, and sales tax revenues.

Only a comprehensive market analysis can provide a detailed assessment of retail requirements and market potential, as well as the most appropriate locational distributions of additional retail space. The panel estimates that existing retail demand in Richardson warrants the construction of at least 1 million square feet of additional regional-type retail facilities. Such space, generating typical industry standard sales of about $300 per square foot, would have an annual sales volume of approximately $300 million, resulting in a retail tax benefit to the city of $3 million. This is more than 10 percent of the total retail tax revenue collected by the city of Richardson today. Furthermore, this magnitude of retail space also would result in approximately 3,000 full-time jobs, many of which would be filled by young people.

On a preliminary basis, the panel recommends that the city put into place policies to encourage the development of an approximately 500,000-square-foot high-quality, high-fashion, specialty retail center. The center should be anchored by one or two fashion department stores that currently are not found within easy access of Richardson. This retail center should clearly differentiate itself from standard regional malls, not only through a unique tenant mix, but also through superior architectural treatment and the overall quality of development.

The market also appears to need an additional supermarket, over and above existing and planned facilities. A supermarket specializing in "take-home" prepared meal services would serve the market well, particularly if it was located at a high-volume/high-transfer DART station such as Arapaho Center. This type of supermarket is the most rapidly growing component of the industry, and may be appropriate for Richardson's existing employment base.

Entertainment/Cultural Demand

Richardson currently suffers from a lack of entertainment and cultural facilities. While the city is addressing this cultural deficit by developing a multipurpose auditorium and presentation center at the Galatyn Park Station, few other entertainment opportunities exist. The single most important entertainment facility absent from the city of Richardson is a multiplex cinema with leading-edge features such as stadium seating and surround sound. Despite the presence of such theaters in nearby cities, and based on normal demand criteria, the panel recommends that the city consid-

er planning for a 12- to 16-screen cinema complex. This complex could be developed near the new multipurpose center presently under construction at Galatyn Park, which would establish that station as a multipurpose entertainment destination.

Any entertainment destination must be supported by high-quality sit-down restaurants offering diverse menus. Because of the overall shortage of high-quality restaurants in Richardson, the panel recommends the city plan for two or three destination restaurants as part of the Galatyn Park entertainment complex.

In addition, the panel recommends that the city consider establishing a family entertainment destination, such as an educational science center. The science center could focus on high technology and telecommunications, a theme that likely would receive enthusiastic support and sponsorship from the city's major industries.

Housing Demand

The limited residential land available in the city means that only a small portion of the existing housing demand can be satisfied in Richardson. New single-family housing is impractical near most of the DART stations, many of whose close proximity to Central Expressway further limits single-family housing opportunities.

Well-designed and -constructed medium- to high-density residential development would improve the environments of the Spring Valley and Main Street stations significantly, without encroaching on surrounding low-density residential areas. Considerable demand appears to exist for such high-quality, higher-density rental units, to meet the needs of high-tech and telecommunications industry employees. Medium- to high-density development near DART stations would address a growing market demand and contribute to DART ridership. Higher-density development near light-rail transit stations should be organized in a village framework supported by limited retail space (between 10,000 and 30,000 square feet) and appropriate services.

Transportation and Circulation

Richardson's existing transportation system consists of a grid of high-volume east/west arterials (typically six-lane divided streets, spaced one mile apart) and a similarly spaced grid of north/south streets that carry much less traffic. Historically, Central Expressway (U.S. 75) serves as the primary north/south roadway. Central Expressway was crucial to the early development of Richardson, providing good access to downtown Dallas, 15 miles away. To the south, the LBJ Freeway (I-635) provides high-speed east/west access, as well as a circumferential route around Dallas. The opening of President George Bush Turnpike (Texas 190) to the north provides additional east/west access, and ultimately will offer a direct connection to Dallas–Fort Worth International Airport. Local and express transit is provided by DART, which operates an existing transit terminal, the Arapaho Transit Center.

City streets serving local development and through trips carry more than 2 million miles of traffic daily. Transit ridership on routes serving Richardson, while low in absolute numbers, has increased by more than 5 percent annually over the last ten years. In order to accommodate expected traffic growth, an extensive array of local transportation/mobility improvements is planned for the city. Nearly $75 million will be spent on these improvements by 2007. In addition, the city's contribution to DART from sales taxes is estimated at $20 million annually. Major highway projects include the completion of President George Bush Turnpike and improvements to Central Expressway. Richardson's transportation network is already good, and the city is committed to improving it. But traffic is increasing, and the city must address the issue of how to manage traffic while protecting neighborhoods.

One of the panel's most important recommendations for growing the transit market is to expand the number of homes, jobs, and services near DART light-rail stations, so that people can walk directly to and from the train.

The panel recommends that the city undertake the following steps to make key transportation improvements:

Improve connectivity within the transit corridor by putting more destinations within walking distance of transit. DART's current plans include five transit stations, but many destinations are not within easy walking distance of any of these stations. (While residents are willing to walk longer distances, employees typically will not walk much farther from a transit stop than they would from a parking lot.) Because of their proximity, the five stations should be served by a high-visibility, high-frequency DART tram that generally follows the DART line along local streets. This tram also can help create an identity for the corridor.

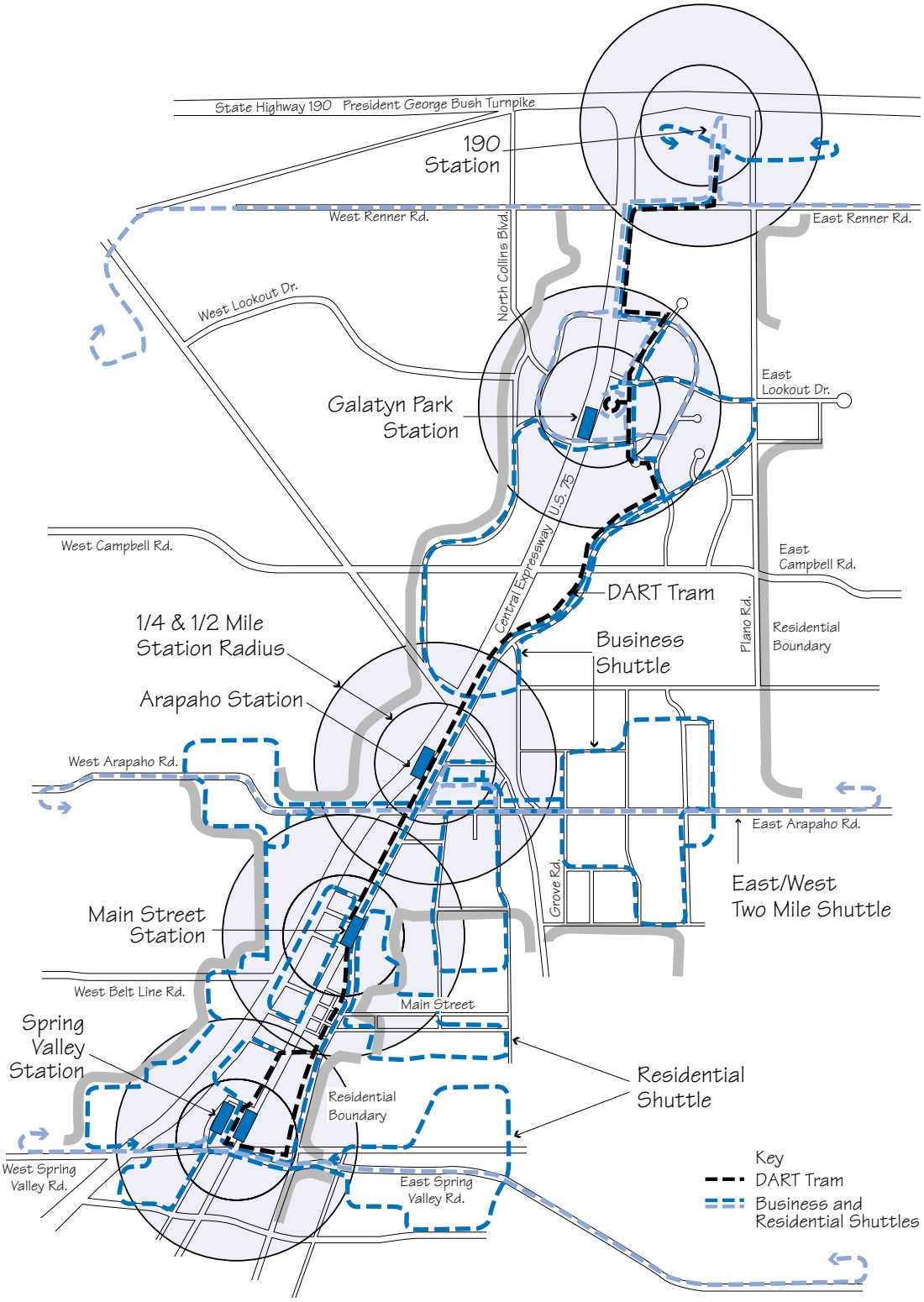
The tram would establish a cohesive transit district in which destinations anywhere along the corridor are well served. Workers would be able to leave their DART vehicle and know that a bus will be by in just a few minutes, which is essen-

Figure 4
Congestion Trends

City	Percent Increase from Base Year	
Chicago	131%	23%
Dallas	200%	41%
Fort Worth	220%	33%
Phoenix	133%	33%
San Diego	417%	3%
	1982–1997	1992–1997

Source: Texas Transportation Institute.

Conceptual DART tram shuttle system.



tial to making the overall transit trip convenient. During the day, the shuttle would make it possible for people who drive to work to leave their cars in the parking lot, relieving some mid-day traffic congestion. Supplemental services already being planned by DART, including neighborhood shuttles to serve nearby residents and business shuttles linking corporate campuses, could support this transit tram along the DART spine. Each of these transit services should have a different route structure, a unique branding, and a different funding structure.

Stop eliminating planned streets because of neighborhood opposition. In the past, the city has taken a number of actions to remove arterial streets from city plans, especially in the northern portion of the corridor where most of the new development is expected. While such actions are politically expedient in the short term, truncating arterial streets creates long-term conditions that are inconsistent with the city's mobility and development goals.

Rethink suburban parking services and create a public parking district. In the past, individual developers/owners typically have been responsible for providing adequate on-site parking. The panel's recommendations call for more urbane, pedestrian-oriented places, with more structured parking than surface lots, more shared than standalone parking, and more people who reach DART on foot or by bus than drive there. Developing parking facilities that serve multiple buildings can create a more attractive streetfront by making parking facilities less intrusive. This will be especially important in the Galatyn Park Station area, where the city could develop parking facilities, lease them to adjacent employers during the day, and use them for events at the auditorium in the evening. The city must establish a clear strategy for parking at each station area.

Establish transportation management associations (TMAs). The city has the beginnings of a TMA currently operating out of DART's existing transit terminal—the Arapaho Transit Center—near Arapaho Road. Such associations make it possible to bring together local business interests around pressing issues, including transportation. An aggressive TMA could help publicize the opening of DART service, finance a corporate shuttle, define parking strategies, and educate business leaders about some of the changes in thinking necessary to create a more urban, less automobile-dependent business district.

Add more Central Expressway crossings. The panel recommends two additional connections to provide better access to the city's growing employment area and minimize freeway traffic. These include an overpass of Central Expressway at the northern terminus of Glenville Drive and the westward extension of the Galatyn Parkway overpass.

The DART light-rail line runs parallel to the city's primary north/south roadway, Central Expressway (U.S. 75). This roadway, which provides good access to downtown Dallas, 15 miles away, was crucial to Richardson's early development.

Relocate planned high-occupancy vehicle (HOV) lanes off the transit line. Because the planned HOV lanes will serve a large volume of traffic, locating them within the DART right-of-way will create an additional visual and physical barrier and degrade the area's quality of life, especially adjacent to the southernmost stations. This is contrary to the goals of a transit-oriented corridor. The city must find a better alternative. While the current option seems to be the least expensive, making a greater investment now would help ensure a better long-term solution.

Station/Neighborhood Development

The success of development and redevelopment around all of Richardson's DART stations depends on the ability of the city, in coordination with DART, to integrate users' needs, specific station assets, and flexible designs for the future. By examining the needs of both developers and tenants of commercial, retail, and residential space, the city and DART can create and implement the policies, procedures, conveniences, and amenities that will attract these users to existing development opportunities near the stations. Since each station has its own unique assets, the panel does not recommend a one-size-fits-all policy. The city should focus on each station's assets and should develop policies that will complement these assets.

The needs of the community and the market for commercial, retail, and residential space likely will change over time. While three of the five stations will become operational by June 2002, the remaining stations will be developed over a longer period of time, thus increasing the chance that the highest and best uses of the land around the station may change from what they appear to be today. Building flexibility into development and redevelopment strategies thus will be essential to maximizing future development opportunities.

Energizing the employment centers along the transit corridor will have a positive impact on the whole community. Ensuring the continued economic health of the city will allow for the finest delivery of services to the citizens of Richardson. Schools, parks, and open space will remain the finest possible. Indeed, the city's quality of life will be perpetuated and/or improved.

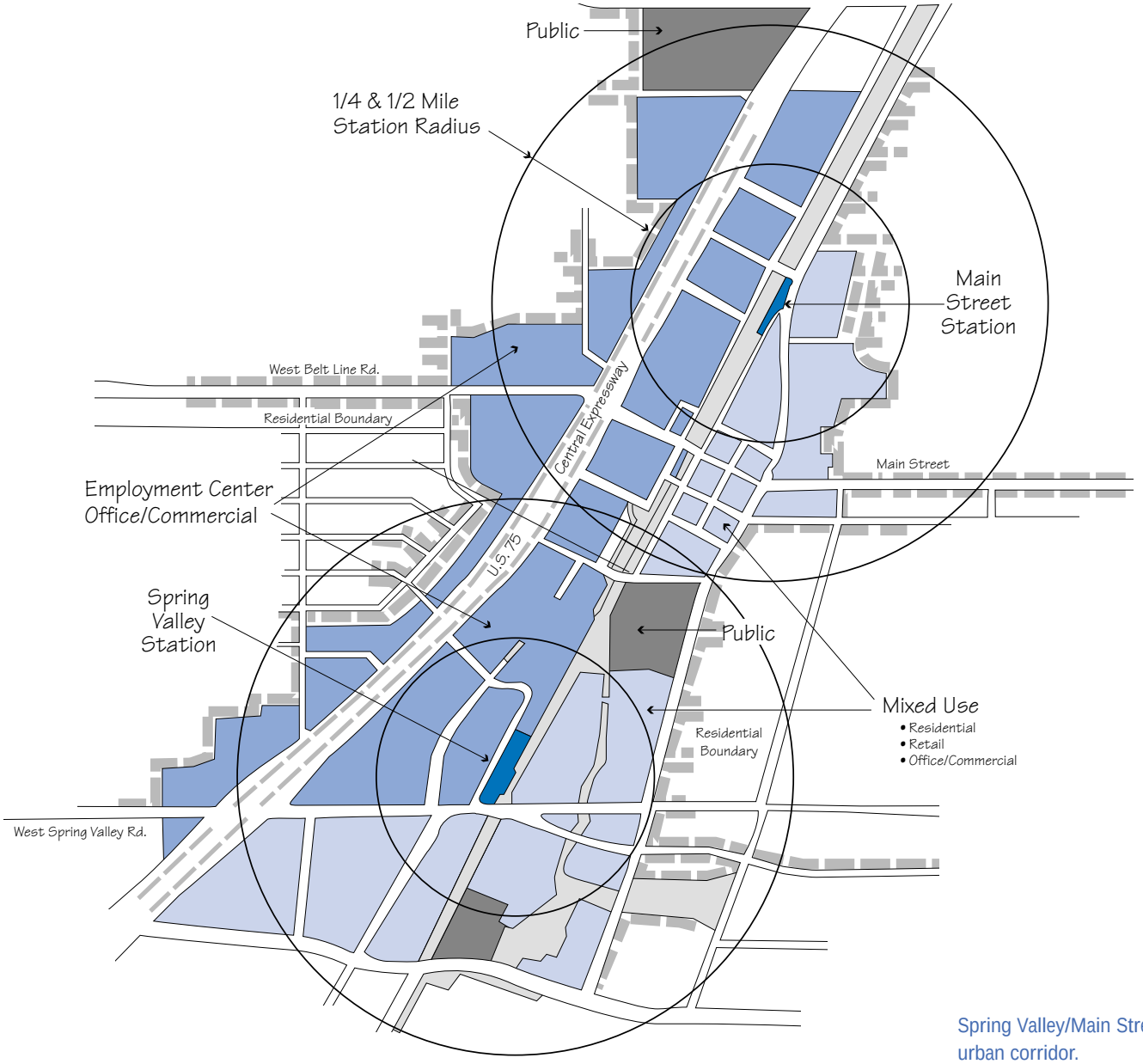
While there is a citywide synergistic imperative to make the most of the opportunity that DART light rail brings, the stronger the individual "parts," the greater the "sum." Attention to detail in the neighborhoods surrounding the stations is the best way to ensure the highest and best use of the land. The celebration of each station's individuality is critical to maximizing market potential.

Citizens and elected officials need to send potential users a clear signal that they are willing to create special places that are different from anything that exists today. The clearer the signal, the sooner change can begin. A coordinated planning exercise—one that will produce a vision for the area surrounding each station, coupled with an official endorsement—is the first crucial step. The city also should prepare a tool kit that articulates its design and quality expectations for each of the station locations. This will give developers an upfront understanding of the city's expectations and more confidence in the development review process.

The city should allow the area surrounding each station to develop/redevelop at its own pace. At some stations, opportunities to make big impacts in a short period of time will arise; at others, change will come more slowly. In any case, good planning will allow the city to recognize and capitalize upon opportunities as they appear. The city's overall goal should be to reposition the corridor so that the station areas can develop and redevelop to their fullest potential.

Spring Valley and Main Street Stations

The Spring Valley Station is Richardson's southernmost DART station. The area surrounding the station includes a mix of existing land uses; very little vacant land is available for development. Manufacturing/distribution activities dominate the area to the north and northwest of the station. An apartment complex and the city's oldest homes are located to the east and northeast, areas that retain an "Old Town" character and charm. Commercial and employment uses dominate the area to the south and southwest of the station, while a mix of employment, warehouse,



Spring Valley/Main Street urban corridor.

public, and institutional facilities can be found to the southeast. Typical strip commercial development—including freestanding restaurants, automobile-related activities, and a hotel—plus office buildings of various heights dominate the area between the station and Central Expressway.

The area tentatively proposed for the Main Street Station is located less than a mile north of the Spring Valley Station, just outside Richardson's "Old Town," where Main Street was the city's original township site. The area is mostly built out, with commercial land uses dominating the landscape within one-quarter mile of the station; this area also includes some office uses and low-density residential development. A similar mix of land uses exists outside this quarter-mile radius but within one-half mile of the proposed station.

Market Conditions

The Spring Valley and Main Street stations have similar physical attributes and development opportunities. Both are located within a mile of the colocation telephone switching center for the north Dallas metropolitan area, near Main Street. The panel understands that companies using high-speed fiber-optic connections do not have to pay a "colocation charge" if they are located within a mile of this facility. Thus all of the industrially zoned properties within a mile of the switching center are ideally situated for telecommunications companies and offices that rely heavily on telecommunications or data links. The panel therefore believes that a strong market exists near these stations for office development for high-

The Spring Valley light-rail station is surrounded by a mix of existing land uses, including low-density commercial and light-industrial development.

tech tenants who need for high-speed fiber-optic connections.

Older residential developments also can be found within a mile of these two stations. Studies of the effects of transit stations on residential property values in Chicago, Massachusetts, Portland, Philadelphia, and Washington, D.C., have found that the value of residential properties located within a mile of a transit station increased in both lower- and higher-income neighborhoods. The Chicago study found that the effect of a transit station on housing values ranged from a 25 percent increase for properties within 500 feet of the station to no impact for homes located 5,000 feet away. These studies indicate that a market exists for residential development and redevelopment in close proximity to transit stations like the ones at Spring Valley and Main Street. The panel recognizes that a market exists for high-quality, medium- to high-density residential development east of both stations. Residential development of this type

The area proposed for the Main Street light-rail station is located less than a mile from Richardson's Old Town, the city's original township site. This area contains commercial and retail land uses, including antique shops, in a typical main street configuration.

should increase the attractiveness of the areas to potential residents without encroaching on the existing low-density neighborhoods nearby. Finally, there likely will be a demand for parking at the Spring Valley Station; the city therefore should set aside land for future parking to serve transit patrons.

Development and Implementation Strategies

Successful development and redevelopment of the areas around the Spring Valley and Main Street stations will require a combination of land use policies and implementation strategies. First, the panel recommends that the city create an overlay district that extends at least a quarter-mile from the transit stations. Within this overlay district, commercial development should be the dominant land use west of the stations. In fact, the panel recommends that the land from the Spring Valley Station to the Arapaho Center Station retain its current commercial/industrial character. The stations' proximity to the colocation switching center will attract high-tech and telecommunications companies and commercial development should be encouraged. This recommendation takes into account the existing land uses west of the stations and the area's existing market potential.

East of the DART stations, the panel recommends creating a designation within the overlay zone that will allow for a mix of land uses. The mixed-use land designation should permit small-scale retail, office, commercial, public, and residential uses. By encouraging the development and redevelopment of an area that already is composed of a mix of office, retail, and residential uses, the city can strengthen existing neighborhoods and establish positive identities for these areas. East of the Main Street Station, the panel recommends that the city consider supporting the existing retail development. This retail area, which includes the Dallas/Fort Worth (DFW) Chinatown retail center east of the proposed Main Street Station, is well known throughout the north Dallas area for its unique ethnic restaurants, services, and other products. Support for further development/redevelopment of this retail and commercial center offers Richardson an opportunity to build on its positive reputation, enhance its tax base, and increase DART rider-

The Arapaho Center light-rail station is located next to the Arapaho Transit Center, which serves 16 routes in the greater Richardson area with buses, including this trolley bus.

ship. It also provides a marketing link with other unique DART locations, like Dallas's West End Entertainment District.

Implementing these development strategies will require the city to make some tough decisions and take on an activist role. The greatest challenge to development at these transit stations is the fragmented landownership pattern. The city might consider providing assistance to owners, developers, and users in assembling land near these stations. It could use tools such as road abandonment, road relocation and improvements and, if absolutely necessary, condemnation to facilitate the revitalization and redevelopment of these station areas. Without assistance, few developers will be willing to negotiate individual land purchases among multiple property owners. Since the DART station likely will create an increase in the investment opportunities in adjoining residential neighborhoods, the city also might want to consider creating conservation or historic preservation areas, providing street enhancements and improvements, and supplying rehabilitation loans.

Marketing

the colocation switching center. This high-tech infrastructure provides a significant financial incentive for businesses that might want to develop near these stations; this feature thus should be marketed as an asset. Marketing commercial/office development in the station areas also should stress the benefits of the communication trunk line. While it is important to continue to market to high-tech and telecommunications companies, it is equally important to reinforce, when possible, existing neighborhoods in the vicinity of the stations. The panel recommends that the city consider renaming the Main Street Station to better reflect its unique multicultural attributes. The renamed station would take on a unique identity that would reinforce the character of existing and future business opportunities in the area.

Arapaho Center Station: A Multimodal Center

The area surrounding the Arapaho Center Station is composed of a mix of existing land uses, including manufacturing, warehousing/distribution, commercial, retail, institutional, and residential

As the advertisement explains, the Arapaho Center Station will open in 2002.

space. Land uses east of the station include light industrial and commercial uses, as well as a DART bus transit center and a park-and-ride lot. A neighborhood of single-family houses lies at the southern edge of the station area. To the west, land uses include a low-density employment center, automobile dealerships, and other commercial facilities. Much of this development is oriented to Central Expressway and, therefore, backs up to Arapaho Center Station. Single-family and multifamily residential uses are located at the station area's western edge, across Central Expressway.

The Arapaho Center Station has the added feature of being located next to the existing Arapaho Transit Center, which serves the greater Richardson area. This transit center serves 16 bus routes and includes 12 bus bays, 1,105 parking spaces (including 12 kiss-and-ride spaces and 14 spaces for mobility-impaired patrons).

Market Conditions

The Arapaho Center Station is situated at the intersection of two major fiber-optic trunk lines, making it an ideal location for telecommunications companies. The relatively large parcels of land available for development and the area's accessibility to Central Expressway (in addition to the trunk lines) also make it attractive for research, manufacturing, and supporting office development. While the office/commercial market will be strong here, the high-volume/high-transfer activity created by the DART transit center may attract some retail development as well. For example, a supermarket that specializes in "take-home" prepared meals would find this high-volume area an ideal location.

Development and Implementation Strategies

The Arapaho Center Station is an ideal employment center for the city of Richardson and the region. Like the Spring Valley and Main Street station areas, Arapaho Center has high-tech infrastructure that will attract telecommunications companies to the region. Unlike these other stations, Arapaho Center Station is at the core of a comprehensive transportation network in an area that includes large parcels of land available for development. The station is well served by Central Expressway to the west and arterial streets to the north, south, and east. The existing transit center already offers bus service and soon will provide a light-rail option. Alcatel, a leading international supplier of telecommunications systems, recently divested itself of a 115-acre campus near the Arapaho Center Station. Because of its size and location, this parcel has tremendous redevelopment potential. Other, smaller parcels of land nearby also could be redeveloped in the future.

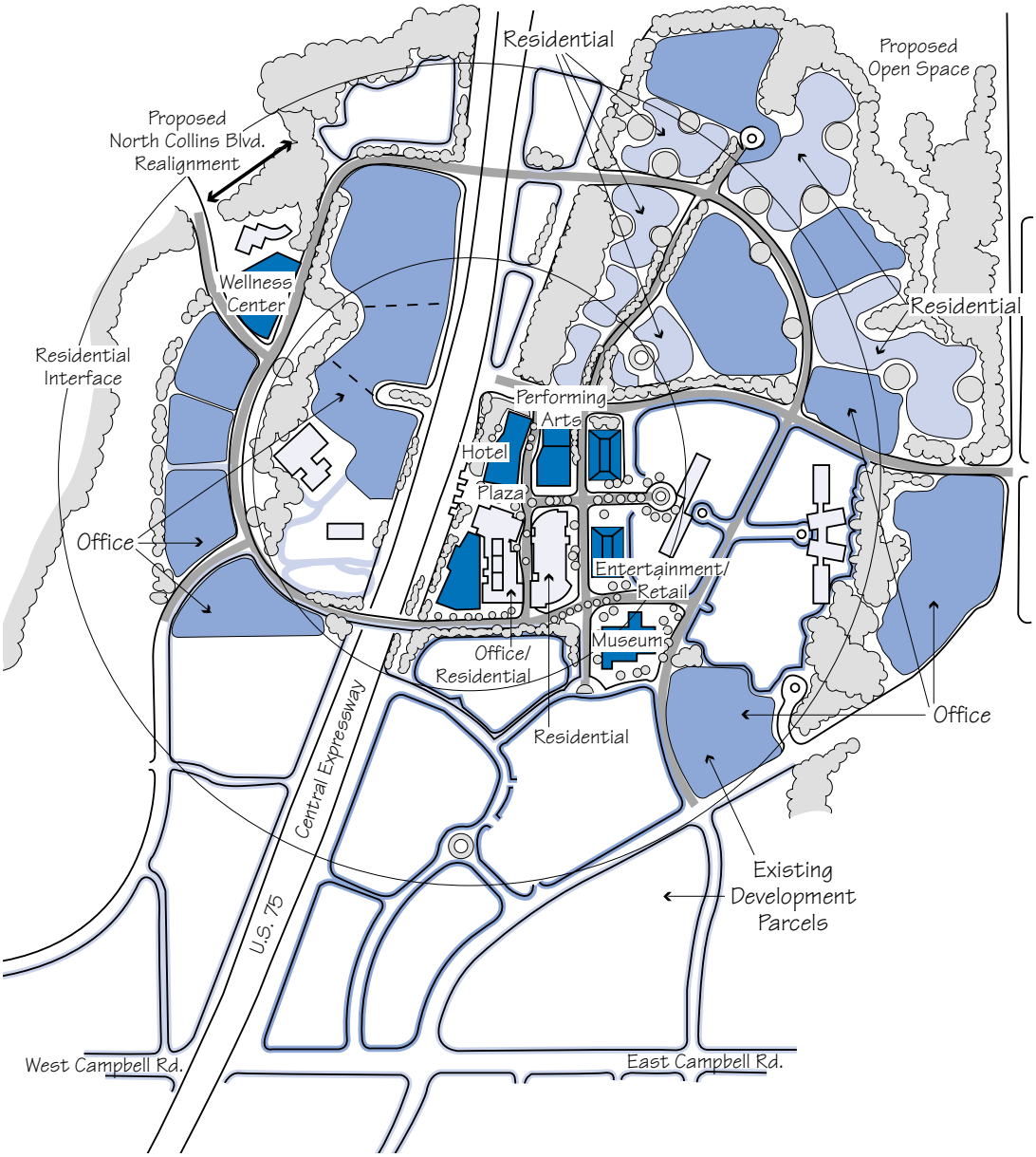
For these reasons, the panel strongly recommends that the city encourage commercial development as the dominant land use near the Arapaho Center Station. The city should, however, be flexible in its policies to allow for a mix of land uses. Larger parcels could incorporate retail and residential uses, as well as office development. These options should be left open, to allow prospective developers to respond to market needs. In addition, as the station develops, the air rights over its transit facility may become desirable for development. The city should consider this future use as it plans for the area around the station and should set aside land for future parking needs. Marketing for this station should emphasize the availability of the telecommunications infrastructure.

Galatyn Park Station: Developing an Urban Transit Village

Market Conditions

The Galatyn Park Station presents the city of Richardson with an extraordinary opportunity to recognize the paradigm shift in the community's transition into the 21st century. Richardson is currently the second-largest employment center in the Dallas/Fort Worth metroplex and is expected to play an even larger role in the metropolitan employment picture in the future. No part of Richardson offers more significant evidence of this transition than the area surrounding this station. Success at Galatyn Park can set the tone for success at the other four stations.

A well-designed office and research development already exists in the immediate vicinity. Significant public investments have helped to stimulate the construction of a new hotel/conference complex, a presentation/performance auditorium, and



Galatyn Park urban village.

a plaza that is planned as the site of future local festivals and celebrations. Nearby, a woodland preserve and nature area has been set aside as a community park and trails are planned to connect this natural area to employees, hotel guests, and residents.

Galatyn Park is ideally situated for mixed-use development that combines retail, entertainment, residential, and office uses. To serve residents of the station area and those who attend performing arts programs and community festivals, retail development near the station should include a variety of dining opportunities, including at least one white tablecloth restaurant. It also should include a multiscreen theater and a hands-on science and technology museum, as described earlier in this report. These entertainment uses will attract residents of Richardson and other locales. Office campus and medium- and high-density residential development are also appropriate land uses for the station area. The relative proximity

Galatyn Park is ideally situated for mixed-use urban transit village development that combines retail, entertainment, residential, and office uses.

of the forested area, trails, and civic plaza creates an environment conducive to office and residential uses in search of an exceptional nature- and community-oriented setting.

Marketing for this station should emphasize its existing amenities, the diversity of land uses, and the focus on high-quality development. DART literature could highlight Galatyn Park's presentation/performing arts center and the city festivals as regional attractions for DART users and others. To maximize the station's market potential, the city must create a destination center and an urban lifestyle in Galatyn Park.

Planning and Design

To continue to accommodate the expansion needs of current and future employers, and to capitalize on the Galatyn Park Station's opportunity to become a focal point for the city of Richardson, the panel recommends the systematic development of an urban transit village. Michael Bernick and Robert Cervero, in *Transit Villages in the 21st Centur*y (New York: McGraw-Hill, 1996), define a transit village as a compact, mixed-use community, centered around a transit station that, by design, invites residents, workers, and shoppers to drive their cars less and ride mass transit more. Bernick and Cervero add that a transit village typically extends roughly a quarter mile from a transit station, a distance that can be covered on foot in about five minutes.

Galaytn Park is an ideal location for an urban transit village. Many transit village elements—a future DART station, an existing office park, a hotel/conference center and civic auditorium, a civic plaza, and a planned park—are present or planned. To complete an urban transit village at Galatyn Park, the city must carefully integrate new medium- and high-density residential uses, a retail core, and more office development with the area's existing land uses. By doing so, the city can establish an urban village that celebrates the community's traditions, while announcing its future as a national center for the telecommunications and high-tech industries. The Galatyn Park urban village can become a community center that also provides convenient public transportation that connects residents and employees to downtown Dallas and other popular destinations. Galatyn Park's civic plaza, open areas, and other public spaces can serve an important function as community gathering spots, sites for special events, community celebrations, and the arts.

Development and Implementation Strategies

The area immediately adjacent to the Galatyn Park Station contains several office buildings, including approximately 800,000 square feet of offices and parking garage facilities for Nortel Network (a builder and integrator of digital networks and the city's largest employer), a 330-room hotel with 30,000 square feet of conference space, and a presentation/performance auditorium, all currently under construction, as well as a vacant 12-acre parcel held by a single owner. These building blocks offer Galatyn Park a unique opportunity to establish an urban fabric and create the sense of place that is central to an urban transit village. To achieve this potential, the panel recommends a mix of land uses, including high-density residential development, mid- to high-rise office space with ground-floor retail shops, a multiplex theater, and a hands-on science and technology museum.

The 12-acre vacant parcel adjacent to the station, across the civic plaza from the hotel and the auditorium, provides an excellent and immediate opportunity to realize the panel's vision for an urban village. The panel therefore recommends the following uses for this parcel:

- High-rise offices at the western edge of the parcel, adjacent to the DART light-rail line and Central Expressway;
- High-density residential development (50 units per acre or more) with ground-level retail space and restaurants facing onto the civic plaza and Performance Drive; and
- Structured parking located within the interior of the buildings. (Local examples of this type of parking can be found at Addison Circle and Los Colinas Town Center.)

This plan would enhance the use of the plaza's open space, provide housing, add office space, offer some retail space, and enhance the overall pedestrian flow from the station to the Nortel buildings.

The integration of new land uses on the Nortel parcel (which lies east of the station and adjacent to the civic plaza) with new development on the 12-acre site, and with the hotel and auditorium, is crucial to the success of the urban village. The panel therefore strongly recommends that Nortel not build the planned parking structures on its site along Performance Way. These parking structures would create a hard wall between Nortel's office campus and the civic plaza, retail shops, and DART station. They would detract from the urban village's pedestrian experience and could affect DART ridership. Instead, the panel recommends that the city encourage office, retail, and entertainment uses on these sites. At the intersection of Performance Drive and Lookout Drive, for example, the panel recommends a new multiscreen cinema complex and several restaurants.

If Nortel moves forward with its plans to construct the parking structures on this site, the panel recommends that it dedicate the first floors of those structures for retail uses. In addition, the panel recommends that the design of the parking facilities and the surrounding area be sensitive to the urban village's pedestrian-oriented nature. This includes designing the parking structure to reflect the design characteristics of surrounding buildings and providing well-landscaped pedestrian connections between Nortel's office campus and the civic plaza.

A well-designed office and research development sits adjacent to the Galatyn Park Station.

Existing office and research development includes small pocket parks and other landscaped areas.

Southeast of Nortel's existing office buildings, the panel recommends the development of additional office buildings and a hands-on science and technology museum, which could be included in an office building. The appropriate development of the Nortel parcel will enhance pedestrian mobility in the urban village (both east/west and north/south) rather than detract from it, increase DART ridership, and provide the compact, mixed-use development components of an urban transit village.

Extending the transit village northward, across Lookout Drive, to include the city park is an essential element of the panel's recommendations for the Galatyn Park Station. Including residential uses north of Lookout Drive will create a critical mass of people that can support retail uses and form a 24-hour-a-day/seven-day-a-week community environment. The panel recommends that compact residential development with ground-floor retail space be built north of Lookout Drive, along the southern boundary of the nature area. Along portions of Lookout Drive and Glenville Drive, the panel recommends that additional office space be incorporated into the mix of land uses.

Property north of the nature area—which is bounded by Renner Road to the north and Plano Road to the east—should be included in the Galatyn Park urban transit village. The site is heavily wooded and has environmental and aesthetic value. To preserve this value, the panel recommends that environmentally sensitive, medium-density (six to eight units per acre), single-family houses be developed along the northern boundary of the city park. This residential development would ease the transition into a campus-style office park. Trees and other environmental features would be preserved throughout the site. The development would have a single entrance from Renner Road. Pedestrian and bicycle pathways would connect to the existing trail system in the city park and the new trails currently being designed. This would ensure that the lower-density development north of the wooded area would connect with the more urban portion of the village.

At the panel's recommended densities, nearly 4,000 people could live in the Galatyn Park urban transit village. The demographics of tenants in comparable developments in the Dallas/Fort Worth metroplex and throughout the country indicate that Galatyn Park's urban lifestyle should attract both young and mature adults. Nortel's current employment alone would support the first phase of this urban transit village.

To help implement its vision for Galatyn Park, the panel recommends that the city create an overlay district that spells out the desired land uses and encourages a compact, mixed-use, pedestrian-oriented development pattern. The boundaries of this district should extend to Plano Road on the east, Greenville Avenue on the southeast, Campbell Road to the south, and Collins Boulevard to the west.

Mobility Improvements

The development of the Galatyn Park Station area as an urban village will influence a much larger area than that described above. As a result, the panel recommends some specific transportation improvements and land use policies that should improve east/west mobility, protect nearby neighborhoods, and encourage transit-oriented development in this larger area. As mentioned earlier, the panel recommends road improvements to improve circulation between the office park west of Central Expressway and the east side of the Galatyn Park Station. Specifically, the panel recommends the development of an overpass of Central Expressway at the northern terminus of Glenville Drive and the extension of the Galatyn Parkway overpass to the west to link the office properties west of Central Expressway with the Galatyn Park Station. These road improvements also should reduce the impact of future office development west of Central Expressway on the residential neighborhoods west of Collins Boulevard. Implementing a loop street pattern should shift traffic away from Collins Boulevard.

The panel recommends that high- and mid-rise offices continue to be the primary land uses in the office park west of Central Expressway, and suggests the addition of a medical well-patient or outpatient facility there. On the western boundary of the site fronting Collins Boulevard, the panel recommends that the city permit medium-density single-family houses (with six to eight

units per acre), to improve the transition and provide a buffer between the office park and nearby neighborhoods.

In summary, the goal of the Galatyn Park urban transit village is to create a critical mass of people and activities that fosters an around-the-clock environment. To achieve this vision, the urban village must include housing, neighborhood services, sources of employment, public gathering places, community amenities, and entertainment facilities. While each of these land uses is critical to the success of Galatyn Park, housing should be seen as the glue that will bind the village together, because it will ensure residents' personal commitment to the neighborhood and a continuous human presence.

190 Station: The Future

The 190 Station is located just east of the intersection of Central Expressway and President George Bush Turnpike. The proposed station will have good accessibility to two six-lane divided arterials, Renner Road to the south and Plano Road to the east. Most of the land within a mile of the station is vacant. Some office and retail uses exist at the southeast corner of Plano and Renner roads, on the edge of the station area, but there is no housing within one-half mile of the station in Richardson. The vacant land consists of large parcels owned by a limited number of entities. This land currently is planned for office and limited commercial development, with the area between the turnpike and Renner Road designated for specialized office uses (research and development and light manufacturing). Approximately half of the area within one-half mile of the station, the portion north of the turnpike, is located in the city of Plano.

Market Conditions

A major highway setting usually is associated with office, hotel, and retail services. As in the other station areas, future demand for office space to serve telecommunications businesses will be high. Such development in this area may evolve slowly, after other more desirable areas, such as those surrounding the Arapaho Center and Galatyn Park stations, are developed. Eventually, however, demand for such space will exist near the 190 Station. The fact that the station area is mostly vacant, owned by a limited number of entities, and near major north/south and east/west regional highway systems increases the property's value for future development. One appropriate use would be a campus-style office park that could accommodate projected job growth near the station. The partial integration of high-tech and educational facilities into this office park also could be an attractive development option, because of the availability of large, vacant tracts near the station. Marketing efforts should emphasize the availability of these large tracts of land.

The 190 Station is surrounded mostly by vacant land owned by a limited number of entities. Currently, the area is planned for office and limited commercial development.

Development and Implementation Strategies

In creating a vision for the 190 Station, the city must contemplate its future growth and development. The benefits of developing in and near the 190 Station area include the following:

- Because the surrounding land is vacant and owned by a limited number of entities, the city can use sophisticated land planning techniques to shape the type, form, and pattern of future growth around the station.
- The limited number of landowners increases the likelihood that prospective developers will use high-quality, master-planned development strategies, rather than the short-term profit

maximization strategies often associated with the development of small parcels.

- Since few people live near the station, neighborhood opposition to a development project characterized by higher densities and a mix of land uses should be limited or nonexistent.
- The city's future land use plan assigns the property a designation that suggests a comprehensive development with office buildings of varying heights and densities. This designation is consistent with the panel's vision for the station area; however, local regulations should build in the flexibility to permit other land uses as well. Some residential and/or retail development, for example, may be desirable in the future.

Based on these attributes, the panel recommends that the city plan the site for high-quality office park development that integrates traditional office buildings with research and educational facilities. In addition, the site near the office park should allow for a mix of land uses, so that the development community can respond to potential future demand for residential and/or retail development. The panel agrees that the 190 Station area will attract high-tech and telecommunications businesses. To maintain a competitive edge with other localities, however, the office park also should integrate spin-off research and educational facilities. These facilities can be used for research and development operations or for continuing educational purposes. Finally, the city should consider providing incubator space to attract startup telecommunications companies, thereby creating a strong synergy between these fledgling companies and the international firms in the Telecom Corridor®.

When the time is right, the city should work with area landowners to produce a master plan that achieves city objectives, meets economic goals, and provides incentives to see the development through to completion. Such incentives could include road, water, and sewer improvements and an expedited development review process.

Implementation

The city has taken a bold first step in bringing DART light rail to Richardson. To make the most of its investment in DART, Richardson now needs to create and embrace a vision for the future of its DART rail corridor. The panel has presented a vision that it feels can maximize the city's return on its transit investment, which will lead to solid economic growth and an improved quality of life. The potential for increased development around DART stations presents the city with both opportunities and challenges, and the opening of the DART light-rail line also will require choices.

Some of the panel's recommendations should alter the city's overall approach to planning for the future of the corridor and the community as a whole. The opportunities provided by the region's investment in DART light rail reinforce Richardson's established position as a crossroads, a destination for employees, and a high-quality residential community.

Richardson can lead the region into the 21st century by implementing its vision for the future of its DART rail corridor. How it implements this vision will be critically important. The panel feels that Richardson's implementation strategy should consist of several components:

- Adapting the city's policies, planning, and zoning to recognize the significance of DART rail on the city's future;
- Taking advantage of a variety of financing opportunities that could have a minimal fiscal impact on Richardson;
- Committing to improve the infrastructure in neighborhoods that are destined to grow with the advent of DART light rail; and
- Using DART rail as a marketing tool to attract the desired transit-oriented development along the DART corridor.

Neighborhood Repositioning

Neighborhoods can be repositioned in their market areas in two basic ways:

By market adjustment. In this scenario, conditions deteriorate, rents decline, and property values fall. Developers, recognizing the bargain value of properties, begin buying parcels and assembling land consistent with what they perceive to be current and future market opportunities. In communities with limited economic and market opportunities, this may happen over a long period of time or it may not happen at all.

By concerted, joint public/private action. This scenario involves public and private entities working together to purchase and assemble larger portions of a deteriorated neighborhood (entire areas, rather than individual parcels) to support redevelopment and revitalization opportunities in blighted areas. Such public/private actions have been used successfully in neighborhoods throughout the United States.

The current situation in the city of Richardson—its strong regional market role and DART's imminent arrival—will substantially increase the probability of success in repositioning the station areas. The 190 and Galatyn Park station areas will benefit because of the small number of property owners and the high visibility of these areas, not to mention the community's interest in creating a showcase for the Telecom Corridor®. The Main Street, Spring Valley, and Arapaho Center station areas will require much more community energy and commitment to reposition them in the marketplace; however, the city's overall market strength should help redevelopment efforts to succeed at these stations as well.

Repositioning the station areas for new market realities is a difficult undertaking and will require

political leadership and a community-based process. Implementation steps to reposition the Richardson station areas, especially the Arapaho, Main Street, and Spring Valley locations, could include creating a vision, formulating a plan, reviewing and revising zoning and development regulations, investing in infrastructure, acquiring and assembling land, and developing property. A description of these implementation steps follows:

Create a vision. A common agreement about the desired result is needed to unify the disparate market, business, residential, and property ownership interests (as well as regulatory forces) in each station area. The more detailed the vision, the better. The visioning process may be simple or complex, but it will take time for all of the parties involved to reach a consensus.

Formulate a plan. A plan is a vehicle for community action. The plan or strategy for repositioning has to answer the following set of questions: What will be done? Who will be responsible for each part or activity? How and why is this set of activities likely to produce movement toward the vision? Where shall each important element or project be located within a station area? When will each activity take place? Is any particular catalyst or sequence of projects necessary? The plan must be based on solid market analysis and tests of financial feasibility. The latter are also helpful for identifying what specific role and form of assistance the public sector should provide to the private sector to make desired investment happen.

Review and revise zoning and development regulations. To guide the various actors at work in the process, the city should create a set of "rules of the game" that will channel the energy needed to attain the ultimate vision. These rules will offer a way of providing incentives to encourage development that is consistent with the plan and to discourage proposals that are not. These regulations need to be specific and likely will be different for each station area.

Invest in infrastructure. The physical framework that shaped old market and land use trends probably is not appropriate for the transit village environment, and may not provide adequate capacity for the new economic and real estate activity envisioned in the panel's recommendations. This infrastructure includes the road and street grid, landscaping, street furniture, parks and other greenspace, utility systems, public buildings and facilities, public gathering places, and so forth. New infrastructure will create a new environment for residents, shoppers, workers, and their cars. Four sequential steps must be taken to invest in infrastructure near the stations: determine the needs at each station, design infrastructure that is consistent with the plan for each station, develop financial plans to fund station improvements, and construct the necessary infrastructure.

Land acquisition, assembly, and development. If the private sector is completely or partially uninterested in development opportunities and/or the real estate and economic market forces are weak, the community, through its government or some specialized agency, may need to step forward and do what the private sector cannot or will not do. This urban renewal model was used in the past in many older U.S. communities, and is still being used today in some metropolitan areas with severe redevelopment challenges.

These implementation steps represent a continuum of choices. Having a vision and articulating it is the most basic and least activist—or the most passive—step a community can take to encourage development and/or redevelopment. Market forces then would be responsible for transforming the vision into reality.

The more steps a community is willing to take, the more aggressive it will be in repositioning the stations for new markets. Obviously, the final step is the most aggressive and assumes some of the role of the market. This step may be necessary in areas with weak market conditions. Matrix A in the appendix of this report outlines these steps and the respective roles of the public and private sectors in implementing them; Matrix B offers one example of an organizing matrix that the city could use to determine the most appropriate steps it should take at each station.

Planning and Zoning Opportunities

City planning and zoning policies must reflect the community's desire for appropriate development near the transit stations. The vision for development near the transit stations offers significant growth opportunities for the city of Richardson. With that growth will come change. Managing the growth, and the uncertainty that accompanies change, will be of primary importance for all parties with a vested interest in Richardson's continued success. To minimize uncertainty, maximize the chance of success, and optimize the city's investment, the panel recommends that, within the context of an overall implementation strategy, the city update its planning documents and zoning ordinances to encourage transit-oriented development (TOD). This will present a clear sign of Richardson's commitment to DART's success. The panel recommends that the city take the following specific actions:

- Update Richardson's planning documents and ordinances to promote TOD;
- Create a separate entity to build and operate public parking facilities to accommodate patrons at Richardson's DART rail stations;
- Investigate the possibility of revising Richardson's status as a "dry" jurisdiction to attract better restaurants to the station areas;
- Create a marketing plan to convey to the business community Richardson's new image of growth associated with DART rail; and
- Establish a program to facilitate communication with all segments of the community.

Update planning documents and ordinances. The success of TOD will be dependent upon Richardson's revising its planning maps and zoning ordinances to promote and facilitate growth at the DART station areas. These growth areas, which the panel has named TOD zones, should include the land that will be most immediately affected by the arrival of DART rail. A TOD zone at the Main Street Station should be designated on the city's future land use plan. The panel believes that TOD zones should encompass areas within approximately one-quarter mile of the station platforms, a limit that is frequently used as an estimate of the distance patrons are willing to walk to get to a station. Development within these TOD zones should be pedestrian friendly, with safe and convenient access to DART stations. The individual TOD zones may need minor adjustments to promote connectivity with neighborhoods west of Central Expressway.

Richardson's comprehensive plan, transportation plan, and parks and open space plan each should contain detailed descriptions of the expectations and standards for the TOD zones. The comprehensive plan should specify dense development within TOD zones, commensurate with the recommendations offered in this report. The transportation plan should identify and promote specific roadway and sidewalk improvements that will enhance vehicular and pedestrian access to TOD zones and transit parking. The parks and open space plan should identify (in detail) locations for additional hike-and-bike trails that will improve connections between the DART stations and Richardson's neighborhoods and recreation areas.

Richardson's zoning ordinance will make or break the city's ability to accomplish its TOD goals. To ensure that these goals are achieved, the city should provide clear and specific zoning for its TOD areas, and should limit land uses to those envisioned in the comprehensive plan. Creating new TOD zoning should include density incentives for landowners and developers where redevelopment is needed to achieve the vision. For example, zoning can encourage land assemblage by permitting very low floor-to-area ratios (FARs) for small parcels and increasing FARs substantially for larger parcels, up to the maximum allowable FAR envisioned in the plan. In TOD zones where little development has occurred, planned unit developments may be a very effective zoning technique. And TOD zoning should recognize the desirability of denser development adjacent to DART surface parking lots and transit facilities.

Further incentives should be included in the zoning ordinance. Specifically, an expedited site plan review process for TOD proposals will provide a very attractive incentive to developers and com-

panies building their own facilities. TOD zoning also should include reductions in parking requirements to promote the use of DART rail service. The city should expand the amenities program that it is developing into the TOD zones to encourage attractive development and achieve the vision described in the comprehensive plan.

The panel believes that the city's plans or ordinances must include architectural guidelines. To realize Richardson's TOD vision, architecture in the station areas must be attractive and well planned. The designs of these projects must ensure that each one remains appealing, not only to those living and working in the TOD zones, but also to those interested in shopping, dining, and recreating there.

Create a separate parking entity. The panel strongly encourages parking near DART stations, and recommends that Richardson create an organization charged with the construction and operation of parking facilities in or near TOD zones. In situations where off-peak uses present an opportunity to share parking, leases should be executed to allow such sharing.

Investigate the possibility of revising Richardson's status as a "dry" city. The panel feels that this status could be a serious impediment to attracting restaurants and promoting the city as an entertainment destination. The panel understands that recently passed legislation eases Richardson's ability to remove this obstacle by scheduling a citywide vote to ask its residents to decide if, for establishments serving both food and liquor, Richardson should be designated "dry" or "wet." The city should investigate this option if it appears that the success of such a vote could greatly enhance Richardson's image as a place not only to work and live, but also to play.

Facilitate communications with the community. To achieve TOD goals with minimal uncertainty, city officials must initiate communications that regularly and thoroughly inform all Richardson residents and engage their involvement in the transitions created by the arrival of DART rail. The regular discussions that the city council currently has with the city's homeowner associations (HOAs) are an excellent foundation; however, some neighborhoods that will be significantly affected by DART's arrival have not yet developed an ongoing dialogue with city officials. To encourage this interaction, city officials should reach out to those communities by offering, publicizing, and attending meetings to discuss community issues as well as the benefits of DART. Information updates, marketing materials, and publications also can contribute to the success of this program. Residents will be interested not only in the new DART transportation options, but also in the additional tax revenues generated by transit-oriented development and the prospect of improved property values. Obtaining the community's "buy-in" will greatly reduce uncertainty for city officials and ease the inevitable changes that are coming with DART rail.

Infrastructure Improvements

The panel recommends that the city adapt its infrastructure improvement policy to allow infrastructure installation in TOD zones prior to development approvals for specific sites. To date, the city has had a policy of expanding and improving its infrastructure (both roads and public utilities) incrementally as sites develop. For TOD zones, this policy should include the city's trail system and other low-maintenance public amenities such as attractive landscaping, street lighting, and seating. In addition, the city and DART should continue to cooperate through DART's betterments program to upgrade landscaping and fencing at DART stations and along the right-of-way, where appropriate. Richardson's infrastructure installation policy also should promote the distribution of fiber-optic cable throughout TOD zones and the DART light-rail corridor. In areas where pedestrian access to DART rail may be difficult, such as at Spring Valley Station, the city should consider installing improvements such as signals or pedestrian bridges.

The creation of an infrastructure system within the TOD zones prior to new development will show the business community and residents that the city is committed to its plan for DART light-rail and that it is ready to demonstrate that commitment. It also can serve as a marketing tool to attract new business.

Richardson's infrastructure improvements should prepare for the eventual redevelopment of DART's existing parking lots and transit facilities. Surface parking lots can be converted into structured parking as part of additional private development consistent with the comprehensive plan. And the Arapaho Transit Center may someday be attractive as an air rights development opportunity.

Richardson should promote the creation of transportation management associations (TMAs) that feed into TOD zones to promote DART ridership and facilitate patron access. DART's existing shuttle program at the Arapaho transit center can be used as a model to expand TMAs to other station areas with minimal fiscal impact on the city. DART should cooperate as much as possible in the creation and operation of these TMAs.

Financing

Positioning the community to take advantage of new development opportunities associated with DART, and repositioning older areas affected by rail service, may require some changes. City officials will have to make hard choices among various projects and will have to carefully consider the timing and distribution of funding. The panel recommends the following changes in financial strategies:

- Prioritize funds based on progress toward attaining the vision for each station and the private sector's willingness to make concessions with the same goal in mind;
- Develop and promote a competitive regional market strategy;
- Link and leverage external sources of public and private funds; and
- Determine which stations will require more aggressive funding strategies or timing sequences.

The city may choose to use a separate development authority to stimulate and guide development in some station areas. Alternatively, it may choose to use the existing city staff's knowledge of techniques to stimulate and guide this development and redevelopment. Different individuals could apply different approaches in different areas; for example, a city staffer who has private sector development experience could negotiate with major developers in the Galatyn Park, 190, and Arapaho Center station areas, while a staff person with public redevelopment experience could take on this role for the Main Street and Spring Valley station areas.

Richardson has been an active participant in several state programs that financially assist municipalities in their economic development. Among the alternatives most frequently used, according to the city's Web site (www.cor.net), are the following:

Tax abatement. Local property (ad valorem) taxes may be discounted, or abated, on the value of new real estate (buildings, not land) and business personal property (fixed assets such as equipment, machinery, and computers) added as the result of a business relocation or expansion. State law limits abatements to an annual amount of no more than 100 percent and to a term of no more than ten years. Recent city abatements have ranged from 25 to 50 percent for periods of five to ten years.

Infrastructure. Some expansion and relocation projects require a significant amount of infrastructure construction, including new roads and water and sewer lines. The city may provide some or all of the infrastructure at no cost to the developer, landowner, or business.

Fee waivers. Fees usually paid to the city for zoning and building permits are subject to waiver at the city's discretion.

Other incentives. The city has a certain degree of flexibility in designing an incentive package and, depending upon the nature of a project, may make additional incentives available to a project pursuant to Chapter 380 of the Texas Local Government Code. That code allows municipalities to provide incentives in the form of loans and grants of city funds for economic development purposes.

To demonstrate its commitment to transit-oriented development, the city should award the maximum tax abatement percentage and term for proper-

ties within TOD zones. The panel understands that Texas law limits the city to contributing no more than 30 percent to the total cost of infrastructure improvements. If the city chooses not to construct infrastructure improvements itself, increasing the cost sharing in TOD zones by some other means would emphasize Richardson's desire to fulfill the comprehensive plan's vision.

An additional alternative, permitted under Texas law, that can promote development with minimal impact on the city's expenditures is tax increment financing (TIF). A city can use TIF to finance infrastructure improvements within a defined area (a TIF zone). These improvements create higher land values within the TIF zone, which incrementally increases tax revenues from the TIF area. The city then uses these increases in revenue to pay off the cost of the improvements. One constraint relevant to the proposed TOD zones in Richardson is that no more than 10 percent of the property within the TIF zone (not counting public property) may be used for residential purposes.

Public improvement districts also can be used to improve infrastructure to encourage business expansion and relocation. This technique involves the creation of an improvement district that could coincide with the boundaries of the TOD zone. Within the district, the city would levy a special assessment on property to finance construction of the desired improvements. Once the improvements have been built, the public improvement district can be dissolved.

Finally, the city should consider creating a nonprofit corporation or foundation to facilitate redevelopment in those TODs where redevelopment is critical to implementing the comprehensive plan. While the city council cannot create this nonprofit entity, council members can serve on its board of directors. The corporation could be authorized to promote economic development and acquire land for that purpose. The city would be able to convey land to the nonprofit group, which in turn could convey the property to an economic development project, thus facilitating land assemblage in redevelopment areas. The city would have to provide funding through the Chapter 380 provisions or some other budgeted source.

Each of these alternatives provides a means by which Richardson can leverage its resources and take advantage of the improvements being constructed.

Organizational Issues

Based on its interviews with individuals from all segments of the community, the panel understands that Richardson may be among the best managed cities in the Dallas/Fort Worth metroplex. Given this fact, and the city council's ability to reach substantial agreement on issues very frequently, the panel feels that the city's current organizational structure is sufficient to successfully promote and manage TOD. If the council sees the need, it may be appropriate to appoint a separate body (such as the nonprofit organization mentioned above) to facilitate redevelopment at some stations.

Landscaping and open areas will be an important element of any TOD at the Richardson DART stations. The panel recognizes the pride and commitment the city has taken in creating and maintaining its greenspaces. The city may need to revise its ordinances to ensure that TOD amenities for the community's benefit will be suitably maintained. For any upgraded landscaping on DART's property in Richardson, the city and DART may find it mutually beneficial to enter into an agreement whereby the city would take some responsibility for maintaining those upgrades. Any agreement would, of course, be subject to the authority governing both bodies.

Marketing

While each of the station descriptions offered earlier in this report includes some marketing recommendations, the city also needs an overall strategy to market the corridor. As the second-largest employment district in the Dallas/Fort Worth metroplex, Richardson is the first locality to commit to the DART rail extension. In addition, the Telecom Corridor® already has excellent name recognition. Given these facts, the panel recommends that the city promote its growth

potential, the city's business-friendly culture, and the DART light-rail line in a complete marketing package.

Specifically, the city should highlight its experience with high-tech and telecommunications companies, its extensive high-tech infrastructure, and its quality of life. Furthermore, the city should demonstrate to prospective developers, businesses, and residents that it has established a vision for and made a commitment to the development of a light-rail corridor that weaves together employment opportunities, housing, entertainment, and transportation options. The panel recognizes that Richardson will be an employment epicenter in the metroplex, and that, with the development of the light-rail line, Richardson also will be located in a fairly central position on the north/south DART rail line. As a result, people living or working in Richardson will have shorter light-rail trips than many other riders on the system. Because so many top-quality developers are located within the Dallas/Fort Worth metroplex, the panel recommends that Richardson market these opportunities regionally.

To support this marketing campaign, the city should consider hiring a marketing and public relations firm to help convey this new "transit-oriented development dream" to the rest of the metroplex. As new transit-oriented developments are completed, the city can update its marketing message to reflect these improvements. The city also could use this firm or consultant to help it open lines of communication with the neighborhoods most affected by the arrival of DART light rail and related development.

Conclusion

The city of Richardson is well positioned to attract high-quality development around its five future DART light-rail stations. Top-quality new development around these stations can help the city address some of the unintended consequences—traffic congestion and crowded schools—of the city's and the region's explosive economic growth. The city has a unique opportunity to foster its positive economic growth while protecting its quality of life by providing leadership, creating a vision, and implementing a strategy for new growth and development around its five planned DART transit stations. Creating this vision and developing new policies and practices to support its implementation will enable the city of Richardson to take full advantage of the opportunities that light rail offers the city and the Dallas/Fort Worth metroplex.

Appendix

Matrix A: DART Station Area Repositioning Public and Private Partnership Roles

Implementation Step	Public Sector	Private Sector
Establish vision	Manages public participation process	Participates actively
Create station area plans	Prepares plan with significant technical research and input	Provides specific feedback on development needs
Prepare regulations and zoning	Establishes predictable and certain development review process and regulations	Provides feedback on effectiveness of regulations, zoning, and process
Provide infrastructure		
Design	Ensures consistency with station plans	Designs projects consistent with public plan
Financial plan/strategy	Establishes joint public and private funding	Establishes joint public and private funding
Construction	Conducts aggressive and concurrent approaches	Constructs necessary infrastructure to expedite development schedule
Acquire and develop land	Acquires and develops only if private sector does not respond	Takes advantage of incentives for assembling larger development parcels

Matrix B: Implementation Steps for DART Station Area Repositioning

Implementation Step	Arapaho	Main Street	Spring Valley
Vision			
Plan			
Regulations and zoning			
Infrastructure			
Design			
Financial plan/strategy			
Construction			
Land acquisition and development			

About the Panel

Franklin A. Martin

Panel Chair
Boise, Idaho

Martin is president of Hidden Springs Community, L.L.C, an affiliate of Grossman Family Properties, a leading real estate company that owns and develops office, retail, hotel, and residential properties in Arizona, Idaho, and California. Martin's primary responsibilities include development of Hidden Springs, Idaho, a 1,035-home, 1,844-acre new small town in the Boise Front Foothills, and Eagle River, an 86-acre mixed-use development on the Boise River in Eagle, Idaho.

Since 1971, Martin has been responsible for the development of more than 3,000 homes. Prior to joining Grossman, he was a community developer and homebuilder in the metropolitan Chicago market. As president of Shaw Homes, Inc., he oversaw the development of Homan Square and Prairie Crossing, two award-winning communities that have received national recognition.

Martin graduated from Hanover College and received a master's in business administration from the University of Chicago. He is a member of ULI–the Urban Land Institute's Policy and Practice Committee, Transportation and Land Use Forum, and

Residential Gold Council. He is also a member of the National Association of Home Builders.

Donald R. Bauer

Tustin, California

Bauer is owner and founder of Bauer Planning Services. With over 28 years of experience in urban and regional planning, he has expertise in strategic planning, economics, and design for new communities and large-scale development programs. His emphasis on the quality of life, environmental integrity, and long-term economic value and return of developments has resulted in a number of national and international projects.

Bauer's experience has included residential villages and commercial areas for the Irvine Company; large mixed-use projects in Baltimore, Washington, D.C., Miami, Fort Lauderdale, Dallas, Orlando, and Denver; new towns such as the Woodlands, Texas; and resort communities, including Ventana Canyon in Tucson and the Cojo-Jalama Ranch in Santa Barbara. His international work has included projects in Indonesia, the summer national capitol of Saudi Arabia, the new national capital of Nigeria, Colombia, China, and Kao Shung, Taiwan.

Bauer is a member of the American Planning Association. Between 1992 and 1996, he was ULI District Council coordinator for Orange County, California. Bauer studied sculpture and architecture at the University of Oregon and participated in an exchange program at the University of Florence. He is a frequent university guest lecturer.

Richard J. Dishnica

Berkeley, California

Dishnica is president of Bay Glen Investments, Inc., and the Dishnica Company, L.L.C. In 1994, Dishnica and Ivan Glover formed Bay Glen Investments to develop for-sale and rental infill housing in the Bay Area. In 1994, he formed the Dishnica Company to pursue his individual investment goals and provide consulting services. He is also a member of U.S. Advisor, L.L.C., a Virginia limited liability company, and chairman of the board of U.S. Apartments 1, Inc., a private REIT affiliated with U.S. Advisor.

Dishnica formerly was an executive vice president and chief operating officer of American Apartment Communities, a privately held REIT, with responsibility for all apartment operations, development, and rehabilitation. Until its merger with United Dominion Realty Trust, American Apartment Communities owned and managed (directly or through subsidiaries) 54 apartment communities with a total of 14,141 units in nine states.

Dishnica also has served as an executive vice president of the Klingbeil Company (the predecessor to American Apartment Communities); as the chief financial officer and chief operating officer of K/W Realty Group, a Klingbeil-affiliated company; as a principal of Comstock Ventures

Limited, a real estate venture capital company; and as vice president of Fox and Carskadon financial corporation.

Dishnica served as an officer in the U.S. Navy, achieving the rank of lieutenant with assignments in Vietnam and as the officer-in-charge of a minesweeper. He received his master's in business administration from the University of Southern California in 1974 and his BS degree from Ohio State University in 1968.

Robert T. Dunphy

Washington, D.C.

Dunphy is senior resident fellow, transportation at ULI–the Urban Land Institute, where he directs studies on best practices in transportation and land use. His book *Moving Beyond Gridlock: Traffic and Development* examines seven large regions recognized for their efforts to implement consistent regional transportation and development policies.

He directed a study for the Federal Transit Administration to develop land use and economic development criteria for new rail systems, as well as a series of workshops on real estate development adjacent to transit facilities. Two popular ULI brochures on which he collaborated, *Myths & Facts about Transportation and Growth* and *12 Tools for Improving Mobility and Managing Congestion*, have been widely distributed to educate business and government leaders on transportation and land use issues.

Dunphy managed updates of ULI's two parking books, was a principal author of *Transportation Management through Partnerships*, and has been a contributing author for several other ULI publications. He organized ULI's first conference on technology and real estate in 1997, and also has organized national and regional seminars on transportation and growth, joint development, and landfill siting.

Prior to joining ULI, Dunphy was a senior associate at PRC Engineering, where he served as a consultant to the Houston-Galveston Association of Governments and the Dallas Area Rapid Transit system.

Dunphy served on Maryland's Transportation Solutions Group, which was organized by Governor Parris Glendening to advise on a controversial suburban highway proposal. He is active in national committees of the Institute of Transportation Engineers and the Transportation Research Board, for which he chairs the Transportation and Land Development Committee.

Ben Frerichs

Kirkland, Washington

Frerichs, a principal with Huckell Weinman Associates, is an economic consultant with more than 32 years of experience in the application of economics and finance to real estate, land use, economic development, strategic planning, and public facilities investment projects, programs, and policies.

He has provided market and financial feasibility analyses for real estate projects that have ranged in size from a BBQ restaurant to two 5,000-acre master-planned communities. His economic research assignments for public agencies typically focus on issues such as strategic planning and analysis for comprehensive and subarea plans; business district revitalization; transportation- and waterfront-oriented development; and economic, fiscal, property value, and development impact studies.

He has provided public investment analyses for tourism, athletic, public assembly, performing arts, educational, cultural, recreational, and lodging facilities. These studies have included financial feasibility, siting, and location evaluations, as well as management and organizational tasks.

Frerichs began his career teaching economics and public finance at a regional university. His consulting career began with municipal finance and forecasting studies for state and local governments, and he has served as the economic development manager for an older mid-sized West Coast city.

Frerichs maintains his connections with the academic world by part-time teaching of urban economics and real estate development, mentoring graduate students in Seattle University's business program, providing workshops, and serving on advisory boards for the University of Washington's planning and architectural programs.

Douglas Hale

Washington, D.C.

Hale has over 15 years of broad experience in the real estate industry, where he began as a contractor restoring homes in southern New England. After obtaining his MBA, he returned to real estate as a consultant, serving both private and public sector clients in a national practice. From consulting, he moved to land acquisition for a homebuilder in the mid-Atlantic region, where he managed land purchases of up to $28 million from contract negotiations and due diligence through rezoning. Hale currently leads teams in the joint development program of the Washington Metropolitan Area Transit Agency in Washington, D.C. These teams market properties near Metrorail stations, analyze development proposals, and negotiate contracts.

Before he entered the world of real estate, Hale pursued a successful career in furniture manufacturing, both as a designer/builder of custom furniture and as a designer and developer of office furniture systems and seating for international furniture manufacturers. He has a bachelor of arts degree from Dartmouth College, a master of fine arts from the School of Architecture at the Rhode Island School of Design, and a master's of business administration from the University of Virginia.

Hermann J. Kircher

Toronto, Ontario

Kircher is the former president of the international real estate market research firm, Larry Smith and Associates, Ltd., where he worked for 25 years. He served for 12 years as the partner responsible for real estate and retail consulting services at Coopers and Lybrand. Kircher holds master of business administration (MBA) and bachelor of commerce (BCom) degrees from the University of Toronto. In addition to his extensive consulting background in Canada, his international assignments included major research studies in the United States, most European countries, Africa, South America, and the Middle East.

Kircher has completed strategic, market, and financial feasibility studies for major retailers, town centers, resorts, housing agencies, the hospitality industry, and office developments. He also has been responsible for approximately 1,000 shopping center market studies for developers, retailers, financial institutions, and public agencies. He has conducted extensive research on developments combining retail and entertainment, including West Edmonton Mall, the Mall of America, and the Mills centers. In addition, he has been an expert witness before courts and quasijudicial agencies regarding lease valuations, rent arbitrations, expropriation hearings, and zoning tribunals. He also participated in a transportation corridor financing study dealing with intensified development at transit stations.

Kircher's professional affiliations include serving as a member of ULI's Entertainment Development Council and as a member of the National Retail Federation, the International Council of Shopping Centers, and the Retail Council of Canada.

Byron R. Koste

Boulder, Colorado

Koste is director of the University of Colorado Real Estate Center, which represents a major new initiative in the College of Business at the University of Colorado at Boulder. Koste came to the center from Westinghouse Communities, Inc. (WCI), a wholly owned subsidiary of Westinghouse Electric, where he held a variety of financial and managerial posts, culminating in his appointment as president. At WCI, Koste was chiefly responsible for the development for the company's operations along the west coast of Florida, including Pelican Bay, Bay Colony, and Pelican Marsh in Naples; Pelican Landing in

Bonita Springs; and Gateway in Fort Myers. In 1989, Koste was awarded the Order of Merit, Westinghouse's highest honor bestowed upon an employee for distinguished service to the company and the community.

Pelican Bay was Koste's most accomplished community, earning a host of local, regional, and national awards for responsible planning and implementation. Pelican Bay was twice honored in White House ceremonies with national landscaping awards, received a national Responsible Growth Award, and received a ULI Award for Excellence in 1995.

Koste received a bachelor of arts degree (with majors in economics and fine arts) from Dickinson College in Carlisle, Pennsylvania, and a master of business administration from Duquesne University in Pittsburgh. He also graduated from the Executive Program at Stanford University.

Michael T. Schueler

Lebanon, Ohio

Schueler was a manager at the Stanford Oil Company when, in 1974, George Henkle invited him to join Henkle's real estate firm. After Henkle retired, Schueler went on to build on Henkle's vision of growth around interstate exchanges. By financing land and property acquisitions through syndicates of investors, Schueler built the company's portfolio while also creating profits for investors.

Today, Henkle-Schueler Associates provides land consultation, site selection, and development services to national and international retail and business clients. The company also leases and manages 1.2 million square feet of office, industrial, and retail space.

Schueler's experience ranges from the creation of a 900-acre mixed-use business park to development of Cincinnati's leading waterpark and a $50 million, 460,000-square-foot business and medical office space facility. In addition to many professional memberships, Schueler also volunteers time to river preservation, several local universities, and efforts toward building a drug-free greater Cincinnati.

Alexis P. Victors

Portola Valley, California

Victors is president and chief operating officer of Victors and Associates, a consulting firm that specializes in workouts and disposition for landowners. He also consults on project proposals, real estate use selection, creating and increasing real estate value, real estate financing, asset management, corporate management, project management, organization, and team building.

Victors advises corporations, REITs, limited partnerships, and individual owners on land use issues. He has positioned properties for increased value; dealt with public agencies; zoned, marketed, and closed on leases and sales to users of surplus or underused land of all types in locations throughout the United States and Europe. He also has identified creative solutions for deterrents to the sale of land. Victors acted as chief of party for a highly successful U.S. Agency for International Development-funded land privatization project in Russia that resulted in hundreds of land sales, and has advised Russian companies on the management and use of real estate assets and on strategies for surplus properties. He advised the city of Budapest, Hungary, on land privatization, development, public/private partnerships, and city functions for development.

Before forming his own company, Victors was president and CEO of Upland Industries Corporation in Omaha, Nebraska, where he managed all corporate functions for this real estate subsidiary of Union Pacific Corporation. At Upland Industries, Victors managed a real estate portfolio exceeding $700 million and 8 million acres, including raw and developed land; buildings; recreational facilities; grazing lands; and timber, oil and gas, and mineral rights. He received a master's of science in mechanical engineering and industrial design from Stanford University and a bachelor of science in engineering physics and environmental design (architecture, landscape architecture, and urban planning) from the University of California at Berkeley.

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