



*Focus Area Plans
Implementation
Implementation Matrix*

R MAIN STREET / CENTRAL EXPRESSWAY STUDY - **DRAFT**

Richardson, Texas

December 2012

FOCUS AREA PLANS

INTRODUCTION

The Focus Area Plans provide a snapshot of possible future development scenarios for three strategic areas within the Main Street/Central Expressway Corridor. These snapshots explore how redevelopment of the areas could occur as related to potential locations for buildings, parking and open space, uses that could be combined within the areas to create synergies and the overall development character that could be created in each area. Within each Focus Area, sub-areas have been identified as Catalyst Sites. Within these sites, an additional level of study has taken place to identify economic feasibility of the envisioned development, potential implementation strategies, and additional value leveraged for each dollar invested in the specific catalysts. The Focus Area Plans indicate one of multiple scenarios that could occur within the areas depending on market needs and responses to the site opportunities. The locations of buildings and uses should be viewed as having the potential to occur in any number of locations or configurations within the Focus Area.

FOCUS AREA 'A'

The scenario generated for Focus Area A portrays a commercial mixed-use environment located at the intersection of U.S. 75 and Spring Valley Road, a gateway to the City of Richardson. Catalyst Site 1 is located at the northeast corner of the intersection and is built around the existing Comerica Bank building. Reinvestment in this existing structure could transform it into a mixed-use building with ground floor retail and residential uses above. To the north of this building, a drive-through bank and surface parking could be redeveloped as two commercial office buildings with the remainder of this portion of the site being dedicated to pedestrian and amenity areas and a parking structure to support the additional development. The high-visibility corner parcel at U.S. 75 and Spring Valley Road, which

is currently used as surface parking, and the parking areas to the east of the existing Comerica Bank Building could transform into specialty retail and restaurants to support the mix of uses that is envisioned on the site. On the northern edge of the Catalyst Site, a new road could connect the northbound U.S. 75 frontage road with Sherman Street to allow for better vehicular circulation and connectivity to the DART Spring Valley Station.

The sites to the north of Catalyst Site 1 are envisioned as locations for regional restaurants. To the south of Spring Valley Road adjacent to Fossil, the high visibility corner at U.S. 75 and Spring Valley could become retail, transitioning to hotel and mixed-use buildings further east. A second parking structure could support both the mixed-use and hotel development in the area. To increase the synergy between the new developments north and south of Spring Valley, and to overcome the physical barrier created by the Spring Valley tunnel, the feasibility of creating a pedestrian bridge across the roadway should be explored. This bridge would provide better connectivity between the potential uses and amenities in the area. The following map and artist's renderings depict the types of development envisioned in Focus Area A.

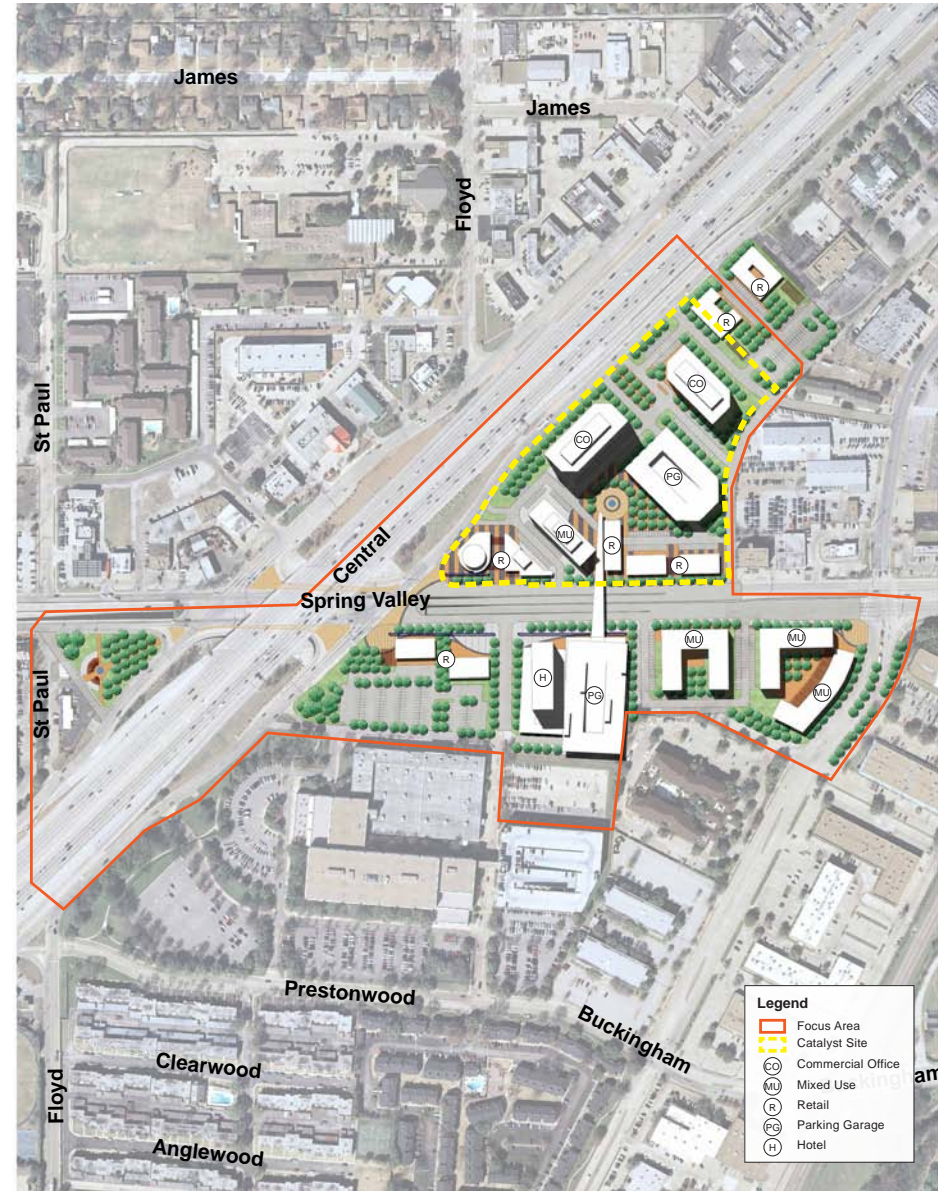
CATALYST SITE 1 WITHOUT PEDESTRIAN BRIDGE



CATALYST SITE 1 WITH PEDESTRIAN BRIDGE



FOCUS AREA 'A' MAP



Legend	
[Red Outline]	Focus Area
[Yellow Dashed Outline]	Catalyst Site
[CO Icon]	Commercial Office
[ML Icon]	Mixed Use
[R Icon]	Retail
[PG Icon]	Parking Garage
[H Icon]	Hotel

FOCUS AREA 'B'

Focus Area B, at the intersection of U.S. 75 and Belt Line/Main Street, portrays a predominantly retail and office development scenario to create an anchor at the heart of the Main Street/Central Expressway Corridor. Catalyst Site 2 is located at the northwest corner of the intersection and is focused on creating a new commercial office and retail development. Central to this potential development could be an expanded Ruth Young Park, which could provide an amenity to the surrounding development, a gateway element at the corner of Belt Line and U.S. 75, and a connection from the neighborhoods to the north of the site to the retail, restaurant and entertainment that will be located in the Richardson Heights Shopping Center and along Main Street. As an alternative, the open space could be developed as a series of smaller spaces or pedestrian-friendly plazas creating the same type of linkage. The office buildings could be located immediately adjacent to Central Expressway and Belt Line Road to minimize adjacency issues with the single-family residential neighborhoods to the north. The potential height of these buildings would be determined at a later date during the zoning process based upon an analysis of viewsheds from the surrounding neighborhoods. To provide compatibility with the neighborhoods beyond, Lockwood Drive could be relocated to the north to create a more appropriate lot depth for the redevelopment of the commercial properties north of the existing street as townhomes. Townhomes could also serve as a transition between Rustic Circle and the office and retail development to the south.

The existing Richardson Heights Shopping Center on the southwest corner of Belt Line Road and U.S. 75 could build upon the future Alamo Drafthouse and supporting businesses and could be accentuated with additional infill retail development to create a revitalized center. The vision for this center could be similar to the Highland Park Village in Dallas, with compact development and strong pedestrian connectivity. The centerpiece of this development could be a plaza with a water feature or public art that could become a community gathering place.

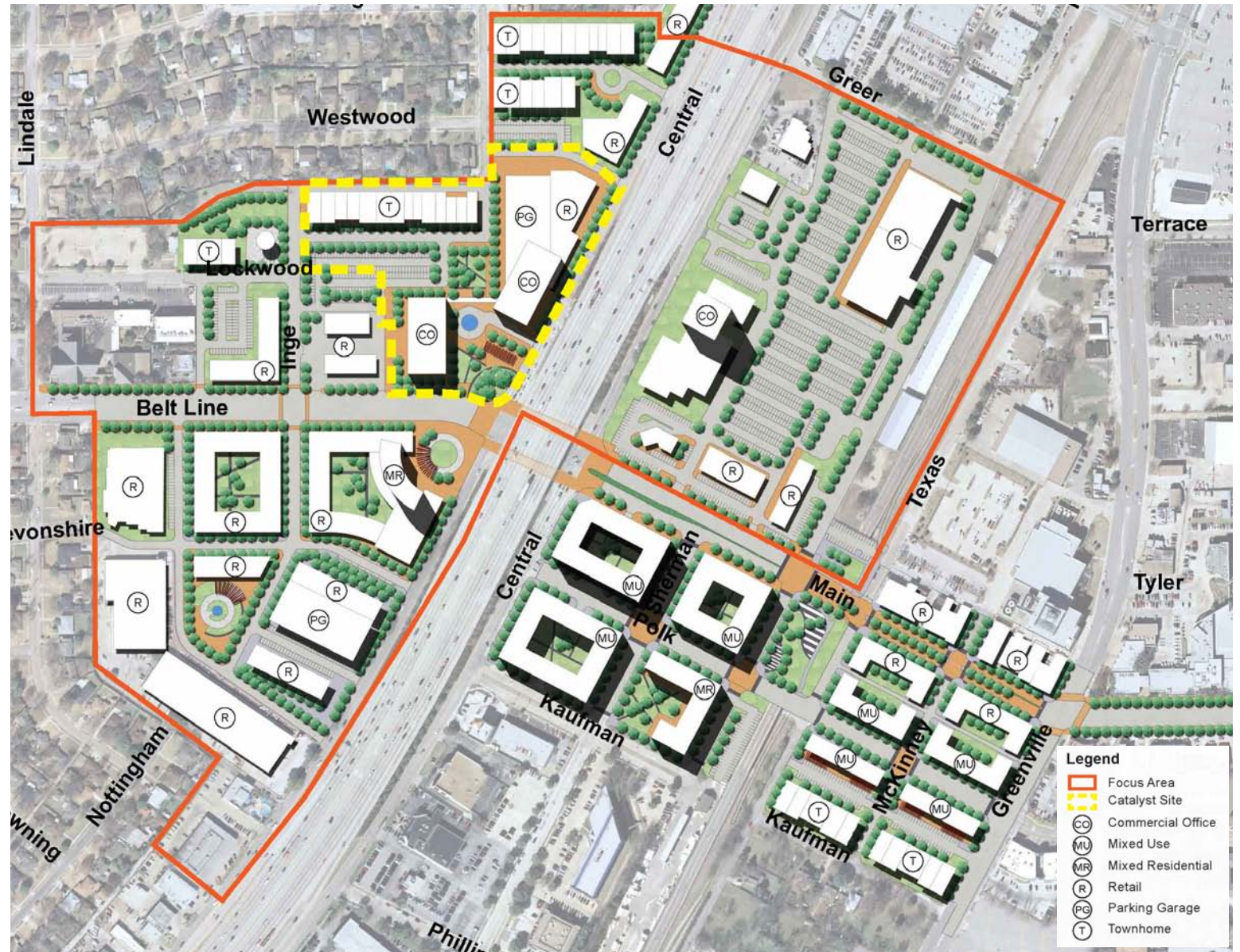
At the immediate corner of Belt Line and U.S. 75, a mixed-use building could be developed with retail uses on the ground floor and residential units above. Parking could be located in front of all of the retail development in the center with additional spaces to support overflow needs and the mixed-use building on the corner in a structure near the U.S. 75 frontage road to provide easy access to and from the new development.

The northeast corner of U.S. 75 and Main Street could build upon the existing Chase Bank Building with infill retail development along Main Street and new junior anchor retail buildings along Interurban Street. Also, if market opportunities arise for additional office buildings along the U.S. 75 frontage road or mixed-use buildings along Main Street, those options could also be accommodated in the vision for this area. Catalyst Site 3 - streetscape improvements for Main Street and Belt Line Road - will affect both Focus Area B and Focus Area C and is described in the following section.

CATALYST SITE 2



FOCUS AREA 'B' MAP



FOCUS AREA 'C'

Focus Area C, located primarily on the southeast quadrant of the intersection of U.S. 75 and Main Street west of the DART Rail line and on the north and south sides of Main Street from Texas Street to Abrams Road, portrays a mixed-use development type, with higher density adjacent to U.S. 75, transitioning to lower density east of the DART Rail line. Catalyst Site 3 - Main Street and the adjacent public realm - is located at the heart of this Focus Area and continues to the west through the center of Focus Area B. This catalyst focuses on creating a new front door to all of the development along Main Street and Belt Line Road in the form of new streetscape improvements, roadway improvements, plazas, trails and other public amenities.

In this catalyst scenario, the area along Belt Line Road between Lindale and the U.S. 75 Frontage Road could receive new streetscape improvements including wider sidewalks with street trees, pedestrian lights, benches, bollards and trash receptacles (utilizing the Central Place/Main Street Theme). The area beneath the U.S. 75 bridge between the northbound and southbound frontage roads could be enhanced with pedestrian bollards, special paving in pedestrian areas, ornamental cladding of the bridge bents, special lighting under the bridge and public art. Between the U.S. 75 frontage road and Interurban Street, receive new streetscape improvements (utilizing the Central Place/Main Street Theme), could supplement the roadway improvements currently under construction for this section of Main Street. Between Interurban Street and Texas Street, new public plazas, parks and enhanced parking areas could be located beneath and beside the DART Rail line to create a public gathering space with programmed events and an enhanced trailhead for the future Central Trail. Main Street could begin to transition to a wider cross section through this area. The section of Main Street between Texas Street and Greenville Avenue could receive the highest level of enhancement within the catalyst area. As described in the Transportation Framework, Main Street could be widened to the south to create a roadway section that accommodates on-street parking, an enhanced pedestrian area with new streetscape

improvements (utilizing the Central Place/Main Street Theme) and a new roadway median. Public art could play an important role in the future development of this section of Main Street. The easternmost section, from Greenville Avenue to Abrams Road, could include new streetscape improvements such as wider sidewalks with street trees, pedestrian lights, benches, bollards and trash receptacles (utilizing the Central Place/Main Street Theme), similar to the western segment between Lindale and the U.S. 75 frontage road. Finally, enhanced pedestrian crosswalks could be located along Belt Line and Main Street at Inge, the U.S. 75 frontage roads, Sherman Street, Interurban, Texas Street, McKinney Street, Greenville Avenue and Abrams Road.

Catalyst Site 4 is not site-specific, but could be developed in several locations within the Main Street/Central Expressway Study Area. It is described here due to its potential to occur on some of the vacant residential lots in the Main Street area. This catalyst site plan explores the potential for existing single-family lots in this area to be redeveloped as a higher-density residential product, such as townhomes. This model could be applied to other small multi-family residential sites in the area as well. The townhome use could allow an owner of existing lots to redevelop the property as multiple townhomes, with the number of units dependent on the widths of the existing parcels. Multiple adjacent properties could also be combined and redeveloped for townhome uses. The existing street and alley rights-of-way in this scenario would be maintained, which would allow the neighborhood density to transition over time.

Development between the U.S. 75 frontage road and Interurban could be higher in density, with the greatest building heights along the U.S. 75 frontage road, decreasing as development transitions to the east. Mixed-use buildings are envisioned along Main Street and Polk Street, with a focus on transforming Polk Street into a pedestrian-oriented retail street. While Main Street is also envisioned to accommodate retail uses on the ground floor of the buildings, it will be the street that carries the majority of the east/west through traffic, so parking for these buildings is envisioned to be structured and located on the lower floors of the buildings, with retail along the street edges.

On the east side of the DART Rail line, mixed-use development would be appropriate, but at a much lower density and scale than in the areas immediately to the west. The recommended reconfiguration of Main Street, with potential widening to the south, would allow the existing older buildings on the north side to remain if desired by the individual property owners, although the plan is not recommending that the preservation of these buildings be required. The blocks on the south side of Main Street could then redevelop with mixed-use buildings at a maximum of three stories in this section of the study area. Polk Street on this side of the DART Rail line is envisioned to become a walkable, retail street with ground floor retail uses and upper floor residential and office uses.

Parking for the Main Street area is envisioned in public surface lots and potentially in a new parking structure located in close proximity to Polk Street and Main Street. The exact locations for potential surface and structured parking to support the downtown area have not been located,

CATALYST SITE 3

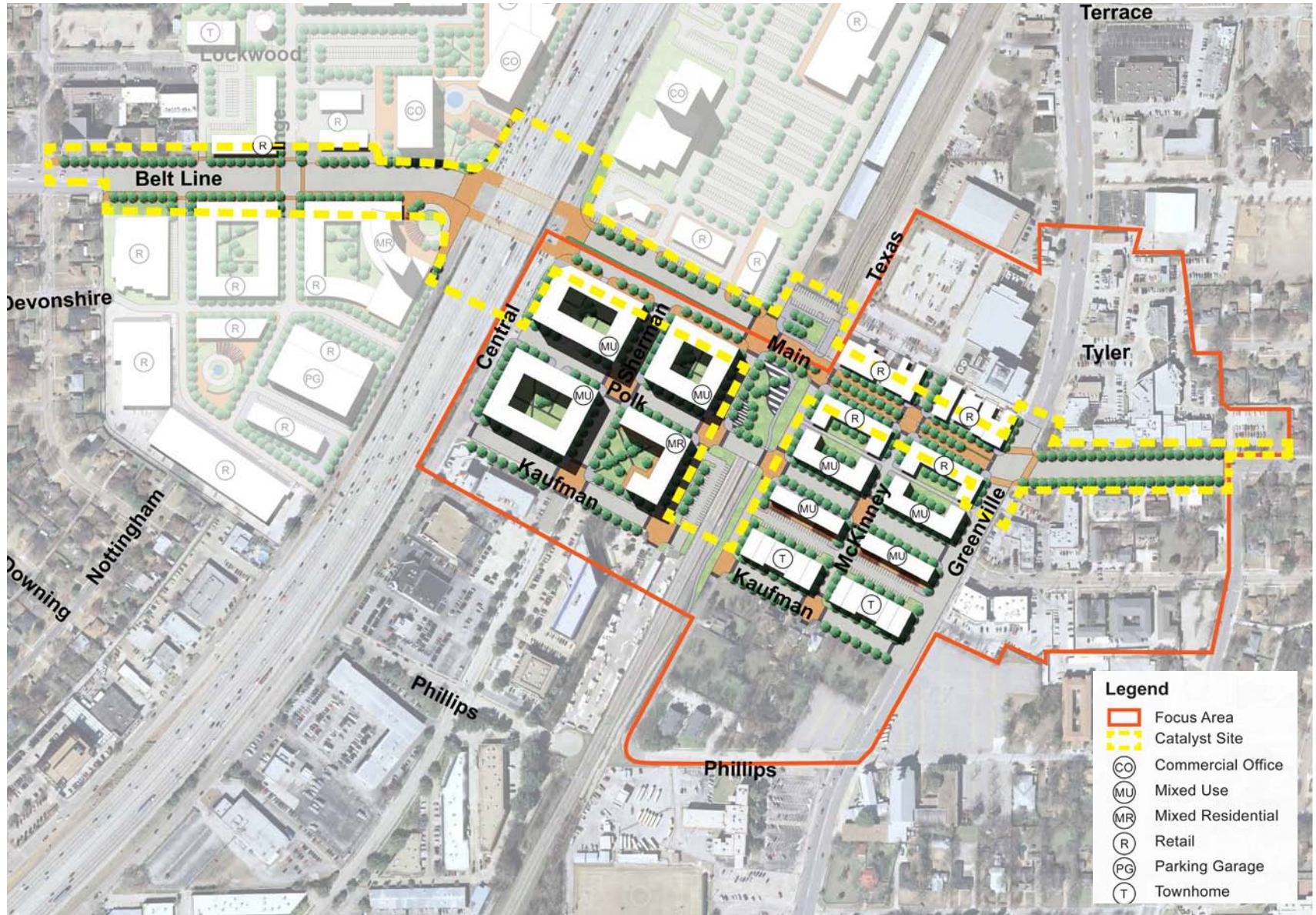


as specific opportunities for land acquisition will need to be determined to support this need. The areas to the south of Polk Street and to the east of Greenville Avenue could transition over time to a number of higher intensity buildings including mixed-residential, townhome, live-work or retail buildings. The specific types of buildings and their uses will not be as critical in these areas as the creation of a walkable street edge and urban building face. Due to the scale of the downtown area and the proximity of single-family residential uses to the south and east of Polk Street and Greenville Avenue, building heights should transition to no more than two stories adjacent to the existing residential neighborhoods.

CATALYST SITE 4



FOCUS AREA 'C' MAP



CATALYST SITE 3 - WEST



Looking west along Main Street (center); Greenville Avenue in the foreground, Central Expressway in the distance.

CATALYST SITE 3 - EAST



Looking east from Central Expressway (foreground) along Main Street (center); Greenville Avenue in the distance.

CATALYST SITE 3 - NORTH



Looking north along the DART line from Kaufman Street; Central Expressway on the left, Greenville Avenue on the right.

CATALYST SITE 3 - SOUTH



Looking south along the DART line towards Main Street (center); Greenville Avenue on the left, Central Expressway on the right.

ECONOMIC FEASIBILITY OF CATALYST PROJECTS

Project outcomes, including profitability, are influenced by a multitude of factors, including location, management, marketing and political support, among others. Because there are many “moving parts” to development, success is highly dependent on the elimination of as much uncertainty as possible.

Challenges on the cost side of the equation include: significant variations in land prices, depending on market conditions and property owner expectations; on-site development costs, which vary based on existing conditions; off-site development costs, including necessary upgrades to existing infrastructure; and higher financing costs due to perceptions of risk. Challenges on the revenue side include the fear that it may take longer than expected to absorb space or achieve anticipated rents and/or sale prices in an unproven or changing market. All of these dynamics result in a relatively high-risk endeavor for a private entity. This is particularly true in infill and redeveloping locations within communities. This said, the level to which public sector requirements assist or impede development projects can either decrease or increase some of the inherent variability and uncertainty.

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

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

Presented below is a summary of the preliminary economic analyses for each of the private sector Catalyst Sites (1, 2, and 4). The purpose

of this work was to provide the City and other advocacy organizations with the tools to tell the story of the potential in the Main Street/Central Expressway Corridor. The economic analyses begin to quantify the order of magnitude of any financial gap that might result from the development and/or redevelopment of these or similar projects within the Study Area. In the case of the economic analyses presented here, final figures associated with actual projects will likely be different as conditions and markets change; however, they can be used to demonstrate the range and number of financing mechanisms and strategies which will likely be needed to deliver projects of these types to the market.

It is not unusual for urban redevelopment projects to generate economic gaps between 25% and 40%. The preliminary analysis summarized herein reflected gaps of 27% to 28%, well within the reasonable range for strategic public investment. A successful public-private partnership may require the public sector (in this case, the City) to be a financial partner to this degree. For example, a 20% investment in one of these catalyst projects would leverage approximately \$5 in private investment for every \$1 spent by the public sector. Experience has shown that this type of ratio is a reasonable goal for public sector investment in a redevelopment area.

Closing the financial gap for these catalyst projects will not be accomplished through the use of one strategy or tool; rather, many tools, used in combination with one another, will be necessary to encourage or leverage private sector investment to the level shown in the catalyst projects. As shown in the summary table below, potential gap filling tools and mechanisms could include:

- Contributions to land and site Improvements (e.g., parking)
- Tax Increment Financing (TIF)
- Sales Tax Sharing (380 loan or grant)
- Public Improvement District
- Property Tax Abatement
- Development Fee Waivers
- Federal/State/Local Grants
- Streamlined Development Approvals

CATALYST PROJECT ECONOMIC SUMMARY

Project Indicator	Catalyst Project			
	Catalyst #1: NEC US 75/Spring Valley	Catalyst #2: NWC US 75/Belt Line	Catalyst #3: Main Street Enhancements	Catalyst #4: Townhome
Private Sector Investment				
Development Sq Ft:				
Project Land Area (Acres)	10.50	6.50	--	2.00
Retail/Restaurant	39,400	23,500	--	0
Office/Employment	530,000	266,400	--	0
Residential (Rental)	76,800	0	--	0
Residential (For-Sale)	0	25,200	--	61,200
Total Private Development	646,200	315,100	--	61,200
Floor Area Ratio	141%	111%	--	70%
Total Project Value (@ Build-Out)	\$94,966,397	\$48,421,706	--	\$6,324,000
Total Project Costs (@ Build-Out)	\$129,547,576	\$67,309,109	--	\$8,699,403
Project Margin/(Gap)	(\$34,581,179)	(\$18,887,403)	--	(\$2,375,403)
Project Margin/(Gap) %	-27%	-28%	--	-27%
Potential Contributions to Gap				
Land Acquisition/Writedown	\$0	\$2,831,400	--	\$1,132,560
Site Improvements Contribution	\$13,803,764	\$6,863,258	--	\$261,360
Supportable TIF (25 Years)	\$17,600,000	\$8,500,000	--	\$1,000,000
Sales Tax Sharing (380 Loan -- 20 Yrs)	\$1,000,000	\$600,000	--	\$0
Public Improvement District (20 Years)	\$0	\$0	--	\$0
Property Tax Abatement (10 Years)	\$0	\$0	--	\$0
Development Fee Waivers	\$0	\$0	--	\$0
Federal/State/Local Grants	\$0	\$0	--	\$0
Streamlined Development Approval Process	\$0	\$0	--	\$0
Total Contributions to Gap	\$32,403,764	\$18,794,658	--	\$2,393,920
Project Margin/(Gap) % After Contributions	-2%	0%	--	0%

LEVERAGED INVESTMENT

One of the primary objectives of downtown and corridor revitalization is to leverage public investment to encourage private investment. As noted, public sector entities should expect a healthy return on any public investment made. The catalyst concepts summarized herein have the potential to effectively leverage a high degree of private investment. As shown, in total, they have the potential to generate approximately \$215 million in new private investment with \$63 million in new public investment in the Main Street/Central Expressway Corridor Study Area, leveraging public investment at an average 3.4:1 ratio.

CATALYST PROJECT PRIVATE INVESTMENT LEVERAGE SUMMARY

Catalyst Project	Total Private Investment	Total Public Investment*	Leverage Ratio**
Catalyst #1: NEC US 75/Spring Valley	\$129,500,000	\$32,400,000	4.0
Catalyst #2: NWC US 75/Belt Line	\$67,300,000	\$18,800,000	3.6
Catalyst #3: Main Street Enhancements***	\$9,600,000	\$9,700,000	1.0
Catalyst #4: Townhome	\$8,700,000	\$2,400,000	3.6
Totals	\$215,100,000	\$63,300,000	3.4

* Reflects both "direct" and "indirect" public investment.

** Reflects amount of private investment generated for every \$1 dollar in public investment.

*** Reflects potential increase in property value rather than value of new investment.

Source: HOK Design and Ricker | Cunningham.

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IMPLEMENTATION

Following the analyses of market conditions and the identification of opportunities within the Trade Area, an implementable strategy must be developed for promoting investment throughout the Study Area. Implementation is executing or carrying out a plan. It is the action that must take place in order for the result to be achieved.

As explained earlier in the report and during the strategy process, no single project will revitalize the Main Street/Central Expressway Corridor. Revitalization will require a series of actions designed to capitalize on market opportunities and overcome barriers, effectively readying the environment for investment. Key to successful implementation of the strategy will be the ongoing identification and implementation of actions tailored to the unique issues of the Corridor and respective catalyst projects within the Study Area. This approach will build community goodwill; provide on-going opportunities for public participation; allow special-interest groups to have a role in the revitalization effort; send a message that the area is successful and making positive strides; and create an increasingly attractive environment for investment and development. Ideally, investors, developers and lenders seek out environments with market opportunity and prospects for success, devoid of obstacles and sound in sustainability.

STRATEGY ELEMENTS

The range of actions identified to move the strategy forward were selected based on a foundation of guiding principles. These guiding principles, originally developed as part of the West Spring Valley Corridor Reinvestment Strategy, while general in nature, are responsive

to the conditions analysis, market opportunities, catalyst concepts and development/redevelopment programs and stakeholder input process completed in the Main Street/Central Expressway Corridor planning process.

GUIDING PRINCIPLES

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

As shown in the diagram here, these guiding principles establish the foundation from which new implementation initiatives and actions were formulated. New initiatives that should be implemented within the Main Street/Central Expressway Corridor are detailed in the discussion which follows.

Strategy Layers

Guiding Principles



Main Street/Central
Expressway Corridor

Focus Areas/Catalyst
Sites

Market
Opportunities
and Barriers

Market
Opportunities
and Vision



Implementing Entities
(City Staff, Chamber,
Neighborhood
Associations, etc.)



Actions

Actions

(3 Ps – Projects, Programs and Policies)

(3 Ps – Projects, Programs and Policies)



Investors / Private
Sector



Realized Vision

Realized Vision



ACTIONS FOR CHANGE

The challenges to investment and reinvestment are multifaceted, and the solutions must be as well. The national trend of stagnating and declining inner ring suburbs and the corridors within them is evident, not just in Richardson, but throughout the U.S. Facing increasing competition from development on the fringe and from revitalizing downtowns, Richardson, as a community in-between, could experience a heightened decline in commercial property values and market share unless specific actions are taken. Together, the public and private sector face the challenge of revitalizing the Main Street/Central Expressway Corridor. Its competitive position will continue to be eroded unless it is significantly repositioned in the market; there is a restructuring of its physical layout; the economic challenges inherent in infill and corridor redevelopment are recognized; and there is aggressive recruitment of niche opportunities.

As noted in the Market section, the past three to four years have been particularly challenging for the real estate industry. The trend of declining values extended even to healthy markets during that time. Now, as there are signs of renewed vigor in several real estate sectors, opportunities for both infill and fringe developments are becoming available. For the City of Richardson, there is no better time to position the Main Street/Central Expressway Corridor for taking advantage of these opportunities. This strategy will be the roadmap to advancing the City's and stakeholders' vision towards reality and to ensuring that redevelopment of the Main Street/Central Expressway Corridor is accomplished in a way that balances private investment objectives with community goals.

Ultimately, the City of Richardson, its Council, City Plan Commission, staff and citizenry will have to select a final course of action for change. The information presented here is designed to provide a range of actions

for consideration and sound decision-making.

Potential actions/strategies to overcome investment challenges and capitalize on opportunities are grouped in the following categories:

- Define Market Identity
- Integrate Land Uses
- Enhance the Public Realm
- Build Human Connections
- Expand the Tool Box

Each category title is described below according to its role in overcoming investment challenges and capitalizing on market opportunities. Following that is a list of the highest priority strategies that are designed to advance these initiatives. These priority strategies are recommended for implementation as soon as possible following adoption of the Main Street/Central Expressway Corridor strategy.

Strategies are presented as follows:

Strategy:	One of several priority strategies to overcome challenges and capitalize on opportunities
Intervention Level:	The extent to which the City proactively must invest resources—dollars, staff time, political will, policy or regulatory changes, etc. (1 to 5, with 5 being the most aggressive).
City Commitment:	Public resources needed to initiate the strategy; potential for participation by another entity – public, private or other

DEFINE MARKET IDENTITY

One of the biggest challenges associated with urban redevelopment is changing the negative market perceptions about an area or neighborhood. With adoption of the Main Street/Central Expressway Corridor strategy, it is imperative to establish a new image for the Study Area. Information generated during the planning process must be used to develop marketing and promotional materials which tell the whole story, past and present, about the Study Area. The audiences for these materials can be private sector interests (developers, investors, property owners, businesses) or public sector/institutional partners (schools, churches, neighborhood associations). Emphasis should be placed on the City's commitment to the Corridor, planned improvements, available incentives and consumer profiles. The City cannot wait for investors to look for an opportunity, and it cannot leave them to interpret generic information on their own. Communities and neighborhoods need to tell their own story.

Strategy:

Monitor Property Conditions in Sub-District and Catalyst Areas

Periodically update property information, including values, ownership and utilization as well as other factors of relevance to potential investors.

Intervention Level: **3**

City Commitment:

Staff time, perhaps with the support of a consultant, to research property conditions and incorporate the findings into a format readily duplicated and distributed. Ultimately the program could be led by a partner entity.

Strategy: **Prepare Marketing Materials for Sub-Districts and Catalyst Areas**

Develop information, packaged in a format readily duplicated and distributed, highlighting data of particular relevance to a variety of target audiences who might be interested in investing in the community or a specific project or area of the community.

Intervention Level: **3**

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

Strategy: **Conduct Periodic Workshops with DFW Developers, Investors, Realtors, Lenders**

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

Intervention Level: **2**

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

INTEGRATE LAND USES

Through the planning process, 11 Sub-Districts were identified as having relatively unique market, physical, economic and social characteristics. A unified strategy to integrate and connect these disparate Sub-Districts will be critical in giving the entire Study Area a new market identity.

The vast majority of the Sub-Districts within the Study Area consist of a single land use, surrounded by similar land uses. There is little interaction or merging between the Sub-Districts, so that “islands” of activity are created throughout the Study Area. A more effective integration and mix of land uses in most of the Sub-Districts will not only foster a more unified sense of place, but will respond better to market opportunities in the surrounding Trade Area.

Strategy:

Consider Rezoning and/or Zoning Overlays for Select Sub-District Locations to Allow for a Wider Range of Land Uses

Consider rezoning to expand allowable uses, simplify (re)development in accordance with Land Use Framework categories and achieve Sub-District specific objectives. Identify subareas of the Corridor so that rezoning can be prioritized and considered. Rezoning and Zoning Overlays are devices of land use planning used by local governments which designate permitted uses of land within geographical areas and may regulate building height and density, lot coverage, open space requirements and other similar characteristics.

Intervention Level: **4**

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

Strategy: **Conduct an Analysis to Establish Appropriate Height Regulations for New Development Adjacent to Existing Neighborhoods**

Analyze existing land use transitions from the U.S. 75 Corridor to existing residential neighborhoods, with particular attention to building height and mass, view corridors and pedestrian connections. Identify locations where challenges to neighborhood/Corridor land use and building transitions are most prevalent. Height regulations will ensure seamless and logical transitions between business and residential uses.

Intervention Level: **4**

City Commitment: Policy and regulatory support, with assistance from a consultant. Dollars, whether general fund or from a dedicated revenue stream (TIF or special district), to finance consultant fees.

ENHANCE THE PUBLIC REALM

The aesthetic environment of a redevelopment area often dictates the success of its businesses and the satisfaction and safety of its residents. As critical as it is to an area's economic success, the aesthetic environment is typically the first element of an area to show its age. As the public realm begins to show signs of deterioration, private properties quickly follow. The tipping point for a redevelopment area between potential revitalization and further decline is when private investment and reinvestment slow to a trickle. As the public sector has the longest term investment or stake in a redevelopment area, it will be public investment that reverses the decline in aesthetics. One of the empirical truths in redevelopment is that private investment will follow public investment. The City's strategic investment in enhancing the public realm in key portions of the Study Area will leverage additional private investment and reinvestment, resulting in higher-quality development and well-served markets.

Strategy:

Make Strategic Infrastructure Investments in Key Sub-Districts and Catalyst Sites

Make investments in gateways, public spaces and pedestrian crossings and walkways to better define the position of the Study Area in the surrounding market and begin to create a sense of place. These investments could include a City entrance feature, a central park or plaza and/or amenities specific to each Sub-District.

Intervention Level:

4 to 5

City Commitment:

Staff time, with help from consultants, to design and manage construction of improvements. Dollars, whether general fund, capital improvement funds or from a dedicated revenue stream (TIF or special district), to finance improvements. Policy and regulatory support.

Strategy: **Establish Consistent Landscaping, Streetscape and Parking Standards in Key Sub-Districts and Catalyst Sites**

Ensure that landscaping, streetscaping and parking standards are consistent throughout a redevelopment area to contribute to the place-making goal of the plan. The West Spring Valley design palette for streetscape and public investment could be extended to apply to the Study Area (or portions of the Study Area). In addition, creating design guidelines or requirements within key Sub-Districts and Catalyst Sites would enhance the image and attractiveness of the overall Study Area as an investment location.

Intervention Level: **3**

City Commitment: Staff time, with possible help from a consultant, to formulate design guidelines. Dollars, whether general fund, capital improvement funds, or from a dedicated revenue stream (TIF or special district), to retain outside services. Policy and regulatory support.

Strategy: **Participate in TxDOT's Redesign of Central Expressway**

Examine the feasibility of alternative lane and interchange configurations and opportunities to achieve gateways, connections and other identity features as part of TxDOT's redesign process for U.S. 75. Evaluate and prioritize the improvements to vehicular connectivity (both east/west and north/south) needed to promote redevelopment and reinvestment in key Sub-Districts and Catalyst Sites.

Intervention Level: **3**

City Commitment: Staff time, with possible help from consultants, to amend plans and conduct feasibility analyses. Dollars, whether general fund, capital improvement funds or from a dedicated revenue stream (TIF or special district), to retain outside services. Policy and regulatory support.

Strategy: **Refine the Cross Section of Belt Line/Main Street for Mobility, Functionality and Support for Adjacent Land Uses**

Conduct a detailed alignment and operations analysis for the cross section of Belt Line/Main Street. This analysis should not only address vehicular and pedestrian mobility and safety, but also help to frame revitalization opportunities in Downtown.

Intervention Level: **3**

City Commitment: Staff time, with help from consultants, to study, and potentially design and manage construction of improvements. Dollars, whether general fund, capital improvement funds or from a dedicated revenue stream (TIF or special district), to finance improvements. Policy and regulatory support.

BUILD HUMAN CONNECTIONS

In addition to addressing pedestrian and vehicular connections in the Study Area, there is a third “environment” which requires attention in any redevelopment effort – the human environment. Taking care of the bricks and mortar environment is easier, although more costly. The human environment occurs not only in individual residences and businesses, but in “third places”, such as the coffee house, church, or a park – where people don’t work or live, but where they come together for community. When well-conceived and delivered, this environment will connect people to all its parts. The Main Street/Central Expressway Study Area, with its adjacent stable neighborhoods, has some of the elements required for a robust human environment. Given the diverse mix of cultural and ethnic groups in the Study Area, the challenge will be to connect and integrate these elements through continued communication and outreach.

Note: While the strategies in this category are important for the success of the entire Study Area, they will either be implemented on an ongoing basis (Strategy Timing 5) or are likely to be undertaken in a time period that is beyond the immediate (Strategy Timing Highest Priority) time frame.

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EXPAND THE TOOL BOX

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

The City of Richardson, in its attempt to revitalize an important segment of its community, must be able to provide the broadest possible range of resources, including, at a minimum, assistance with site acquisition and building and facade improvements; start-up capital; relocation assistance; business counseling; etc. Following is a list of potential strategies which could provide either a direct or indirect economic benefit to projects in the Main Street/Central Expressway Corridor.

Strategy:

Evaluate the Feasibility of Acquiring Property in Key Sub-District and Catalyst Sites for Assembly and Development Recruitment

Assemble/Acquire property as an action of a public, private or non-profit entity in an effort to position the property for the redevelopment of larger projects. This type of property acquisition can happen through various means, including the purchase of properties or the vacation and/or rerouting of streets, alleys, etc. When the public sector is involved, its role can be as an agent of the acquisition or as a facilitator and must be taken subject to limitations under state law. Once property is assembled by the municipality, the City can initiate a developer recruitment effort.

Intervention Level:

5

City Commitment:

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

Strategy: **Conduct Private Sector Outreach/Engagement Process for Catalyst Project(s)**

Initiate a private sector engagement effort to gauge developer/investor interest. This could be accomplished through informal contacts with local/regional developers or through a formal Request for Qualifications/Proposals (RFQ/RFP) process. This process would likely follow land assembly and the development of land use prototypes.

Intervention Level: **4**

City Commitment: Staff time, perhaps with the assistance of a consultant, to conduct and monitor the RFQ/RFP process, or this effort could be led by a partner entity.

Strategy: **Continue to Explore Creative Funding Mechanisms**

Evaluate and employ creative funding techniques—TIF, 380 grants and loans, federal/state/county programs—for infrastructure improvements, land assembly and public/private development projects and continue to combine funding tools to achieve maximum reinvestment/redevelopment impact in the Study Area.

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

City Commitment: Policy support, revised regulations, dedicated funding streams, matching dollars, staff time and monetary project participation (revolving and patient capital).

CONCLUSION

The Main Street/Central Expressway Corridor strategy has been developed to articulate a vision, concept and strategy for the future use and (re)development of properties in the Study Area. The analyses and recommendations presented are intended to assist the City and property/business owners in the Study Area with identifying and implementing projects, programs and policies and funding options for the investment/reinvestment necessary to serve future development initiatives. Further, it identifies specific objectives and strategic actions that will make this vital area of the community a better place to live, conduct business, shop and visit.

This strategy is based on a realistic understanding of physical and market conditions and is intended to be responsive to the needs and desires of the City and property interests. Together, the public and private sectors face the challenge of advancing the market identity or “address” defined and described herein. The purpose of this document is to serve as the guidepost for those efforts. It should be regularly revisited and amended as more is learned about the market and the challenges to investment in the Study Area. Success will depend on committed, on-going leadership; collaboration among the various Study Area stakeholders; coordination of multiple initiatives; removal of challenges to investment; and ongoing communication between all of the affected parties.

IMPLEMENTATION MATRIX

The following matrix summarizes the highest priority strategies outlined herein and identifies the Study Area Sub-Districts and Catalyst Sites where they would be most appropriately implemented. The matrix divides the strategies into five categories -- Define Market Identity, Integrate Land Uses, Enhance the Public Realm, Build Human Connections, and Expand the Tool Box -- each of which is described in the pages that follow. A more detailed implementation matrix, which includes additional short-, mid- and long-term initiatives, as well as ongoing efforts, is included in the Appendix.

MAIN STREET/CENTRAL EXPRESSWAY HIGHEST PRIORITY IMPLEMENTATION MATRIX

Implementation Strategies	Strategy Timing*	Level of Intervention**	Public Sector Cost**	Corridor-Wide	Creative Corporate	Gateway Commercial	McKamy Spring	Trailside	Central Place
Define Market Identity									
Monitor property conditions in Sub-Districts and Catalyst Sites	H	3	\$	X					
Prepare marketing materials for Sub-Districts and Catalyst Sites	H	3	\$	X					
Conduct periodic workshops with DFW developers, investors, realtors, lenders	H	2	\$	X					
Integrate Land Uses									
Consider rezoning and/or zoning overlays for select Sub-District locations to allow for a wider range of land uses	H	4	\$\$		X	X	X	X	X
Conduct an analysis to establish appropriate height regulations for new development adjacent to existing neighborhoods	H	4	\$\$						X
Enhance the Public Realm									
Make strategic infrastructure investments in key Sub-Districts and Catalyst Sites	H	4 to 5	\$\$\$\$					X	X
Establish consistent landscaping, streetscape and parking standards in key Sub-Districts and Catalyst Sites	H	3	\$\$						X
Participate in TXDOT's redesign of Central Expressway.	H	3	\$\$		X	X			X
Refine the cross section of Belt Line/Main Street for mobility, functionality and support for adjacent land uses	H	3	\$\$						X

Main Street	Chinatown	Interurban	Arapaho Business	Rustic Circle	Civic	Catalyst Site 1	Catalyst Site 2	Catalyst Site 3	Catalyst Site 4
X	X	X	X			X	X	X	X
X							X		
X						X		X	
X	X	X				X	X	X	X
		X	X	X	X	X	X	X	
X									

MAIN STREET/CENTRAL EXPRESSWAY HIGHEST PRIORITY IMPLEMENTATION MATRIX

Implementation Strategies	Strategy Timing*	Level of Intervention**	Public Sector Cost**	Corridor-Wide	Creative Corporate	Gateway Commercial	McKamy Spring	Trailside	Central Place
Build Human Connections****									
Expand the Tool Box									
Evaluate the feasibility of acquiring property in key Sub-Districts and Catalyst Sites for assembly and developer recruitment	H	5	\$\$\$\$						X
Conduct private sector outreach/engagement process for catalyst project(s)	H	4	\$\$						
Continue to explore creative funding mechanisms for infrastructure improvements, land assembly and public/private development projects.	H	1 to 5	\$	X					

* Timing for action. H = highest priority; should begin in 2013, 1 = short-term (2013-2015), 2 = mid-term (2016-2022), 3 = long-term (2023-2032), 4 = future (2032+), 5 = ongoing

** The extent to which the City proactively invests resources—dollars, staff time, political will, policy or regulatory changes, etc. (1 to 5, with 5 being the most aggressive).

*** \$ reflects a City action but not significant expense.

 \$\$ represents projects like planning or urban design studies with a cost up to approximately \$250,000.

 \$\$\$ represents projects like land acquisition or construction with approximate costs between \$250,000 and \$1 million.

 \$\$\$\$ represents major projects with approximate costs over \$1 million.

**** All strategies in this category are ranked 1-5: No H strategies.

Main Street	Chinatown	Interurban	Arapaho Business	Rustic Circle	Civic	Catalyst Site 1	Catalyst Site 2	Catalyst Site 3	Catalyst Site 4
X							X	X	
						X	X	X	X

APPENDIX III - IMPLEMENTATION MATRIX

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IMPLEMENTATION MATRIX

Implementation Strategies	Strategy Timing*	Level of Intervention**	Public Sector Cost**	Corridor-Wide	Creative Corporate	Gateway Commercial	McKamy Spring	Trailside	Central Place
Define Market Identity									
Monitor property conditions in Sub-Districts and Catalyst Sites	H	3	\$	X					
Prepare marketing materials for Sub-Districts and Catalyst Sites	H	3	\$	X					
Conduct periodic workshops with DFW developers, investors, realtors, lenders	H	2	\$	X					
Facilitate the formation of a business advocacy group	1	3	\$					X	X
Develop a holistic strategy for ethnic business support and promotion	1	3	\$						
Use City media to inform Richardson residents, property owners and community leaders about this plan and its implementation	5	2	\$	X					
Refine market analysis with more detailed market and demographic studies for Focus Areas	1	3	\$\$	X					
Integrate Land Uses									
Consider rezoning and/or zoning overlays for select Sub-District locations to allow for a wider range of land uses	H	4	\$\$		X	X	X	X	X
Facilitate adaptive reuse of existing buildings	1	3	\$	X					
Use this Framework Plan to guide City decisions on rezoning, subdivision and development approval	5	3	\$	X					

Main Street	Chinatown	Interurban	Arapaho Business	Rustic Circle	Civic	Catalyst Site 1	Catalyst Site 2	Catalyst Site 3	Catalyst Site 4
X									
X	X								
X	X	X	X			X	X	X	X

Implementation Strategies	Strategy Timing*	Level of Intervention**	Public Sector Cost**	Corridor-Wide	Creative Corporate	Gateway Commercial	McKamy Spring	Trailside	Central Place
Conduct an analysis to establish appropriate height regulations for new development adjacent to existing neighborhoods	H	4	\$\$						X
Enhance the Public Realm									
Make strategic infrastructure investments in key Sub-Districts and Catalyst Sites	H	4 to 5	\$\$\$\$					X	X
Create a significant gathering place, plaza or park	3	4 to 5	\$\$\$			X			X
Design, fund and construct features to identify a City Gateway at U.S. 75 and Spring Valley	2	4	\$\$\$			X			
Meet with the City of Dallas to investigate issues related to creation of a gateway on parcels adjacent to the U.S. 75/Spring Valley interchange	1	2	\$		X	X			
Design and construct appropriate features at each of the identified Sub-District gateways	3	4	\$\$\$		X		X		X
Design and construct appropriate design features at identity nodes (U.S. 75 and Main/Belt Line and U.S. 75 and Arapaho)	3	4	\$\$\$\$						
Design and construct new civic elements (plazas, fountains and public art) to complement existing civic buildings.	2	4	\$\$\$						
Include small gathering places in plans for public parks and open spaces as well as for private developments	5	3	\$	X					
Study and, if appropriate, implement undergrounding of utilities for some or all of this Study Area	3	3	\$\$\$\$	X					
Establish consistent landscaping, streetscape and parking standards in key Sub-Districts and Catalyst Sites	H	3	\$\$						X

Main Street	Chinatown	Interurban	Arapaho Business	Rustic Circle	Civic	Catalyst Site 1	Catalyst Site 2	Catalyst Site 3	Catalyst Site 4
X							X		
X						X		X	
X									
X	X	X							
X			X						
					X				
X	X	X				X	X	X	X

Implementation Strategies	Strategy Timing*	Level of Intervention**	Public Sector Cost**	Corridor-Wide	Creative Corporate	Gateway Commercial	McKamy Spring	Trailside	Central Place
Extend West Spring Valley design palette for streetscape and public investment	1	3	\$\$\$\$		X	X	X		
Create building and site design guidelines or requirements for each Sub-District	1	3	\$\$		X	X	X	X	X
Implement streetscape design standards and improvements	5	3	\$\$\$		X				
Establish and implement urban design/character themes - Central Expressway, Spring Valley, Main Street/Central Place, Chinatown - through public and private investments	5	3	\$\$\$			X	X		
Improve vehicular connectivity in key Sub-Districts and Catalyst Sites	1	4	\$\$\$			X			X
Use the Transportation Framework to guide design of public infrastructure projects and review of private development projects	5	3	\$	X					
Amend the City Transportation Plan to accommodate the four street type classifications and cross sections described in this Framework Plan	1	3	\$	X					
Examine the feasibility of alternative configurations for interchanges with U.S. 75 as part of TXDOT's redesign process	1	3	\$\$			X			X
Participate in TXDOT's redesign of Central Expressway to explore alternative lane and interchange configurations, achieve gateways, connections and other identity features	H	3	\$\$		X	X			X
Refine the cross section of Belt Line/Main Street for mobility, functionality and support for adjacent land uses	H	3	\$\$						X

Main Street	Chinatown	Interurban	Arapaho Business	Rustic Circle	Civic	Catalyst Site 1	Catalyst Site 2	Catalyst Site 3	Catalyst Site 4
						X			
X	X	X			X	X	X	X	X
X				X	X				
X	X								
X	X					X	X	X	
			X			X	X		
		X	X	X	X	X	X	X	
X									

Implementation Strategies	Strategy Timing*	Level of Intervention**	Public Sector Cost**	Corridor-Wide	Creative Corporate	Gateway Commercial	McKamy Spring	Trailside	Central Place
Conduct detailed transportation studies for Belt Line/Main, Polk and Greenville to identify investments to improve mobility and traffic operations,	1	3	\$\$						X
Design and construct improvements to Main Street east of U.S. 75	2	4	\$\$\$\$						X
Analyze and implement changes to improve connectivity between Sherman and U.S. 75	2	3	\$\$\$\$			X		X	
Analyze and implement changes to improve connectivity between Custer and U.S. 75	2	3	\$\$\$\$						X
Reevaluate parking requirements and modify regulations as appropriate	1	3	\$	X					
Improve pedestrian and bicycle connectivity in key Sub-Districts and Catalyst Sites	1	4 to 5	\$\$\$\$	X					
Establish a corridor-wide set of standards for pedestrian/bike route design and connectivity	1	3	\$\$	X					
Implement bike routes and pedestrian/bike mobility improvements identified in the Transportation Framework	2	4	\$\$\$\$		X				X
Identify locations for pedestrian/bike connections to and between the DART Arapaho and Spring Valley stations	2	3	\$	X					
Protect locations for pedestrian/bike connections to the DART Arapaho station if/when uses change or properties redevelop	5	3	\$						

Main Street	Chinatown	Interurban	Arapaho Business	Rustic Circle	Civic	Catalyst Site 1	Catalyst Site 2	Catalyst Site 3	Catalyst Site 4
X							X	X	
X							X	X	
						X			
							X		
X				X	X				
			X						

Implementation Strategies	Strategy Timing*	Level of Intervention**	Public Sector Cost**	Corridor-Wide	Creative Corporate	Gateway Commercial	McKamy Spring	Trailside	Central Place
Invest in trail and sidewalk connections to the Central Trail	2	4	\$\$\$	X					
Make pedestrian-related intersection improvements	1	4	\$\$\$\$						
Improve lighting and landscaping to enhance pedestrian mobility in identified locations	2	4	\$\$\$						
Conduct a detailed evaluation of a skybridge or other infrastructure to encourage pedestrian connections across Spring Valley	2	3	\$			X			
Design and construct improvements for pedestrians and cyclists crossing U.S. 75 along Belt Line/Main Street	1	4	\$\$\$						X
Build Human Connections									
Work with local businesses, property owners and neighborhood groups to promote reinvestment and ensure appropriate code enforcement	5	3	\$	X					
Communicate with property owners to understand their interests and potential assistance needed from the City	5	3	\$			X			
Collaborate with City-related agencies, such as the Chamber and CVB, regarding Sub-District and Catalyst Site marketing efforts	5	3	\$		X	X		X	X
Collaborate with RISD re: excess property, facility needs and neighborhood dynamics	5	3	\$				X		
Collaborate with non-profit and civic organizations and institutions, including the arts community	5	3	\$	X					

Main Street	Chinatown	Interurban	Arapaho Business	Rustic Circle	Civic	Catalyst Site 1	Catalyst Site 2	Catalyst Site 3	Catalyst Site 4
						X			
X	X	X							
X	X					X	X	X	

Implementation Strategies	Strategy Timing*	Level of Intervention**	Public Sector Cost**	Corridor-Wide	Creative Corporate	Gateway Commercial	McKamy Spring	Trailside	Central Place
Implement a wayfinding program for the overall Study Area to guide users/visitors to key destinations	2	4	\$\$\$	X					
Showcase Richardson's heritage through a Sub-District identity that relates to McKamy Spring	2	3	\$						
Seek the Richardson arts community's engagement and leadership in design efforts to achieve the desired Urban Design Framework themes	5	3	\$	X					
Expand the Tool Box									
Evaluate the feasibility of acquiring property in key Sub-Districts and Catalyst Sites for assembly and developer recruitment	H	5	\$\$\$\$						X
Prepare a set of land use prototypes for marketing key Sub-Districts and Catalyst Sites	1	4	\$\$						
Conduct a private sector outreach/engagement process for catalyst project(s)	H	4	\$\$						
Continue to explore creative funding mechanisms for infrastructure improvements, land assembly and public/private development projects	H	1 to 5	\$	X					
Require that all City departments consider this plan as they prepare operating budgets and carry out programs and activities	5	2	\$	X					
Investigate the value of creating or expanding special districts (TIF, PID, BID, MMD or others)	2	3	\$						
Develop incentives to support infill development	1	3	\$	X					

Main Street	Chinatown	Interurban	Arapaho Business	Rustic Circle	Civic	Catalyst Site 1	Catalyst Site 2	Catalyst Site 3	Catalyst Site 4
X									
X							X	X	
						X	X	X	X
						X	X	X	X
X									

Implementation Strategies	Strategy Timing*	Level of Intervention**	Public Sector Cost**	Corridor-Wide	Creative Corporate	Gateway Commercial	McKamy Spring	Trailside	Central Place
Acquire land on the south side of Main Street as necessary to achieve the desired streetscape and mobility improvements	1	5	\$\$\$\$						
Work with property owners to develop a shared parking system	1	3	\$\$						
Build a parking garage for shared use by properties in particular Sub-Districts	2	5	\$\$\$\$			X			X
Conduct a detailed parking study to determine priority investments to address parking issues in the Main Street District	1	3	\$						
Prepare a parking strategy for key Sub-Districts and Catalyst Sites	1	4	\$\$			X			

* Timing for action. H = highest priority; should begin in 2013, 1 = short-term (2013-2015), 2 = mid-term (2016-2022), 3 = long-term (2023-2032), 4 = future (2032+), 5 = ongoing

** The extent to which the City proactively invests resources—dollars, staff time, political will, policy or regulatory changes, etc. (1 to 5, with 5 being the most aggressive).

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Main Street	Chinatown	Interurban	Arapaho Business	Rustic Circle	Civic	Catalyst Site 1	Catalyst Site 2	Catalyst Site 3	Catalyst Site 4
X								X	
X		X							
X		X				X		X	
X								X	
X		X				X	X	X	