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Urban Centers
Executive Summary

Plano is a maturing city that is refocusing its attention from new development to redevelop-ment, revitalization, and enhancement of its existing character. As Plano reaches full development, the city cannot become complacent and consider its mission complete. Instead, it must continue to evolve and “reinvent” itself over time.

The Urban Centers Study is an acknowledgment of the city’s willingness to consider new opportunities that contribute to the long term well-being of the community and its residents. It represents nearly 18 months of research, evaluation, and deliberation on the part of the Plano Transition and Revitalization Commission with guidance from the City Council and the Planning and Zoning Commission.

Purpose of the Study

An urban center is a form of development that aims to integrate the components of modern life – housing, workplace, shopping, and recreation – into compact, pedestrian friendly, mixed-use neighborhoods. Plano has two existing examples of successful urban centers – Legacy Town Center and Downtown Plano. This study was initiated to define the long term role of urban centers in Plano’s future, identify and evaluate prospective locations for additional urban centers, and guide implementation of appropriate urban center development.

Major Findings

The results of this study indicate the following:

- Urban centers can and should play a significant role in Plano’s future.
- Urban centers offer many potential benefits to the community including:
  - Efficient use of the public infrastructure and delivery of public services
  - Increased tax base
  - Increased population to support local businesses
  - Creation of special community gathering places
  - Contribute to sustainable development
- Urban centers should be developed in accordance with the specified design elements proposed in this report with special consideration given to minimizing any impacts to surrounding neighborhoods.
- Urban center locations should be selected in accordance with specified site attributes outlined in this document.
- Three sites currently appear to the best suited for future urban center development:
  - The four corners of the intersection of Preston Road and Park Boulevard
  - The Parker Road Station area bounded by Parker Road, K Avenue, 22nd Street, Central Parkway, Republic Drive and US 75
  - The Collin Creek Corridor bounded by Park Boulevard, US 75, the President George Bush Turnpike (SH 190), and Alma Drive.
- Efforts to create new urban centers in Plano should include:
  - Proactive public involvement and education efforts
  - A unified vision with a strong organizational framework and common development criteria
  - An effective program of development incentives
  - A “pilot program” for urban center implementation on one of the three sites.
Moving Forward

The Urban Centers Study provides a framework to decision makers in addressing the following questions about future urban center development in Plano:

- What kinds of benefits should the community expect from urban center projects?
- What goes into the design of a good urban center project?
- What makes a good urban center site?
- What steps should the City of Plano take to facilitate appropriate urban center development?
- Who should be involved in the process?

Most of Plano was built in the last 50 years in a suburban form. To meet the needs of an increasingly diverse population Plano must provide a variety of options for working, living and playing. Urban centers can play an important role in that effort. Redevelopment in the form of urban centers can bring cultural, social, recreational and entertainment opportunities, gathering places, and greater vitality to the community without abandoning Plano's basic suburban development pattern. With proper planning and careful attention, urban centers can be successfully "woven" into the community fabric and become major sources of community pride and identity.
PHASE I - The Role of Urban Centers

About the Study

Through the years Plano has experienced many changes, the city grew from a small farming community of just over 2,000 people into a bedroom suburb in the 70's and 80's and then more recently into a full fledged economic center with more than 100,000 jobs. Cities are not static entities; they evolve over time and as Plano matures it too will continue to develop and change. The way Plano chooses to manage that change will be a key determinant in shaping the city’s future.

Strategies that fortify the city, and that engender a livable city, will help Plano remain a desirable, sustainable and financially viable community. In response to demographic shifts and changes in development patterns, the Plano City Council asked the Transition and Revitalization Commission (TRC) to study urban centers and the role they may play in Plano’s future. The impetus for this study is two fold. First, Plano has two successful, existing urban centers (Legacy Town Center and Downtown Plano); experience with these centers suggests that these compact, pedestrian friendly environments are in demand and therefore opportunities for additional development in this format may arise. Second, because of Plano’s predominantly suburban development pattern, urban centers may not be appropriate in many locations within the city; it is therefore especially important to define the community vision and goals for them.

Phase I of the study describes the future role of urban centers in the city of Plano, establishes criteria for evaluating urban center proposals, and provides a preliminary analysis of potential locations. Phase II will compare potential locations in Plano with the criteria established in Phase I.

About Urban Centers

An urban center is a form of development that aims to integrate the components of modern life — housing, workplace, shopping and recreation — into compact, pedestrian-friendly, mixed-use neighborhoods. Today, many fine examples of urban centers exist throughout Texas and the United States. Local examples include Legacy Town Center, Downtown Plano, Addison Circle, Mockingbird Station, State Thomas, West Village, Uptown, and Southlake Town Center.

Some of the benefits associated with urban centers are:

1. Compact neighborhoods use infrastructure more efficiently which results in lower costs per capita to the municipality.

2. Compact, mixed-use neighborhoods permit more buildings, which increases the tax base.

3. Increased population helps support area businesses.

4. Urban centers are used by varying groups of people, continuously throughout the day, which promotes continuous informal surveillance, discouraging vandalism and petty crime.

5. Compact neighborhoods allow for more efficient delivery of services; for example the cost of trash collection and mail delivery are reduced.

6. Urban centers can serve as major gathering places and foster a stronger sense of place and community pride.

Urban centers and similar types of mixed-use, higher density development (alternately referred to as New Urbanism, Traditional Neighborhood Development, Transit Oriented Development and Neo-traditional Development) are reminiscent of neighbor-
hoods built during the early 20th century but this style of development does not just replicate old communities. New houses within urban centers, for example, must provide modern living spaces and amenities consumers demand (and that competing suburban homes offer). Stores and businesses must have sufficient parking, modern floor plans, and connections to automobile and pedestrian traffic, and/or transit systems. When urban centers can be joined directly with transit facilities such as DART (as is the case in Downtown Plano) they can also become part of a larger system of transit oriented development. These centers are designed on principles of planning and architecture that work together to create human-scale, walkable communities. Unlike the historically organic development of some of the nation’s older urban areas, today’s new urban centers often arise from the careful rethinking and reconfiguration of existing development patterns.

How would urban centers fit in Plano?

Most of Plano was built in the last 50 years in a suburban form. To meet the needs of an increasingly diverse population Plano needs to provide a variety of options for working, living and playing. Urban centers are one piece of the puzzle that can help the city accomplish this goal. Redevelopment in the form of urban centers can bring cultural, social, recreational and entertainment opportunities, gathering places, and greater vitality to the community.

This does not mean abandoning the suburban form that constitutes most of Plano; urban centers are not appropriate for all of Plano. In fact, urban centers would only be suitable on a few relatively small sites within the city; these sites could be successfully “woven” into the community fabric thereby adding nodes of denser, mixed-use, pedestrian friendly development without disrupting the fundamental development pattern of the community.

Urban centers can contribute to a variety of community objectives and needs ranging from housing to urban design to community pride and identity. They provide options for living, working and shopping that are not often available in a suburban community. Plano is at a key point in its development; as it moves from a growing to a maturing city it is important that 1) the remaining opportunities for development are exercised carefully and efficiently and 2) the community finds workable approaches to redevelopment of unproductive properties. Plano must also consider that new development in surrounding cities will increase competition for attracting residents and businesses.

Plano City Council’s Strategic Plan, the City of Plano Comprehensive Plan and the Plano at Maturity Report reflect the fact that Plano is at a key transition point as a community. Many of the goals already established in these documents as well as larger, regional goals such as sustainable growth patterns, air and water quality begin to address the concerns listed above and support the creation of additional urban centers in Plano. Some of the local and regional goals (further discussed below) that relate to urban centers are:

- Create unique activity centers and gathering places that provide for social interaction and create a sense of place.
- Provide for the needs of changing demographics by offering housing for smaller households and different lifestyles.
- Increase overall housing supply.
- Increase the use of mass transit/increase transit options.
- Increase the number of households to support jobs/housing balance, retain business, support existing retail square footage and generate economic expansion.
- Create healthy, walkable environments.
Facilitate infill and redevelopment opportunities.

Revitalize vacant / underperforming retail centers.

Enhance the urban design of Plano; emphasize and celebrate the unique and individual identity of the city.

Other Factors

One of the largest issues Plano will be facing, together with other cities in the Metroplex, is the scope of population growth to be absorbed in the coming years. By 2030, the U.S. population is expected to increase 33% to 376 million. In this same time, the population of the DFW region is expected to grow 78%, from 5.1 million to 9.1 million. This growth is expected to fuel a construction boom over the next 25 years larger than anything that has occurred previously. About half of the homes, office buildings, stores and factories needed by 2030 do not exist today.

According to Vision North Texas, if today's typical development patterns continue, only one-third of this future growth is likely to occur within the existing Dallas-Fort Worth urbanized area, while the other two-thirds will probably occur in new rural areas on the fringes of the Metroplex. The sustainability of this pattern of land use is in question. The impacts, including decreased air and water quality, increased traffic congestion, loss of open space and decreased sense of community will affect the whole region.

Some of these issues could be minimized if existing communities are able to absorb a portion of this growth. Because of its proximity to Dallas, access to major highways and two rail stations, Plano is well positioned to be one of the communities that assume this role. Depending on its design, an urban center can easily accommodate 100 or more units/acre. In fact, higher density housing is essential to the function of a thriving urban center so these centers are one way for Plano to gracefully accommodate additional residents without disrupting the basic development form of Plano.

Coupled with this growth are some significant shifts in Plano's population demographics. In brief, these changes are:

- Plano's population is growing older and living longer.
- Plano's family structure is changing - this is reflected in smaller average household size.
- Plano's population is growing more diverse.

These changes are driving an increasing demand for a greater variety of housing options, environments that are less auto-dependent and a stronger sense of community.

The economy has also shifted to be more information-based which means that there is a greater reliance on highly-educated and highly-skilled workers. Ideas, innovation, and creativity now drive the economy. Employees may be drawn to a community for different reasons than in the past. Research shows that these young professionals are drawn to cities with vibrant and distinctive downtowns, plentiful amenities, and a "thick" job market (meaning that if a skilled worker loses his or her job, that person can find another comparable job locally), as well as a positive, tolerant culture.

Conclusion

These trends provide both opportunities and challenges for Plano. Urban centers can complement the existing development in Plano while providing additional housing options, strengthening the tax base, facilitating redevelopment and meeting the needs of a changing population. However, because these centers would not be appropriate for all locations within the city, careful consideration must be given to implementation.
Implementation

In the course of this study the Transition and Revitalization Commission has developed the following to aid in the assessment of proposals for additional urban centers in Plano.

Key Characteristics of Urban Centers

The character of urban centers can range from primarily residential to primarily retail in nature. However, certain key characteristics must exist for an area to meet this study’s definition of an urban center:

• Fine grain mix of uses (meaning that different uses are integrated with other complementary uses at the block or building level).

• Area is a defined neighborhood, limited in physical size with a defined edge and center (suggested ¼ mile walking radius).

• Buildings are of a human scale and should enhance the streetscape and define public space.

• Corridors and connections help to define the boundaries and character of the neighborhood.

• Streets are patterned to function as a network. Parking is readily available while not interfering with the pedestrian environment.

• A range of transportation options should be available with connections to the rest of the city and even the region.

• Civic/institutional uses are placed on a preferred site helping them to become landmarks that reinforce their symbolic and cultural importance.

Key Design Elements

Certain design elements contribute to the creation of unique character and the pedestrian orientation of urban centers and as such deserve special consideration. These are discussed in detail below.

Street and Block Layout

Urban centers should generally be laid out in a grid street system with shorter blocks than those of typical Plano neighborhoods to reduce travel lengths and encourage walking. In general, a comfortable block length for the pedestrian is 400 feet. The grid provides alternatives for local traffic flow and helps prevent unnecessary congestion. A hierarchy of street types and sizes may be utilized; but in most cases, lower volume designs from the City’s Thoroughfare Standards Ordinance are appropriate.

Street Design

Streets should typically be narrow with on-street parking. Wide thoroughfares, particularly those with medians, are generally inappropriate for urban centers as they create a greater separation between buildings and alter the compact nature of the development. In some cases it may be appropriate to use a special facility known as a “mews” street which provides access to rear entry garages and service areas.

Building Placement

Unlike most suburban forms of development, urban centers do not utilize large front yards or parking lots to buffer buildings from the street. The outer walls of buildings are typically the only separation. This helps
maximize the use of available land and create a level of density that supports pedestrian activity and social interaction. It also means that building façades form a critical streetscape element that defines public space. Maximum setbacks are often necessary to establish a consistent boundary for the area used by the public. If necessary, minimum setbacks should relate to functional elements such as roof overhangs, utilities, and access. As development occurs farther from the core of the urban center and density decreases, minimum setbacks may increase.

**Building Design and Scale**

The height and coverage of development should generally be a gradient that is greatest in the core of the urban centers and less toward the outside. Height and distance ratios should also be used to scale back from existing development on surrounding properties. Heights and coverage for urban centers will vary based on land costs, surrounding development, accessibility, and other factors.

Although there is no universal standard for the size of buildings in urban centers, they must be designed to relate to pedestrians and not passengers in cars. They should be carefully articulated with various architectural features to make them more human in scale. For example, the use of certain vertical elements can make a large building simulate several smaller ones. Or, the use of certain horizontal elements can appear to separate the first floor of a tall building from its upper floors and allow it to relate to a pedestrian at street level. The first floors of commercial buildings should clearly create a comfort level for the pedestrian and potential customer. Doors and windows should be nearly continuous along street fronts to create a "seamless" relationship between the interior and exterior of buildings. Blank walls which break that relationship should be avoided. Urban centers typically include small retail stores and shops which clearly fit the image of a series of individual attached buildings built on narrow urban lots. However, "big box" retailers can also be accommodated in urban centers while main

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Articulation is also important in buildings used primarily for residential purposes. They can become large anonymous structures with limited street level appeal. Porches, awnings, and stairways can create interest and define entrances to residential buildings. Windows and doorways serve both aesthetic and functional purposes and should be designed and arranged to complement building facades.

**On-Street Parking**

On-street parking is generally encouraged in urban centers, except where high traffic volumes and design issues make it impractical or unsafe. It is particularly important in retail portions of urban centers, where on-street parking should be available for persons on short shopping trips. Enforcement measures may be necessary to ensure that on-street parking remains for short term use. Head-in, angle parking (60 degrees or less) is appropriate in most cases because it requires less maneuvering space and less time to access. 90-degree parking requires a wider turning radius and may encourage persons traveling the opposite direction to turn left into it. Parallel parking may be necessary on larger, busy streets if on-street parking is determined to be appropriate. Extended curbs and other techniques may be used to create planting areas to break up long rows of on-street parking. Extended curbs may also be used to define pedestrian crossings.

**Off-Street Parking**

Whenever possible, urban centers should be developed with common parking areas serving a large number of businesses and residences. The primary exception may be residences specifically designed with attached garages. Off-street surface and structured parking areas should generally be placed at the rear of buildings and accessed via mid-block entrances or mews streets.

“Stand alone” parking lots and garages should be avoided and incorporated into the development of a larger project where they can be shielded from view of most streets. When this is not possible, surface lots should be buffered by living screens and/or decorative walls. Sometimes, small retail shops can be located on the first floor street frontage of parking structures thereby creating street level interest and screening the view of parked cars.

Parking standards can typically be less than those applied to other types of development. Household sizes tend to be smaller which reduces residential requirements. Shared parking arrangements in urban centers can lower parking needs for nonresidential uses. Also, some residents will walk to places of work and shopping facilities within urban centers which further reduces parking requirements. In some cases, it may be
appropriate to establish maximum as well as minimum parking standards in urban centers. Excessive parking in the compact setting of an urban center uses up valuable land area that could be devoted to other purposes.

**Common Areas/Public Space**

The pedestrian orientation and compact organization of urban centers make the design of the “public realm” critical. Despite their limited land areas, urban centers can still offer special gathering places, focal points, and vistas through proper design.

Plazas, courtyards, gardens, water features, art work, and small parks can bring special meaning to those who spend time in urban centers. In some cases, these common areas may provide settings for sizable gatherings such as festivals or concerts. In other cases, they may simply offer an opportunity to sit and rest or a chance to chat with friends.

**Sidewalks**

Sidewalk design is critical to the creation of a walkable, pedestrian-oriented environment. A pedestrian should not have to struggle with parked cars, trees and plant materials, porches, and outside dining facilities. At the same time, all of these elements can be part of the streetscape. A wide unobstructed walking area should be available at all times. Planting areas, including trees, should generally be adjacent to the curb while leaving adequate room for car overhangs. Tree branches should be trimmed for safety purposes. As much as possible, pedestrian connections should be made to areas surrounding the urban center as well.

**Paved Surfaces**

The compact nature and design of urban centers results in an environment often dominated by paved surfaces. The effective use of different textures, patterns, colors and materials can enhance the design impact of
paved surfaces. It may be as simple as using a different pavement color to accent a crosswalk or it may involve a more intricate design for a plaza. These materials should be carefully selected so that they are durable, easy to clean and maintain. The use of any paving materials must meet structural standards and be safe for vehicular and pedestrian use.

**Landscaping**

The design and layout of urban centers require the creative use of plant materials to complement the pedestrian environment while using a limited amount of space. The area between the street curb and the primary pathway of a sidewalk should generally be reserved for certain varieties of shade trees with high canopies that minimize blockage of signboards and first floor sight lines.

Depending on the design and arrangement of storefronts and entryways, trees can be evenly spaced to create a "row" effect along a street or clustered. The width of this tree planting "corridor" should be consistent with the size, shape, and growth characteristics of the trees to provide for adequate care and protection of the trees and to avoid conflicts with pedestrians and cars.

Secondary planting areas may occur in the form of planting strips adjacent to buildings and should generally consist of sturdy, low-lying shrubs and bushes that require minimum maintenance. These planting strips are best placed along residential buildings or other locations between street-level projections such as stoops, porches, and/or railings.

**Location**

Because of various site characteristics, urban centers would not be appropriate in many locations within Plano. When considering additional urban centers in the Plano, the Transition and Revitalization Commission considered the following site attributes:

- **Size** – Is the site able to generate a sufficient number of residential units to support (at least partially) other uses including restaurants, retail, entertainment and office. Is the site large enough to accommodate a "full" scale (containing a full complement of uses) urban center? Is there the potential to group smaller sites so that together they function as an urban center (ownership considerations)?

- **Accessibility** – Is there adequate traffic flow to the site (site should be served by at least one Type "C" thoroughfare or greater).

- **Transportation** – Does mass transit serve the site or is there the potential for service?

- **Surrounding Development** – Would it be possible to create a desirable transition with the surrounding developments? Could pedestrian connections be created for the "walkable 1/4 mile"? Could development on this site include buildings of moderate height (perhaps 4-8 stories)? Is it far enough away from other urban centers so that it does not compete? Or is it close enough that it could enhance an existing center?

- **Reinvestment Costs** – Do the finances make sense (both from a city perspective as
well as from a developer's perspective?) Land cost, demolition costs, necessary utility/infrastructure upgrades etc. could make redevelopment difficult.

- "Phase-ability" - Can the required elements of a successful urban center be implemented gradually, according to a shared vision? Could redevelopment/demolition take place gradually?

- Community Impact – What is the significance of the development/redevelopment to the community as a whole? What goals (if any) does it meet? What would happen if the site remained in its current state?
Urban Centers Phase II - Implementation Strategies and Case Studies

Introduction

Phase I of this study explores the benefits of urban centers and defines the role they may play in Plano’s future. Key characteristics and site attributes for the appropriate development of urban centers were established and applied to several sites. This preliminary examination identified three locations as having the most potential for redevelopment as urban centers - Preston Road/Park Boulevard Intersection, the Collin Creek Corridor, and the Parker Road Station area.

Phase II explores the potential for urban centers on these three sites in greater detail. The strengths and weaknesses of each site, in relation to key characteristics and design elements, have been identified along with proposed courses of action.

Primary Strategies

Below are the primary strategies to foster urban center development. These strategies should be evaluated and selected based on the context and specific needs of each location. These strategies are organized into three levels of public participation:

- Level I: Facilitation - These are critical but largely low-cost strategies that focus on public education and visioning.

- Level II: Financial Support - The second level includes the use of public incentives to stimulate private investment. Current retail facilities may be less productive than they once were, as evidenced by higher vacancy rates and lower volume tenants; however, owners may well have recouped their original investment and so redevelopment may not be an option they have considered. Redevelopment would require significant reinvestment with potentially greater risk than maintaining the property in its current state. To encourage developers and property owners to redevelop their properties the City of Plano may need to consider offering incentives.

- Level III: Partnerships - The third level is partnering with developers and property owners to create long-term organizational arrangements to initiate urban center projects and sustain them over time. Market conditions may dictate the use of public financial support and/or partnerships to stimulate private investment in urban centers.

If financial support or partnerships are offered, they should advance more than just the redevelopment of a single property. For example, the city could tie incentives to specified design requirements and other objectives such as housing variety and affordability. Different sites are subject to varying constraints and may require different strategies; some of the tools discussed below would be more appropriate for use with some sites than with others. The use of incentives should be carefully evaluated within the context and needs of a specific location. In this regard, specific comments can be found in the Case Studies section of this document.

I. Level I: Facilitation

Education - Urban centers located on all three of these sites would require at least some redevelopment. Because redevelopment projects are inherently more complicated than a typical project taking place on open land (a “Greenfield”) the public involvement effort should occur early on in the process and be more extensive than usual. Plans to develop urban centers, even on appropriate sites, could face significant opposition, whether or not justified from a land use perspective. Because urban centers differ from the suburban development found in much of Plano, residents may be apprehensive about such developments. Opposition may center on design compatibility, increased density, dissimilar housing types, increased crime, and more traffic.
Objections to urban centers are also often based on the belief that the project will strain public facilities and infrastructure (i.e. schools, parks, streets, utilities etc.). Actual analysis may indicate that these projects will not pose a significant problem to the operation of such facilities, but that does not mean that the surrounding neighborhoods will be unaffected by urban center projects. One way the city can help facilitate urban center development is to be proactive in discussing the benefits of urban centers with residents by identifying success stories and positive examples.

**Visioning** - All three areas studied include multiple owners. The assembly of properties and negotiations between owners may delay development or necessitate that the development occurs over a period of time, in multiple phases. To ensure a common vision is agreed upon for the area and provide for its implementation, a couple of approaches are suggested:

**Create a unifying organization** – A group should be formed to champion and maintain the vision for the area. This could take various forms and would likely be combined with the administration of some of the incentives listed below such as the Public Improvement District or Tax Increment Financing District.

**Design Criteria / Development Standards** – Create a set of common criteria for all urban center development that can be included in the evaluation of future zoning requests.

**Long Term Commitment** – Demonstrate commitment to the concept of urban center development. Encourage appropriately located and designed projects and give consideration to higher intensity development that accommodates compact pedestrian oriented settings. Identify areas of the city that may be well suited to urban center development when established criteria are met. Maintain less intense zoning that is

Consider adding a policy statement to the Comprehensive Plan to guide the evaluation of urban center zoning requests and identify preferred urban center locations on the land use plan.

**Barrier Removal** - Existing zoning, subdivision regulations, and other codes and ordinances may inadvertently hinder urban center development. These codes frequently contain bulk requirements, lot dimensions, setbacks or transitions inconsistent with the compact form of an urban center. Many of the existing standards would require developers to obtain multiple variances and would be likely to discourage them from pursuing urban center projects.

**Zoning Intensity Bonuses and Density Bonuses** – Allow increased intensity (i.e. greater height, lot coverage, Floor-to-Area Ratio (FAR), housing density etc.) as a way to encourage development in accordance with design guidelines for urban centers.

### II. Level II: Financial Support

**Chapter 380 Grants** – “Chapter 380” is a reference to Chapter 380 of the Texas Local Government Code. This Chapter authorizes Texas municipalities to provide assistance for economic development. Cities are authorized to provide for the administration of one or more programs, including programs for making loans and grants of public money and providing personnel and services of the municipality. The programs must serve the purpose of promoting state or local economic development by stimulating business and commercial activity in the city.

**In-kind Assistance** – Insufficient utility capacity may be a significant barrier to redevelopment. In such cases, it may be appropriate to consider public funding of off-site capital improvements (streets and utility extension or upgrading) to facilitate private investment in a particular site.
Reduced Development Fees/Fee Waivers – Consider reduced development fees or fee waivers as a tool to encourage the development of urban centers. Urban center projects could be eligible for a reduction of a portion of the development and impact fees if they are part of neighborhood empowerment zones. [Note: At the present time, none of the three sites are located in these designated areas].

Assessment and Tax Exemption Incentives – Currently, the City of Plano offers property tax abatement for commercial or industrial new business construction, or facility expansion, as well as business personal property tax associated with real property. Consider expanding the tax abatement program to include redevelopment projects that meet city objectives. This would require modification of current abatement criteria, which are primarily based on job creation.

III. Level III: Partnerships

Public Improvement District (PID) – PIDs can be used by the property owners and the city to provide limited public services and improvements above and beyond those normally provided by the city. Examples include landscaping, parking, enhanced security and marketing. Property owners in the PID pay special assessments into a fund administered by the city in conjunction with an advisory body. A City Council approved service plan is established for a period of five years and can be renewed for five-year periods thereafter.

Tax Increment Financing District (TIF) – TIF districts are a method of facilitating development or redevelopment in a defined area by utilizing future tax revenues to pay for some of the necessary improvements. TIF districts allow local officials to designate an area and then earmark any future growth in property tax revenues to pay for programmed improvements in that district. In Texas, TIFs may be used when an area shows signs of deterioration or when the request for a TIF is initiated by property owner(s) representing at least 50% of the taxable value of the site.

Plano currently has two TIFs in which the city and the school district (PISD) both participate. Recent State of Texas legislation prohibits school districts from participating in any TIFs enacted since its adoption. School districts are also allowed to drop participation in existing TIFs if their funding sources are capped. Lack of school district participation could significantly limit the amount of funding and therefore the level of improvements that can be provided through TIFs. A TIF based entirely on municipal tax increments may no longer be an effective tool, in itself, and will need to be supplemented by other incentives.

Land banking - Land banking involves the acquisition of land by a government entity to hold for future use. This could assist in consolidating properties, facilitating preferred future uses, or providing future public facilities and amenities.

Case Studies

In Phase I of this study, three sites were compared with the key characteristics and site attributes and determined to have the most potential as locations for future urban centers.

The three sites are (see attached maps):
1. Preston Road and Park Boulevard
2. Parker Road Station Area
3. Collin Creek Corridor

The following case studies contain more detail than the Phase I analysis; however, they are preliminary assessments for consideration before any implementation efforts are initiated. Each case study summarizes existing conditions, analyzes relevant opportunities and challenges, and addresses implementation strategies.
Case Study: Preston Road and Park Boulevard

Existing Conditions

The intersection at Preston Road and Park Boulevard is a prominent and important location within the City of Plano and has served as a major retail hub for years. The existing uses at the four corners of this intersection are varied and include retail, office, restaurants, housing and an educational institution. These uses have historically created a vibrant and popular destination.

At one time Preston Road was Plano’s major north-south traffic-carrier west of US 75; with the construction of SH 190 and Dallas North Tollway that is no longer the case. In recent years, a couple of major anchors have built stores elsewhere in the city and closed their stores at this intersection. There have also been other retail vacancies at this intersection. Plano has approximately double the national average for per capita retail square footage. As a result, this intersection is unlikely to continue to support all of its existing retail space; transformation and redevelopment of some of the properties should be strongly considered.

The area encompasses approximately 308 acres and as noted above, already includes a mix of uses. The site is currently zoned as follows (Please see attached map for boundaries):

- Retail (R) - 159 acres (54%)
- Retail / General Office (R/O-2) - 120 acres (39%)
- General Office (O-2) - 22 acres (7%)

The Preston Road / Park Boulevard intersection was recommended for case study evaluation based on the following:

- It is large enough to accommodate a mix of residential, restaurant, retail, entertainment, and office uses and for these uses to be integrated into a more pedestrian oriented development pattern.

- This intersection is served by two type “C”, six line divided thoroughfares and is within one mile of two regional expressways. It is not served by rail but is served by a DART bus route which runs from Legacy Park south to Forest Lane stopping at the West Plano Transit Center (bus transfer facility) as well as the Parker Road light rail station.

- This area could be easily redeveloped in phases by starting with one corner and moving to the next depending on the success and acceptance of the previous one. The four corners are not the same and concurrent redevelopment would not be required for a successful project.

Observations

- The existing mix of land uses is already quite varied but the design and layout of the four corners is auto dependent. The buildings could be better integrated and the environment more pedestrian friendly. The potential exists for the uses to be complementary but the current configuration separates them and inhibits pedestrian and vehicular circulation. Each corner should be planned to have an internal system of streets and pedestrian ways.

- The loss of anchors limits the appeal of these corners as major destinations and makes the area less attractive for other tenants.

- The site is currently split by two major thoroughfares. This arrangement provides great access but limits pedestrian activity and to a certain extent isolates the four corners. As a result, it is not likely that the four corners can be integrated to the point where they function as one village. Instead the focus should be on creating linkages between four villages.

- The potential exists to reduce the right-of-
way, place buildings much closer to each road and create stronger pedestrian connections between the four corners. This could be accomplished through at-grade improvements or with a pedestrian bridge (similar to the one used across Coit Road just north of 15th Street to connect the two Medical Center of Plano buildings). This bridge could connect to a series of second floor verandas and porches that become a unique, image-setting design future for this intersection. [Note: (A) Reducing the right-of-way will require a reevaluation of Strategy B.4 of the Transportation Element of the Comprehensive Plan which recommends preserving the expanded right-of-way to accommodate at-grade improvements. (B) Using the excess right-of-way is one way the city could create a partnership to encourage redevelopment.]

The site is adjacent to a number of single-family homes. Any development in the area would need to be extremely sensitive to these existing neighborhoods. An intensity gradient should be applied to the site so that lower-intensity uses are placed near single family neighborhoods and higher intensity uses are located near the intersection (see illustration). Pedestrian connections should be provided to link the urban center with the surrounding neighborhoods. At the same time, vehicular connections should be limited to discourage cut-through traffic.

Ownership is highly fragmented. This could make it more difficult to create an urban center with a unified feel. Of the three sites, the creation of a unifying organization here would be most critical. Property consolidation would require extensive private sector efforts and an effective effort on the city’s part to encourage collaboration in the preparation and implementation of a long term redevelopment plan.

Because there are so many owners, redevelopment of this site to an urban center would almost certainly be phased. Phasing would be more effective if portions of the existing development could be incorporated into the urban center plan. Zoning changes increasing the allowed development intensity may encourage consolidation of properties to facilitate redevelopment.

- The existing sanitary sewer lines would need to be upgraded to serve urban center development on the northwest and northeast corners of the intersection. Existing water lines are sized for emergency conditions and can therefore easily accommodate increased daily usage.

Summary

The intersection at Preston Road and Park Boulevard represents a sizeable amount of land in a prominent location that serves as a major economic center for the community and the region. It is clear that the establishment of other major retail concentrations and changing retailing trends have taken their toll on this location. The centers on the four corners still exhibit signs of economic viability but other sites in the area (especially those along the Dallas North Tollway and SH 190) have more to offer in terms of visibility and access. The site’s four corners make phased redevelopment, corner-by-corner, a reasonable approach. On the other hand, the lack of connections between the four corners will be a significant problem to overcome.

Next Steps

- The area is too large to plan as a single development. Consider identifying one of the corners for a “Pilot” Urban Center Project. This project could act as a catalyst for future redevelopment. At this point, the northeast corner appears to be the best candidate. In addition to the loss of major anchor stores, the site has experienced considerable tenant turnover in recent years. Redevelopment inquiries have been made for parts of the site. Another option could be the southwest corner especially if the owner of the vacant Wal-Mart store initiates redevelopment.

- Initiate discussions with owners of property...
property within the site to determine the level of interest in alternative development concepts. If there appears to be an interest in exploring options, involve other stakeholders such as homeowner groups from the surrounding neighborhoods and owners of adjacent properties.

- Begin to examine infrastructure issues such as the likely need for sanitary sewer upgrades to accommodate additional residential development as part of an urban center development.

- If the initial steps prove to be productive, continue with the process outlined in Appendix A.
Combinations of single- and multi-family development encircle the four corners at the Preston Road/Park Boulevard intersection
The northwest corner of the intersection is separated into two development areas by Prestwick Drive. A retail center occupies the eastern tract.

A series of office buildings occupy the western tract.
The northeast corner includes a short street, Early Morn Drive, that extends from Ohio Drive and dead-ends into a parking lot.

An office building is located at the north side of Early Morn Drive and an automotive service center backs to the south side of the street.
The northeast corner includes a series of separately owned retail centers.
This former Target store now houses an antique mall and a restaurant.

This major anchor space has been recently reoccupied.
The southeast corner includes the oldest shopping center at the intersection and the tallest office building.

This former movie theater at the southeast corner has been vacant for several years.
Low rise office buildings and a motel are located along the eastern and southern perimeter of the southeast corner.
The Courtyard Campus of the Collin Community College is located in the southeast corner of Park Boulevard & Preston Road.

The southeast corner includes an apartment complex along Preston Park Boulevard.
The southwest corner of the intersection is punctuated by the recent closing of this Wal-Mart store.

The service areas of the retail centers at the southwest corner are buffered from adjacent neighborhoods by large landscaped berms.
Case Study: Parker Road Station Area

Existing Conditions

The Parker Road Station area was chosen primarily because it is served by the Dallas Area Rapid Transit (DART) light rail line. The site is currently dominated by parking lots serving the “end-of-the-line” DART transit station, DART service yards and staging area, and big-box stores oriented toward US 75. Retail, office and commercial uses are located on the southern and eastern portion of the site. Access to Dallas Area Rapid Transit light rail line, US 75, and three local thoroughfares provide excellent access and visibility.

The area encompasses approximately 122 acres with a very limited mix of uses located on fairly small individual lots. The site is currently zoned as follows (Please see attached map for boundaries):

- Corridor Commercial (CC) - 110 acres (90%)
- Light Commercial (LC) – 12 acres (10%)

Observations

- Transit can be used as a tool to revitalize this area and perhaps even surrounding neighborhoods. It must be noted, however, that development of this area as an urban center will be highly dependent on the extension of the DART line to the north. While the Parker Road Rail Station remains an “end-of the line” station, parking will continue to be in high demand. Unless land prices increase, it will not be cost effective for DART to build the structured parking facilities that would free up parts of the site for other uses.

- This area could potentially be linked to downtown, creating a larger district - shaped like a “dumbbell”, with the two urban centers, Parker Road Station area and Downtown Plano, as the weights. (see attached map)

The downtown core and the Parker Road Station are close enough that they could complement each other as opposed to providing competition. The area between the two stations would benefit from its proximity and ease of access to either location.

- The Parker Road Station area is already part of TIF # 2 (East TIF). The incremental funds have been designated for a number of projects. So far major expenditures have included the Courtyard Theater and the Cox Building renovation projects. Future expenditures will depend on the availability of funds, property values within the TIF district, and current commitments and priorities.

- Access to this site is provided by US 75 and DART rail, as well as three major thoroughfares. Roadway improvements, including the extension of Archwood Street south of Park Boulevard and a connection from Archwood Street to K Avenue, would improve circulation in the study area.

- The development could be phased. Because it does not require redevelopment of DART property currently used for parking, the area south of Park Boulevard could potentially develop first. However, it would be important to ensure it is consistent with the long term goal of a Transit Oriented Development/urban center in this area.

- As indicated above, several factors make the development of this area as an urban center unlikely in the near future. Certain steps, such as zoning changes, could facilitate redevelopment on portions of the study area in accordance with a long-term development plan.

- If the decision is made to extend the DART line, the potential for the development of an urban center in this area would increase significantly because it would reduce the demand for parking and create opportunities to convert surface parking to other uses.
Some off-site improvements would be necessary to upgrade the infrastructure at this site so that it could support an urban center. The primary limitation is the sanitary sewer line serving the portion of the site south of Park Boulevard.

Surrounding neighborhoods are largely separated from this site by thoroughfares such as K Avenue. However, it would still be appropriate to consider ways to connect these neighborhoods with the urban center.

Expressway frontage is preferred by many high-volume retailers; therefore, it may be difficult to reorient businesses away from US 75. It will probably be necessary to establish an appropriate boundary where the orientation will transition from US 75 to the light rail.

Large portions of this area, including critical sites, are owned by public entities (DART, City of Plano and Collin County). Public entities are often better positioned for long-term ownership than private entities seeking short term returns on their investment.

Opportunities may exist for the city to acquire and land bank additional contiguous property at this site. Interim uses for this property should be sought that generate income without long-term obligations or major investment.

The city should continue to coordinate its plans with those of DART and take appropriate actions if a determination is made to extend the rail line to the north. Note: Extension of the rail line is projected for 2013 or later.

Next Steps

Continue to monitor DART’s efforts to complete its 2030 Service Plan and any proposals to extend its rail service north of the Parker Road Station.

Continue to monitor market trends and development opportunities that might encourage DART to consolidate its surface parking lots into structured facilities and facilitate redevelopment.

Continue to explore opportunities to purchase properties near the DART station to consolidate ownership and facilitate redevelopment when the timing is right.

Initiate discussions with the owners of property located on the south side of Park Boulevard, west of the rail line to determine interest in redevelopment. It may be possible to redevelop this area for medium density housing (5-15 units-per-acre) in advance of the areas immediately adjacent to the station.

Depending on property owner interest level, initiate discussions with adjacent property owners and residents of the Haggard Addition south of 22nd Street.

Begin to examine infrastructure issues such as possible sanitary sewer upgrades for additional residential development in this and other parts of the study area.

If the initial steps prove to be productive, continue with the process outlined in Appendix A.
Parker Road Station Area

General Information

Building 17.71 acres (771,447 sq. ft.)
Parking Lots: 57.77 acres
Total Area: 121.9
Connection Between Parker Road Station and Downtown
The Parker Road Station represents the northern terminus of the DART’s light rail system.

DART owns several properties around the station including this former lumber yard that contains a small retailer and provides parking for transit passengers.
Parker Road Station Area Photographs

This is one of several retail operations oriented toward US 75.

This privately owned undeveloped tract does not have frontage on US 75 or a major city thoroughfare.
The City of Plano owns a three acre tract of land between the transit station and K Avenue.

Collin County owns this two acre vacant tract of land on the south side of Park Boulevard opposite Archerwood Street.
Parker Road Station Area Photographs

Industrial uses are located on the north side of 22nd Street.

Residences are located on the south side of 22nd Street.
Case Study: Collin Creek Corridor

Existing Conditions

The Collin Creek Corridor has been a major retail destination for residents in Plano and surrounding areas for nearly 25 years. Recently, competition from new development and changes in retailing have adversely impacted Collin Creek Mall and the surrounding area. The existing uses are predominantly retail with some limited residential and office uses. Urban center development could build upon the area's existing attributes and enhance its long-term viability.

The area encompasses approximately 422 acres and is currently zoned as follows (Please see attached map for boundaries).

- Corridor Commercial (CC) - 385 acres (91%)
- Multifamily 2 (MF-2) - 37 acres (9%)

Observations

- Access to this area is provided by three major city thoroughfares, US 75, the President George Bush Turnpike (SH 190). West-bound access is somewhat hampered by the lack of ramp connection to the site from SH 190. East bound can exit onto Alma Drive and access the site. The elevated interchange of US 75 and SH 190 makes it virtually impossible to reconfigure the area to resolve this situation.

- A DART bus route connects this area to the Downtown DART Rail station; shuttle service could be expanded to improve connections to DART light rail service.

- The potential exists to create Transit Oriented Development (TOD) by linking this site to rail services, provided DART expands to include an east-west line along the Cottonbelt Railroad line. [Note: This location will not be a primary candidate for a station because of its proximity to the Bush Turnpike Station. If the east-west line becomes a "commuter" rail facility (medium to heavy rail) instead of light rail, the potential for a station is lessened considerably as commuter rail operations typically include a greater distance between stations.]

- Redevelopment could be phased and would not necessarily require redevelopment of the mall. There may be some potential to "fill in" by adding density to the site and replacing some surface parking with structured facilities. It may also be possible to eliminate some of the parking altogether since it exceeds current requirements.

- Development on this site would be less influenced by adjacent uses than on the other two sites and is well served by various roadways. This site provides an excellent long term opportunity for urban center development because of its size, location, access and natural features (Spring Creek).

- One residential neighborhood exists to the west of Alma Drive. For this reason, less intense development should be considered for the western portion of this site. Connections to the neighborhood may benefit both neighborhood residents and the urban center project.

- Ownership of the mall and the surrounding area is fragmented. The anchor stores and adjacent parking areas are separately owned and subdivided from the mall itself.

- The potential exists to rediscover some of the natural features of this area and incorporate them into the development as prominent design features and community assets. One prime example would be to expose Spring Creek which runs through this site and is currently channeled under the mall parking lot. Uncovering the creek could accommodate the creation of a special water feature and public gathering place for special events. This would also facilitate the continuation of Chisholm Trail and provide a
stronger connection to the properties to the north and south. Chisholm Trail extends northwest and connects with several residential neighborhoods. The creek, the trail, and Harrington Park north of 16th Street could create an amenity package benefiting retail, restaurant, office and residential uses in this area. The City should continue to develop long term plans for Chisholm Trail enhancements.

- This area is very large for an urban center project and the primary focus for urban development should be on the area encompassed by 15th Street, US 75, Plano Parkway and Alma Drive; however, the long term success of an urban center in this location will be strengthened by its linkage to Chisholm Trail and the natural features noted above. Therefore, any future urban center discussions for this property would be incomplete unless the areas north of 15th Street and south of Plano Parkway are included.

- As with the Parker Road Station area, it will also be necessary to identify an approximate boundary where uses would transition between an internal orientation to an orientation toward US 75.

- Development of new malls in surrounding cities has provided substantial completion for Collin Creek Mall. New malls planned for cities to the north may continue to reduce its market share. The City should monitor the impact of these competing retail centers on the mall’s performance and be open to new development concepts.

- The mall area also lacks visibility because the property slopes downward from US 75 and 15th Street. Development along these roads further screens the mall from view.

Summary

The Collin Creek Corridor meets many of the criteria, especially site attributes, established in Phase I. Even though rail service is uncertain at best, access to this site, provided by two highways and three thoroughfares, is ample. Retail in this area has at times struggled, especially as competition from surrounding areas as increased. These circumstances favor a broader variety of uses. This site could easily absorb a higher intensity, mixed-use node of development. Furthermore, redevelopment could be phased.

Next Steps

- Continue efforts to work with the owners of Collin Creek Mall to identify approaches to enhance its viability as an economic driver and major destination. For example, consider actions the city might take to attract another major user to the site such as a movie theater or another anchor store.

- Prepare a master plan for enhancements to the Chisholm Trail greenbelt that currently ends at 15th Street. The master plan should include proposals to make the greenbelt a more “user friendly” attraction that contributes to the economic viability of the area.

Consideration should be given to extending the trail in some form through the mall and to the area south of Plano Parkway. The property owners and other stakeholders should be involved in the development of the master plan.

- Continue to work with DART and the mall owners to maximize the use of bus routes connecting the mall with the rail stations and other key locations. Mass transit is not only important for the customer base, but it could serve many persons working at the mall and surrounding retail stores and restaurants.

- Use the results of the above activities to determine the next course of action.
Collin Creek Corridor

Possible Future Intensity of Uses
- Core Area, Higher Intensity
- Medium Intensity
- Low Intensity
Chisholm Trail passes under Park Boulevard and extends south through the Chisholm Place Office Park on the east side of Spring Creek.

Chisholm Trail extends through Harrington Park.
On the west side of Spring Creek, this vacant tract of land provides an opportunity to set an important development precedent within the Collin Creek Corridor.

This pedestrian bridge is part of a private development on the west side of Spring Creek. No public trail exists on the west side of Spring Creek between Park Boulevard and 16th Street.
South of 16th Street, Chisholm Trail extends through a commercial area where Spring Creek’s banks have been stabilized with new sod.

An existing concrete "shelf" would provide for extending the east side of Chisholm Trail under 15th Street.
Collin Creek Corridor Photographs

About 900 feet south of 15th Street, Spring Creek is encapsulated and extended under the parking lot of Collin Creek Mall.

Spring Creek reemerges just north of Plano Parkway.
The southern end of the Collin Creek Corridor is marked by the Cottonbelt Railroad Line owned by DART. Its right-of-way is being considered for an east-west rail connection from Plano to DFW Airport.

Western Plano's first residential subdivision is located on the west side of Alma Drive across from Collin Creek Mall.
Conclusion

Urban centers offer many benefits for the City of Plano (see Phase I) and should play a role in Plano's long-term future. Plano will continue to evolve over time as various conditions such as demographics, the economy and the market change. Urban centers can be a significant part of this evolution if properly designed, located and integrated into Plano's existing development pattern.

It is important for the city to assume a proactive role in ensuring these centers enhance the community's economic base and its quality of life. As outlined in "Primary Strategies" the city has a range of tools at its disposal and could take a variety of approaches ranging from a passive role to a very active role. One option is simply to continue working with developers to accommodate these proposals as they are submitted. This approach raises some concerns because it increases the uncertainty in the development process (time=money for a developer), provides limited opportunities for input from residents and other stakeholders, and can stifle innovation.

A second option, using tools from Level I, is to initiate discussions with stakeholders to determine their interest in converting properties to urban centers. Stakeholder involvement could lead to specific land use policies and zoning amendments to provide for urban centers in specific locations with appropriate development regulations. For example, the future Land Use Plan could identify preferred locations for urban centers.

The city could also choose to use tools from Level II and assume a more active role in the creation of urban centers by installing infrastructure improvements or reserving funds for such purposes. These improvements could be part of an overall incentive package that the city could use to attract urban center projects.

Perhaps the most proactive approach the city could take would be to initiate a pilot program to encourage the development of an urban center on one of these sites. This could eventually include tools from Levels I through III. The various components of this document could be used to guide this process.

Appendix A explores how this could be accomplished at Preston Road and Park Boulevard. The same process could be readily adapted and applied to the other two sites or sites that might be identified in the future.
APPENDIX A: Urban Center Implementation – Pilot Program

Example – Preston Road and Park Boulevard Intersection

If the City of Plano decides to give further consideration to urban center development at the intersection of Preston Road and Park Boulevard, the following approach could be applied.

Stage I - Evaluation

Preliminary Considerations

It will be extremely difficult to pursue urban center redevelopment for all four corners of this intersection at one time. Initially, a single corner should be selected based on issues such as recent interest in redevelopment or infill development by property owners or developers, tenant turnover, vacancies, and current property conditions.

Properties at all four corners are generally in good condition with very few vacancies. At this time, the southwest corner lacks a major anchor. Some restaurant properties at the intersection have experienced higher than average turnover. Interest was recently expressed for redeveloping a portion of the northeast corner for townhouse development. The southeast corner includes the oldest shopping center, but it has remained fairly stable except for the loss of a theater several years ago and some attrition of retailers to the Willow Bend mall area.

The northeast corner may be the best location for initiating urban center discussions. It is the second oldest development at the intersection, but it does not have the variety or range of uses as does the southeast corner. Its current development configuration is also more disjointed than the other corners, in part because ownership is fragmented. Upon selection of one of the corners, the city could initiate exploratory effort as follows:

Property Owner Considerations

Initiate discussions with owners of properties that are critically positioned within the site to gain a preliminary understanding of the factors currently impacting the site. Hold a series of meetings with all property owners and develop an understanding of their expectations based on the following:

• What are the long term-goals of the individual property owners? Can their goals be meshed into a joint development proposal?

• What would be necessary for them to pursue urban center development on this site? (i.e. - financial incentives, ordinance changes, infrastructure improvements, etc.)

• Is the city willing to participate in the process if certain actions or investments may be necessary on its part? If so, discussions should be initiated with surrounding residents and property owners.

Surrounding Property Owner and Resident Considerations

After evaluating the information gained from discussions with owners of property within the proposed corner site, initiate a dialogue with owners of adjacent properties including residents of nearby subdivisions. Use the following steps to receive their input:

• Provide information and graphics that clearly explain what urban centers are and what they are not. Consider developing models to illustrate how the site might change. Hold a series of workshops to identify specific issues and determine if they can be addressed through the planning process.

• Compare the potential effects of pursuing urban center development to that of taking no action in relation to the surrounding properties.
Results of Evaluation

At this point, the city should determine if it wishes to continue with the pilot program. This determination should be made based on the following:

- Are the stakeholders interested in further evaluation of the proposal? Does it appear that proper planning can result in a consensus?

- Is the city willing to invest resources in further studies and plans? A conceptual development plan will be needed to identify the basic circulation system, building configuration, combination of uses, and development intensities. A preliminary cost estimate will be needed for upgrading the sanitary sewer if residential development is added to this site. Other cost estimates may also be required in this stage of the process.

Stage II - Conceptual Development Plan

The various stakeholders including the property owners of the northeast corner, surrounding property owners and residents, and the city need to come to an understanding of how this site might be redeveloped as an urban center. This may include hiring a consultant to develop a conceptual plan for the site. This type of plan which illustrates circulation, access, general building configuration, types and locations of uses, and development intensity (height, residential density, lot coverage, etc.) could help stakeholders to visualize the development possibilities and determine the actions required to fulfill them. This plan should be prepared as follows:

- Work with stakeholders to create a preliminary layout that addresses the concerns of various stakeholders as well as possible.

- Compare this plan to lot lines and where possible make appropriate adjustments.

Note: This will be one of the most difficult problems because of the site’s multiple owners and disjointed lot configuration.

- Identify required public sector improvements necessary to implement the initial plan. Besides sanitary sewer upgrades, improvements may include intersection modifications to narrow the right-of-way, pedestrian crossings, and mass transit facilities.

- Determine appropriate land use and development standards based on the plan.

Stage III - Formal Actions

In order to complete the process and facilitate implementation, the city could choose to take one or all of the following actions based on the conceptual development plan:

- Rezone the property and make applicable amendments to other ordinances and codes as needed.

- Develop an incentive package for developers to use in accordance with the conceptual development plan and applicable regulations.

- Add necessary infrastructure improvements to the city’s Community Investment Program (CIP).

A similar implementation process could be used if one of the other two sites were chosen for implementation.