

CORINTH CITY HALL

EMBRACING THE FUTURE CORINTH 2030

Corinth, Texas



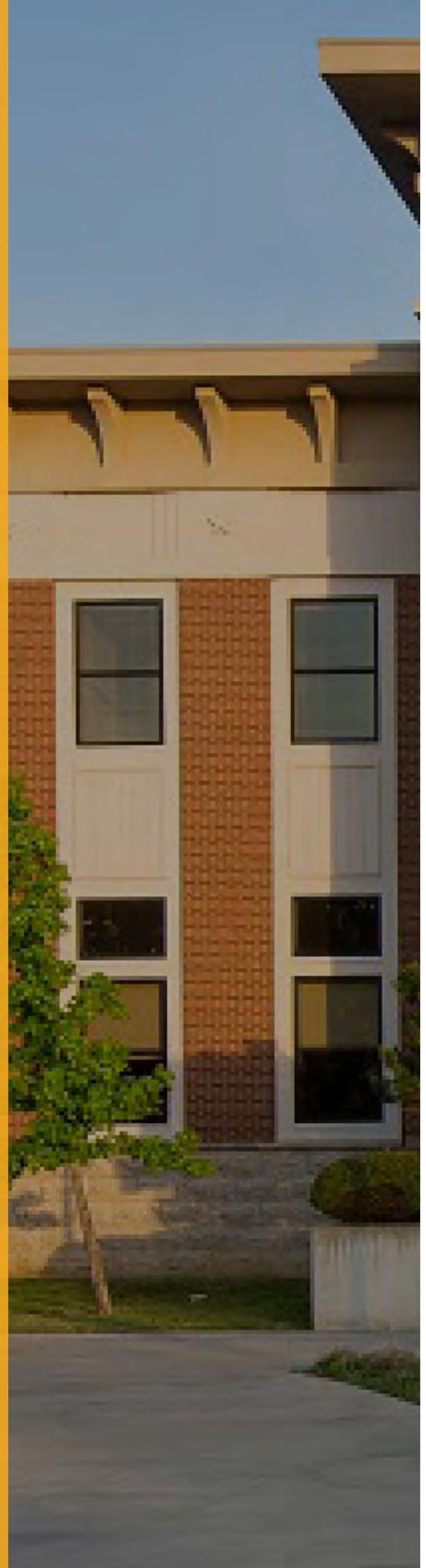
Inside these pages...

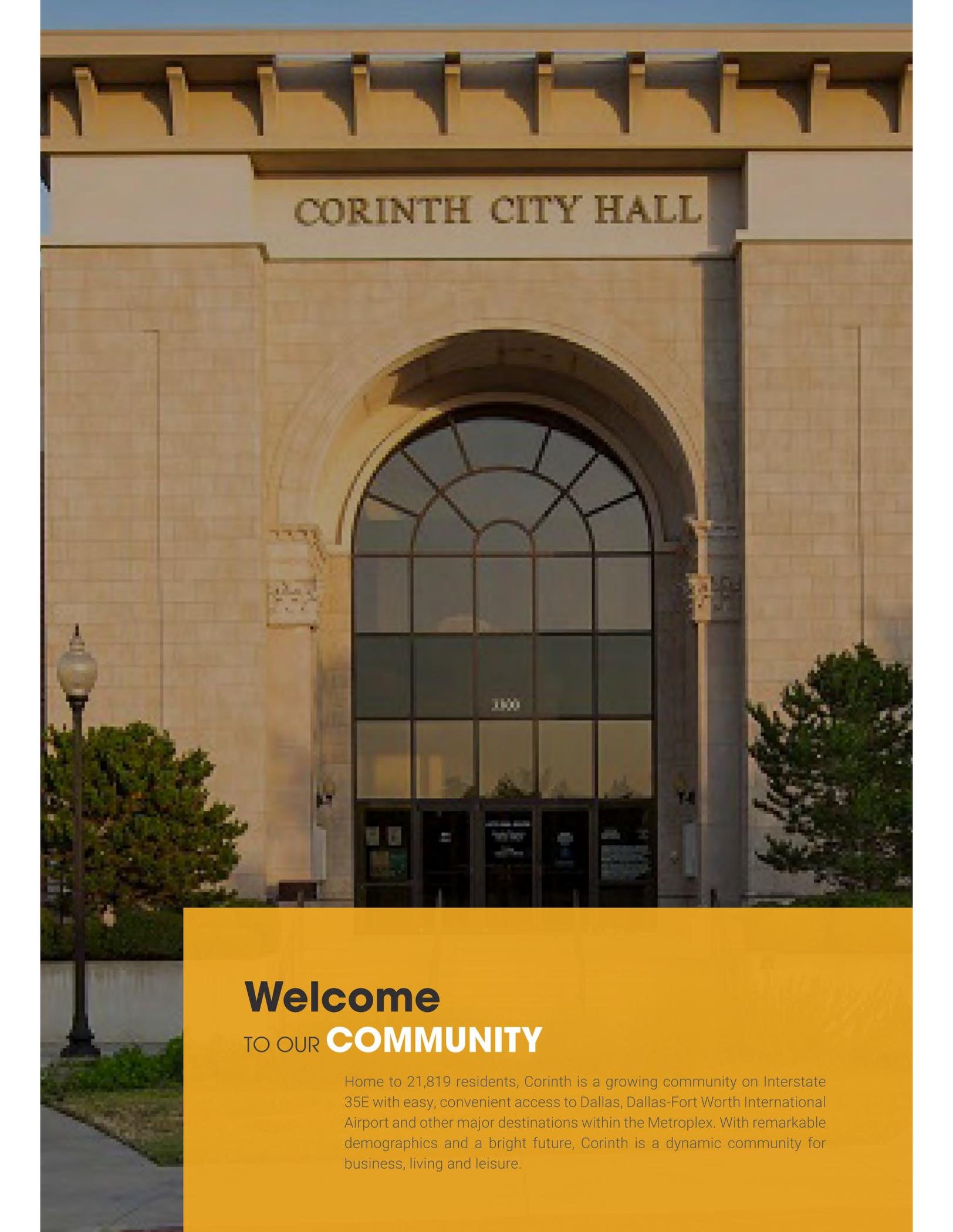
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HERE'S HOW GREAT CITIES ARE MADE

DENSITY MULTIPLIES VALUE

SUBURBAN REMIX - A CASE STUDY



The image shows the exterior of Corinth City Hall, a large, light-colored stone building. The words "CORINTH CITY HALL" are inscribed in a serif font above a large, arched window. The window has a decorative leaded glass pattern. The building is flanked by two columns. In the foreground, there is a sidewalk, a street lamp, and some greenery.

CORINTH CITY HALL

Welcome TO OUR **COMMUNITY**

Home to 21,819 residents, Corinth is a growing community on Interstate 35E with easy, convenient access to Dallas, Dallas-Fort Worth International Airport and other major destinations within the Metroplex. With remarkable demographics and a bright future, Corinth is a dynamic community for business, living and leisure.



Message from the Mayor



I take great pleasure in presenting to you our City's Strategic Plan based on community input and future trends. This Plan signals to the DFW region that Corinth is an innovative, forward-thinking, ready for business, high quality of life community.

Many hours have been invested in its creation, most of which were offered by volunteer citizens with a desire to contribute to the future of our community. In looking to the creation of this Plan, we were careful to set up a process that would be driven by citizens, rather than elected officials or City staff.

I'd like to personally thank the residents, business owners, and our strategic development partners who have shared their thoughts on the future of our community and where we need to focus our efforts as a City. Citizens from all areas of the City contributed a great deal of their time developing the ideas and concepts that led to the creation of this Plan.

I expect this Plan to serve as a guide and provide the Council, City staff, and citizens of Corinth with an in-depth list of things that we need to attend to before we undertake many of the requirements for us to finish the build out of Corinth. This Strategic Plan is an all-encompassing systematic approach that permits the current and future Councils the ability to best allocate the resources entrusted to us by our citizens. It will guide us in determining where to focus our efforts as a City and form the basis of our annual budgeting process. It will give us the ability to prioritize the actions that have to be taken in order to meet the overall goals that we need to fulfill in order to generate the results that the Citizens of Corinth expect and deserve.

We are committed to using the resources we have in ways that advance the priorities identified in the document that follows. I call on you to join us today on this journey - help turn this vision into reality by volunteering on City Boards and Commissions, as a first step on this Pathway to 2030.

Mayor Bill Heidemann

CORINTH TODAY

AT A GLANCE



Sources: US Census 2010, ACS 2017, ASC 2012-2016, Towncharts.com, esri Business Summary, City of Corinth, Denton County Appraisal District

NOTE: Numbers on the following pages may be different based on the data sets used. The need for different data sets is due to lack of State or County as well as detailed demographic break down for 2018

The primary purpose of this section is to gain an understanding of the potential impacts of various factors on the future growth and development of the City. By documenting the existing conditions, those involved in the planning process can identify the potential issues and opportunities, which is the basis for this Strategic Plan. This section's information comes from the City's recent STAR Community data, US Census data, and research and mapping to further examine the City's existing conditions.

Community Indicators

Community Indicators including population, housing, quality of life, economic, transportation and land use elements give us a snapshot of the City of Corinth today. This picture, when combined with trends, community aspirations and commitments, help us to understand potential for the city's future.



Population Highlights

Corinth's 2018 population of 21,819¹ represents a 9.7% growth when compared to the 2010 Census population. The City's population characteristics differ from the county and state in several significant ways.

¹ - per esri data



Population Growth.

Historically, the City's growth pattern mirrored the county's and in recent years, the City's growth has accounted for 2.5% to 3% of the county's total. Looking forward, projections for Corinth's population may envision, Denton County projections. Corinth is expected to have up to 1/2 of the same migration rates. The resulting population projections could range from 38,000 to 77,000 for 2030.

GROWTH RATE 1970-2017		
YEAR	DENTON COUNTY	CORINTH
1970-1980	89.0%	17.4%
1980-1990	91.0%	21.5%
1990-2000	58.3%	184.3%
2000-2010	53.0%	76.0%
2010-2017	26.2%	6.1%

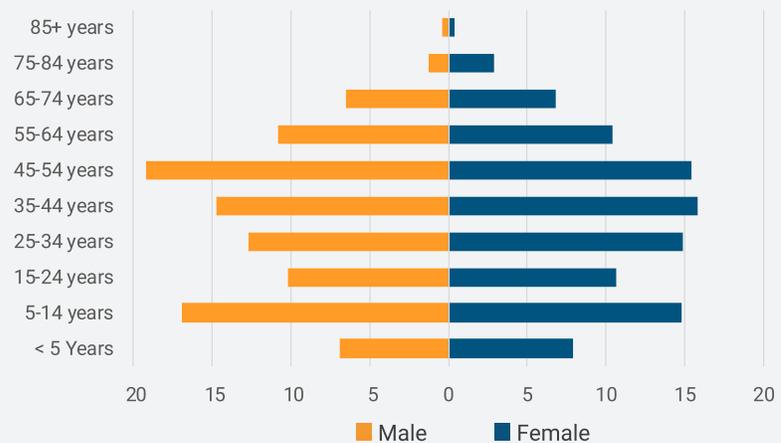
Source: US Historical Census



Age.

Unlike national trends that show Generation Y and Baby Boomers making up the two largest age cohorts, in Corinth the largest age group is Generation X (45 to 54 years old). This group typically reads newspapers, watches television, and is digitally savvy. Members of this group are raising families while paying off student debt and taking care of their aging parents (see discussion after the housing highlights on Psychographic Segmentation). The school-age group (5 to 14 years old) is the second largest group. The City's age profile is an important consideration in evaluating future housing needs. Each of the age groups have different residential housing product preferences.

AGE
(IN PERCENT OF POPULATION)



Source: ACS 5-year estimate

NOTE: Numbers may be different from Corinth At A Glance on pg. 6 based on the data source used.

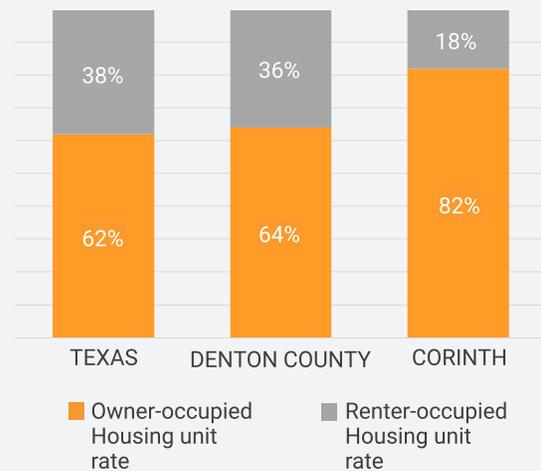
There are an estimated 7,507 households or occupied housing units¹ in Corinth. This is an increase of approximately 630 units compared to the 2010 Census data. Housing includes units built before the City's incorporation and recently built units. A majority of the City's housing was constructed between 1990 and 2009.

Like both the state and county, most of the City's housing stock is owner-occupied, single-family units; however, the City's percentage is significantly higher compared to the state and county. The number of bedrooms in the housing units reflect the single-family focus; over 86% of the housing is single-family and 12.6% is multi-family. The percentage of multi-family units in the City is much less compared to the county's 25.7% and the state's 24.6% of multi-family units.

Housing in Corinth is more expensive than the overall state averages, but lower than the county's. According to the last Census estimates, the median value of owner-occupied housing in the City is \$191,500¹. In recent real estate listings, the houses were listed at between \$189,000 and \$765,000. The number of bedrooms in a house often reflects housing values. Corinth's averages reflect more bedrooms than found elsewhere.

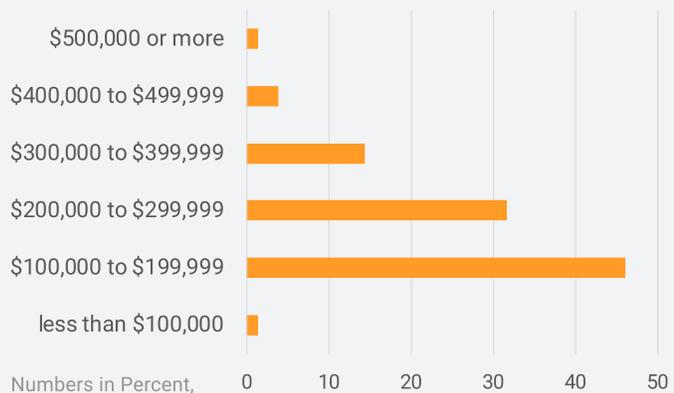
¹ - per esri data

OWNER OCCUPIED VS RENTER OCCUPIED



Source: 2010 Census data

OWNER OCCUPIED HOUSING VALUES



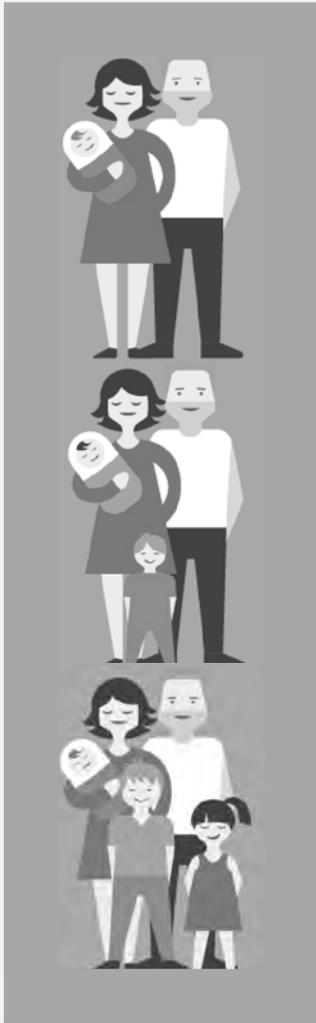
Source: Esri Graphic Profile

HOUSING AFFORDABILITY
Affordable housing is defined as having monthly housing costs of 30 or less percent of monthly household income

AFFORDABLE OWNER-OCCUPIED HOUSING
Corinth 73.5%

AFFORDABLE RENTER-OCCUPIED HOUSING⁻¹
Corinth 39.5%

¹ Numbers may be different from Corinth At A Glance on pg. 6 based on the data source used.



Households.

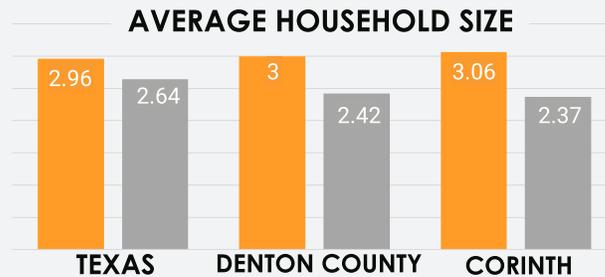
THERE ARE AN ESTIMATED 7,507 HOUSEHOLDS IN CORINTH PER 2018 ESRI DATA, AN INCREASE OF 10.1% COMPARED TO THE 2010 CENSUS DATA.

	2010 Census	2016 Estimate	2010-2016	
CORINTH	6,424	7,073*	176	10.1%
DENTON COUNTY	224,840	265,790	40,950	18.2%
TEXAS	8,539,206	9,289,554	750,348	8.8%

Source: ACS 2012-2016

* 2016 ACS Data used instead of 2018 ESRI data for comparison purposes

Household Size.

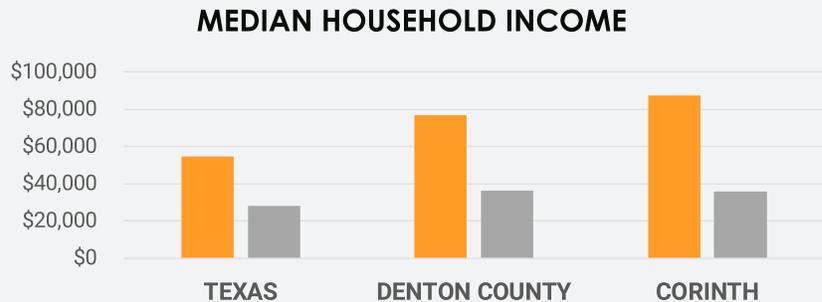


- Average household size of owner-occupied unit
- Average household size of renter-occupied unit

Source: ACS 2016

While the owner-occupied average household size in Corinth is higher than both Texas and Denton County, the renter-occupied average household size is lower than both Texas and Denton County.

Median household income in Corinth is approximately \$87,161¹, which is higher than the county's \$76,678 and significantly higher than the state median household income of \$54,727. Corinth's per capita income (The average income for a group of people in a defined area) of \$40,374 is also higher than state and county per capita incomes. Per Capita income is different from Median income.



- Median household income
- Per capita income in past 12 months

Source: www.census.gov

NOTE: Numbers may be different from Corinth At A Glance on pg. 6 based on the data source used for comparison purposes.

Psychographic Segmentation.

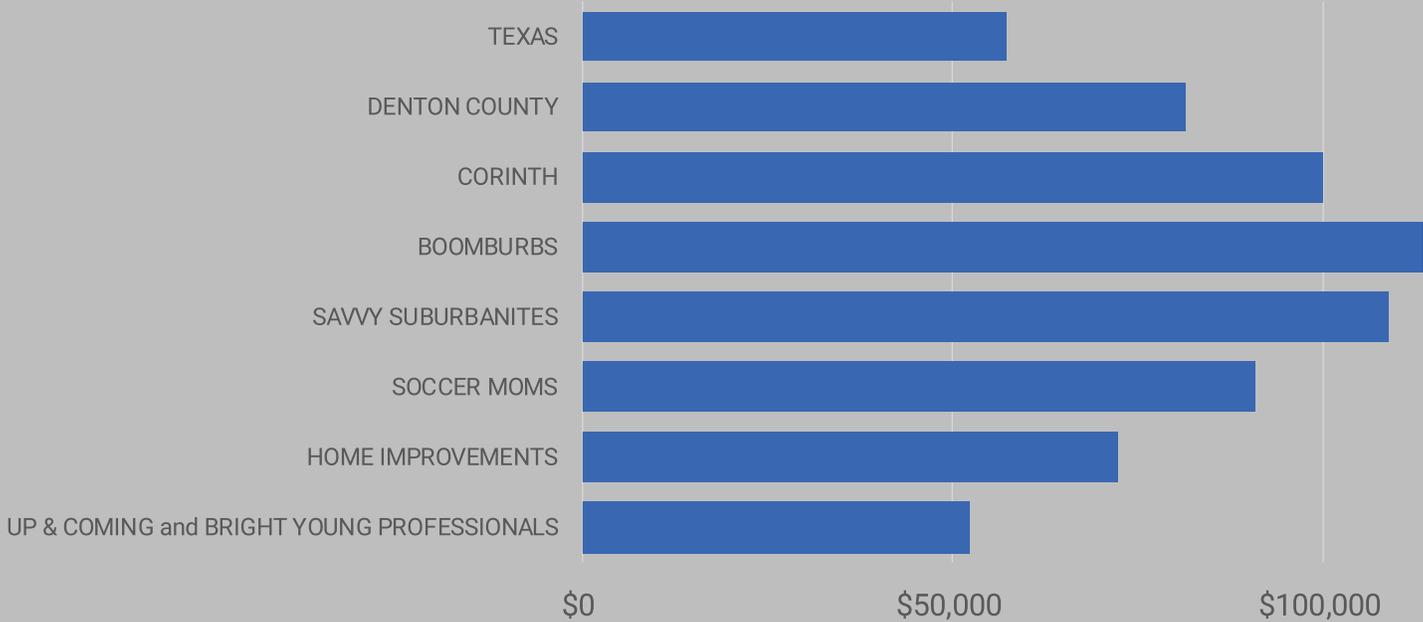
FOR THE PAST 30 YEARS, COMPANIES, AGENCIES, AND ORGANIZATIONS HAVE USED SEGMENTATION TO UNDERSTAND THEIR CONSUMER MARKETS TO MORE PRECISELY TARGET THEIR BEST CUSTOMERS AND PROSPECTS.

This lifestyle demographic story, from ESRI Tapestry Segmentation, is the type of background information we need to know about Corinth's population to better understand, predict and plan for the City's future. Mapping of the City of Corinth includes six segments: Boomburbs, Savvy Suburbanites, Soccer Moms, Home Improvement, Up and Coming Families, and Bright Young Professionals.

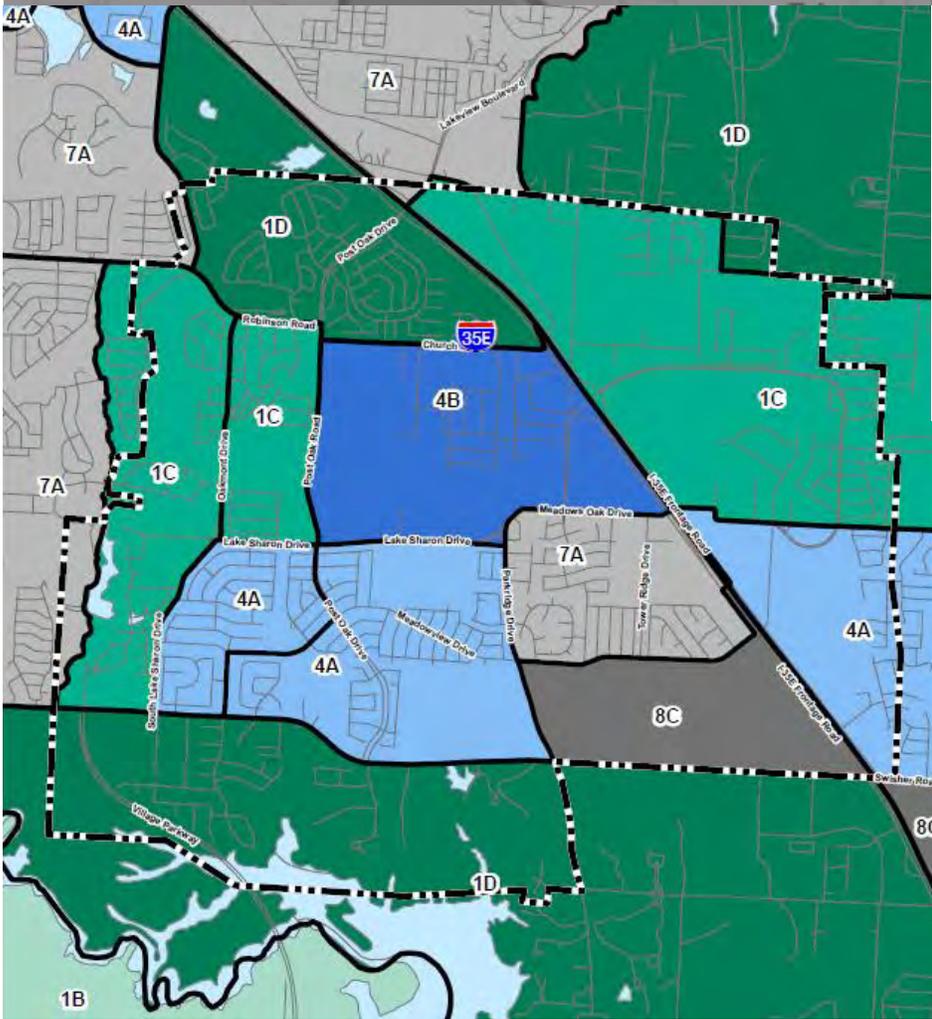
Segment information characterizes small areas within the City instead of focusing on City-wide data. For example, the average household size citywide is

2.94, but the average for the six segments ranges from 2.07 in the Soccer Mom's Segment to 3.25 in the Boomburb Segments. Overall, the current U.S. population prefers to live on the periphery of large metropolitan areas, which makes Corinth the ideal choice for this population.

MEDIAN HOUSEHOLD INCOME



Source: ESRI Tapestry Data



- Open Water
- 1C - Boomburbs
- 1D - Savvy Suburbanites
- 4A - Soccer moms
- 4B - Home Improvement
- 7A - Up and Coming Families
- 8C - Bright Young Professionals

Source: ESRI Tapestry Data

A majority of the current population in Corinth are family households. **Boomburbs** and **Soccer Moms** families are married with children, **Savvy Suburbanites** are married with no children or older children. **Up and Coming** have young families.

Up and Coming Families prefer new subdivisions while **Savvy Suburbanites** live in established neighborhoods. **Home Improvement** families live in traditional single-family neighborhoods and the **Bright Young Professionals** differ from the others, preferring multi-family or townhouse housing.

More than half of the **Home Improvements** are married couple families, 12% are single parent families, and **Bright Young Professionals** are primarily couples. This information will assist the City in prioritizing youth-related community services.

Labor participation is high, with most households having two or more workers. This holds true for **Soccer Moms**, for which two out of three households include 2+ workers.

All six segments, except **Home Improvement** families are technologically savvy, own the latest devices and understand

how to use them efficiently, making technology an important trend for Corinth to consider and for which to plan.

Median Household Incomes vary among each other and from City, county and state averages. The segment information may be useful to the City as it addresses future community needs and facilities, furthering work completed in the STAR Communities program. As Corinth plans for population growth within each of these segments, the retail, commercial and other services that want these customers will follow them.

BOOMBURBS

WHO ARE WE?

THIS IS THE NEW GROWTH SEGMENT OF YOUNG PROFESSIONALS WITH FAMILIES THAT HAVE OPTED TO TRADE UP TO THE NEWEST HOUSING IN THE SUBURBS. MOST OF THOSE NEIGHBORHOODS ARE FULLY DEVELOPED. THIS IS AN AFFLUENT MARKET WITH A HIGHER PROPORTION OF MORTGAGES. RAPID GROWTH STILL DISTINGUISHES THE BOOMBURBS NEIGHBORHOODS, ALTHOUGH THE BOOM AND HOUSING MARKET ARE MORE SUBDUED NOW THAN IT WAS 10 YEARS AGO. RESIDENTS ARE WELL-EDUCATED PROFESSIONALS WITH A HEAD START ON PROSPERITY.

OUR NEIGHBORHOOD

Growth markets are in the suburban periphery of large metropolitan areas, labeled as 1C on the map.

Boomburbs are young families, married with children; the average household size is 3.25.

The housing stock is primarily single-family homes in new neighborhoods; 66% were built since 2000.

Median home value is \$350,000.

Lower housing vacancy rate at 3.7%.

Home ownership is 84%, with the highest rate of mortgages, 71.5%.

The cost of affordable new housing comes at the expense of one of the longest commutes to work, over 30 minutes average.

SOCIO-ECONOMIC TRAITS

Well educated young professionals; 55% are college graduates.

Unemployment is low at 3.3%; high labor force participation at 71.3%; most households have more than two workers.

Longer commute times from the suburban growth corridors have created more home workers.

They are well connected: they own the latest devices and understand how to use them efficiently; biggest complaints—too many devices and too many intrusions on personal time.

Median Household Income: \$113,400; Financial planning is well under way for these professionals.

Median Age: 34.0

1C Boomburbs Source: ESRI Tapestry Data

SAVVY SUBURBANITES

WHO ARE WE?

SAVVY SUBURBANITE RESIDENTS ARE WELL EDUCATED, WELL READ, AND WELL CAPITALIZED. FAMILIES INCLUDE EMPTY NESTERS AND EMPTY NESTER WANNABES, WHO STILL HAVE ADULT CHILDREN AT HOME. LOCATED IN OLDER NEIGHBORHOODS OUTSIDE THE URBAN CORE, THEIR SUBURBAN LIFESTYLE INCLUDES HOME REMODELING AND GARDENING PLUS THE ACTIVE PURSUIT OF SPORTS AND EXERCISE. THEY ENJOY GOOD FOOD AND THE AMENITIES OF THE CITY'S CULTURAL EVENTS.

OUR NEIGHBORHOOD

Established neighborhoods (most built between 1970 and 1990) found in the suburban periphery of large metropolitan markets, labeled as 1D on the map.

Married couples with no children or older children; average household size is 2.85.

91% owner occupied; 66% mortgaged.

Primarily single-family homes with a median value of \$362,900.

Low vacancy rate at 3.8%.

SOCIO-ECONOMIC TRAITS

Education: 50.6% college graduates; 77.6% with some college education.

Low unemployment at 3.5%; higher labor force participation rate at 67.9% with proportionately more 2-worker households at 62.2%.

Well-connected consumers that appreciate technology and make liberal use of it for everything from shopping and banking to staying current and communicating.

Informed shoppers that do their research prior to purchasing and focus on quality.

Median Age: 45.1

Median Household Income: \$108,700

1D Savvy Suburbanites Source: ESRI Tapestry Data

SOCCER MOMS

WHO ARE WE?

SOCCER MOMS IS AN AFFLUENT, FAMILY-ORIENTED SEGMENT WITH A COUNTRY FLAVOR. RESIDENTS ARE PARTIAL TO NEW HOUSING AWAY FROM THE BUSTLE OF THE CITY BUT CLOSE ENOUGH TO COMMUTE TO PROFESSIONAL JOB CENTERS. LIFE IN THIS SUBURBAN WILDERNESS OFFSETS THE HECTIC PACE OF TWO WORKING PARENTS WITH GROWING CHILDREN. THEY FAVOR TIME-SAVING DEVICES, LIKE BANKING ONLINE OR HOUSEKEEPING SERVICES, AND FAMILY-ORIENTED PURSUITS.

OUR NEIGHBORHOOD

Soccer Moms residents prefer the suburban periphery of metropolitan areas, labeled as 4A on the map.

They live in predominantly, single family homes in newer neighborhoods; 34% built in the 1990s and 31% built since 2000.

Their owner-occupied homes have a high rate of mortgages at 68%, and a low rate vacancy at 4%.

Median home value is \$257,400.

Most households are married couples with children; average household size is 2.97.

Most households have 2 or 3 vehicles; long travel time to work, including a disproportionate number commuting from a different county.

Average Household Size: 2.97

SOCIO-ECONOMIC TRAITS

Education: 40.5% are college graduates; more than 72% with some college education.

Low unemployment at 3.8%; high labor force participation rate at 71%; 2 out of 3 households include 2+ workers.

Connected, with a host of wireless devices from smartphones to tablets—anything that enables convenience, such as banking, paying bills, or shopping online.

Median household income: \$90,500

Median Age: 37.0

Well-insured and invested in a range of funds, from savings accounts or bonds to stocks.

Carry a higher level of debt, including first and second mortgages and auto loans.

HOME IMPROVEMENT

WHO ARE WE?

MARRIED-COUPLE FAMILIES OCCUPY OVER HALF OF THESE SUBURBAN HOUSEHOLDS. MOST HOME IMPROVEMENT RESIDENCES ARE SINGLE-FAMILY HOMES THAT ARE OWNER OCCUPIED, WITH ONLY ONE-FIFTH OF THE HOUSEHOLDS OCCUPIED BY RENTERS. EDUCATIONAL ATTAINMENT AND DIVERSITY IS SIMILAR TO THE U.S. AS A WHOLE. THESE FAMILIES SPEND A LOT OF TIME ON THE GO AND THEREFORE EAT OUT REGULARLY. WHEN AT HOME, WEEKENDS ARE CONSUMED WITH HOME IMPROVEMENT AND REMODELING PROJECTS.

OUR NEIGHBORHOOD

These are low density suburban neighborhoods, labeled as 4B on the map.

Eight out of every 10 homes are traditional owner occupied single-family dwellings.

Majority of the homes were built between 1970 and 2000.

More than half of the households consist of married-couple families; another 12% include single-parent families.

SOCIO-ECONOMIC TRAITS

Higher participation in the labor force and lower unemployment than U.S. levels; most households have 2+ workers.

Cautious consumers that do their research before buying; they protect their investments.

Typically spend 4–7 hours per week commuting, and, therefore, spend significant amounts on car maintenance (performed at a department store or auto repair chain store).

They are paying off student loans and home mortgages. They spend heavily on eating out at both fast-food and family restaurants. They like to work from home, when possible.

Average Household Size: 2.88

Median Age: 37.7

Median Household Income: \$72,100

4B Home Improvement Source: ESRI Tapestry Data

UP AND COMING FAMILIES WHO ARE WE?

UP AND COMING FAMILIES IS A SEGMENT IN TRANSITION—RESIDENTS ARE YOUNGER, MORE MOBILE AND ETHNICALLY DIVERSE THAN THE PREVIOUS GENERATION. THEY ARE AMBITIOUS; WORKING HARD TO GET AHEAD, AND WILLING TO TAKE SOME RISKS TO ACHIEVE THEIR GOALS. THE RECESSION HAS IMPACTED THEIR FINANCIAL WELL-BEING, BUT THEY ARE OPTIMISTIC. THEIR HOMES ARE NEW; THEIR FAMILIES ARE YOUNG. THIS IS ONE OF THE FASTEST-GROWING SEGMENTS IN THE COUNTRY.

OUR NEIGHBORHOOD

New suburban periphery: new families in new housing subdivisions, labeled as 7A on the map.

Building began in the housing boom of the 2000s and continues in this fast-growing market.

Single-family homes with a median value of \$194,400 and a lower vacancy rate.

Average Household Size: 3.14

Median Household Income: \$72,000

SOCIO-ECONOMIC TRAITS

Education: 67% have some college education or degrees.

Hard-working labor force with a participation rate of 71% and low unemployment at 4.6%.

More than half of all households (61%) have 2 or more workers.

Careful shoppers, aware of prices, willing to shop around for the best deals and open to influence by others' opinions.

Seek the latest and best in technology.

Young families still feathering the nest and establishing their style.

Median Age: 31.4

Median Household Income: \$72,000

7A Up and Coming Families Source: ESRI Tapestry Data

BRIGHT YOUNG PROFESSIONALS

WHO ARE WE?

BRIGHT YOUNG PROFESSIONALS IS A LARGE SEGMENT, PRIMARILY LOCATED IN URBAN OUTSKIRTS OF LARGE METROPOLITAN AREAS. THESE COMMUNITIES ARE HOME TO YOUNG, EDUCATED AND WORKING PROFESSIONALS. MORE THAN ONE OUT OF THREE HOUSEHOLDERS IS UNDER THE AGE OF 35. SLIGHTLY MORE DIVERSE COUPLES DOMINATE THIS MARKET WITH MORE RENTERS THAN HOMEOWNERS. MORE THAN TWO-FIFTHS OF THE HOUSEHOLDS LIVE IN SINGLE-FAMILY HOMES; OVER A THIRD LIVE IN 5+ UNIT BUILDINGS. LABOR FORCE PARTICIPATION IS HIGH, GENERALLY WHITE-COLLAR JOBS, WITH A MIX OF FOOD SERVICE AND PART-TIME JOBS AMONG THE COLLEGE STUDENTS. MEDIAN HOUSEHOLD INCOME, MEDIAN HOME VALUE, AND AVERAGE RENT ARE CLOSE TO THE U.S. VALUES. RESIDENTS OF THIS SEGMENT ARE PHYSICALLY ACTIVE AND OWN THE LATEST TECHNOLOGY.

OUR NEIGHBORHOOD

Approximately 57% of the households rent; 43% own their homes. Bright Young Professionals are represented as 8C on the map.

Household type is primarily couples, both married and unmarried, with above average concentrations of both single-parent and single-person households.

Multi-unit buildings or row housing make up 56% of the housing stock (row housing, buildings with 5–19 unit; 43% built 1980–99).

Average rent mirrors the U.S.

Lower vacancy rate is at 8.2%

SOCIO-ECONOMIC TRAITS

Education completed: 35% with some college or an associate degree, 33% with a bachelor's degree or higher.

Unemployment rate is lower at 4.7% and labor force participation rate of 72% is higher than the U.S. rate.

Median household income: \$54,000

These consumers are up on the latest technology.

They get most of their information from the Internet.

Concern about the environment impacts their purchasing decisions.

8C Bright Young Professionals Source: ESRI Tapestry Data

QUALITY OF LIFE INDICATORS

“CORINTH IS A ‘HIDDEN JEWEL’ OF LAKE AREA”
-DALLAS MORNING NEWS - 2016

EACH COMMUNITY HAS ITS OWN PRIORITIES IN DEFINING QUALITY OF LIFE, OFTEN INCLUDING SAFETY, HEALTH, EMPLOYMENT OPPORTUNITIES, GOOD SCHOOLS, AFFORDABLE HOUSING, HOUSING CHOICE, AND THE EASY ACCESS TO PARKS, GROCERY STORES, RESTAURANTS, ENTERTAINMENT AND COMMUNITY VENUES THAT FACILITATE COMMUNITY COHESION¹. HOUSING HIGHLIGHTS ARE ADDRESSED IN A PREVIOUS SECTION.

SAFETY

Corinth is rated as the 15th safest² city in Texas. Safety considerations include the number of crimes and the number of fatal crash rates per 10,000 persons.

SAFETY	Corinth	Denton	Flower Mound	Lake Dallas	Lewisville	U.S.
Crimes	● 196	● 196	● 197	● 196	● 198	261
Crash Rate	● 3.3	● 5.6	● 2.7	● 3.9	● 3.7	6.8

● Good ● Fair ● Poor

HEALTH

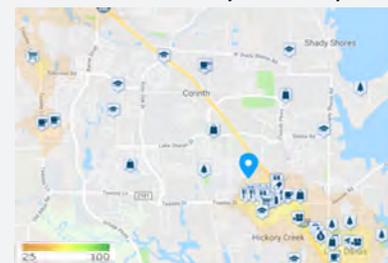
Factors including access to recreational opportunities were rated the same for these cities. For other factors, Corinth is among the top U.S. performers.

HEALTH	Corinth	Denton	Flower Mound	Lake Dallas	Lewisville	U.S.
% who smoke	● 14%	● 18%	● 15%	● 15%	● 17%	20%
% obese	● 22%	● 28%	● 22%	● 22%	● 28%	29%

WALKABILITY

This metric addresses several factors including sidewalks. The City has 38.8 miles of sidewalks along its arterials and collectors. ADA accessibility, street trees and travel speeds are considered. Walk Score also measures these pedestrian friendliness metrics and adds points based on the distance to amenities. Walkability scores vary from 3 to 44, with the higher score closer to the areas zoned commercial, Denton and Lake Dallas. On a scale of 0 to 100, Corinth’s overall walkability score is 11.

Corinth TX - Walkability Score Map



¹ Data sources include the STAR Community data for Corinth, the AARP Livability Index (livabilityindex.aarp.org) and WalkScore.org

² The City of Corinth has been recognized as the 15th Safest City in Texas by the National Council for Home Safety and Security. This ranking was determined using the most recent FBI Crime Report, which shows a violent crime rate of 1.69 per 1,000.



COMMUNITY CHARACTER AND COHESION

Corinth’s character is unique and diverse, including “natural beauty and a friendly, homespun atmosphere.” As Corinth continues to evolve, it is important to continue focusing on preserving the City’s positive aspects, encouraging development that is designed to be conscious of and sensitive to its surroundings and strengthening the existing sense of community.

Community cohesion can be enhanced by a common destination within a community where people can gather. Those destinations include parks,

community venues (99% of residents live within a mile of a community venue³), grocery stores and farmers markets, restaurants and entertainment. Mixed uses, which allow for a variety of compatible land uses to be in proximity to one another, also contribute.

SCHOOLS

Corinth’s K-12 students attend schools in the Lake Dallas Independent School District and the Denton Independent School District.

Corinth’s proximity to colleges and universities has been important to its development.

Within 20 miles of Corinth, there are six colleges offering a bachelor’s degree. The nearest colleges are Texas Woman’s University (enrollment 15,688) and University of North Texas (enrollment 38,145), both about seven miles from Corinth. An additional 28 colleges are within 50 miles.

The City is home to North Central Texas College (enrollment 3,400).

“CORINTH EQUALLY EMBRACES ITS BUDDING REPUTATION AS A COMMUNITY WITH SMALL TOWN APPEAL AND ITS EMERGING ROLE AS AN ENGINE FOR SUSTAINABLE GROWTH.” -EDC SPOTLIGHT

	Corinth	Denton	Flower Mound	Lake Dallas	Lewisville	U.S.
Access to grocery stores + Farmers Markets	● 0.1	● 1.2	● 0.5	● 0.0	● 1.0	0.0
Parks w/in 1/2 mile	● 0.1	● 0.6	● 0.9	● 0.3	● 1.1	0.0
Mixed Use (0-1)	● 0.68	● 0.67	● 0.66	● 0.76	● 0.76	0.70

School	Students
Hawk Elementary	691
Corinth Elementary	576
Crownover Middle	939
Lake Dallas High	1299

³ Corinth City Hall, Corinth Community Park North, Corinth Community Park South, North Central Texas College, Lake Dallas High School, First Baptist Church, Thousand Hills Church, Lake Sharon Community Center, Antioch Fellowship Church, Victory Life Church and the Woods Community Center

ECONOMIC HIGHLIGHTS

LOCATED ON THE INTERSTATE 35E CORRIDOR, 21 MILES FROM DFW INTERNATIONAL AIRPORT, 35 MILES FROM DOWNTOWN DALLAS AND 42 MILES FROM DOWNTOWN FORT WORTH, CORINTH'S ECONOMY AND RESIDENTIAL MARKET WILL CONTINUE BENEFITTING FROM THESE CONNECTIONS. IT IS ESTIMATED THAT APPROXIMATELY 89,808 JOBS ARE ACCESSIBLE WITHIN A 45-MINUTE DRIVE (U.S. MEDIAN IS 32,699).

INDUSTRIES

The top four industries where people in Corinth work are:

- Education and health care
- Retail trade
- Professional
- Scientific and management

The top four are the same for the county but in a different order:

- Education and health care
- Professional
- Scientific and management
- Retail trade

Number of Businesses: 13,606
(4% Annual Growth)

COMMUTE TO WORK

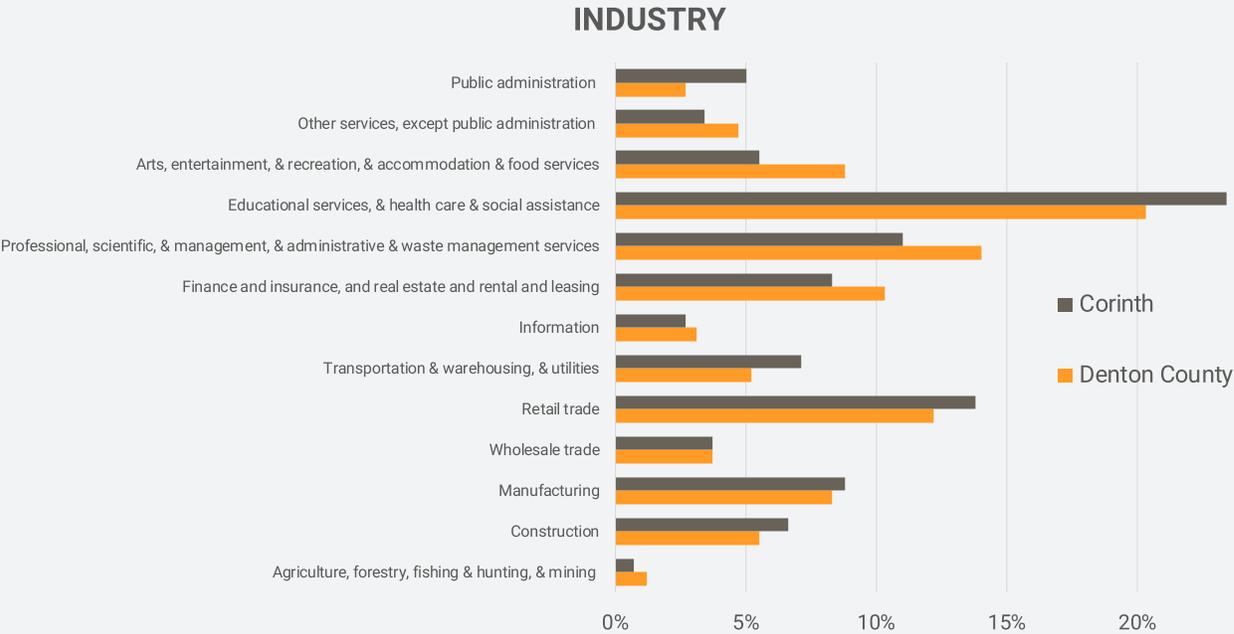
Most of Corinth's commuters travel in a car alone. Mean commute time is almost 32.8 minutes, but many commuters are spending much less time in the car.

RETAIL TRADE

Corinth has higher retail sales per capita than county, state or national totals. Ranked against all Texas cities, sales per capita rank higher than its population rank.

WORK FORCE

Approximately 73% of Corinth's adult population is in the labor force. This percentage is comparable to the county's percentage and 11%



Source: www.census.com

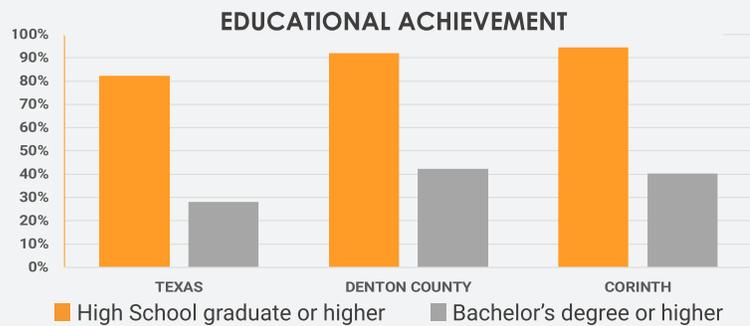
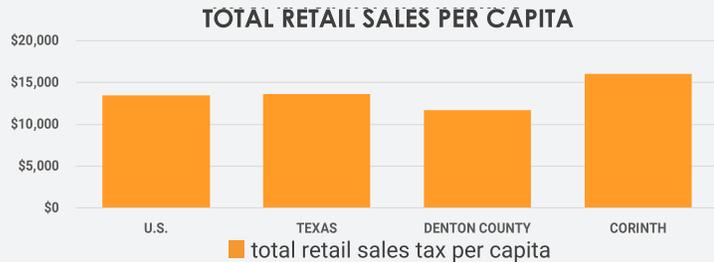
higher than the state's. The county enjoys a 3.3% unemployment rate (2017)⁴; a rate that is lower than all surrounding counties.

EDUCATIONAL ATTAINMENT

Educational attainment of Corinth's residents/labor force is another important factor affecting its economy. The City has a well-educated work force; 53% of residents over age 25 have a college degree, another 25% have some college but no degree and 19% have a high school diploma and no college.

OCCUPATIONS

In 2012, Corinth had an estimated 1,676 firms or businesses within the City. "Management, business, and financial" with 2,361 employees is the most popular occupation, 769 employees more than the next group, "Office and administrative support."



OCCUPATIONS		Total
Management, business, science and arts	Management, business, and financial	2,361
	Computer, engineering, and science	758
	Education, legal, community service, arts, and media	1,344
	Healthcare practitioner and technical	537
Service	Healthcare support	69
	Protective service	216
	Food preparation and serving related occupation	347
	Building and grounds cleaning and maintenance	215
	Personal care and service	235
Sales and office	Sales and related occupations	1,536
	Office and administrative support	1,592
Natural resources, construction, and maintenance	Construction and extraction	457
	Installation, maintenance, and repair	321
Production, transportation, and material moving	Production occupations	323
	Transportation occupations	459
	Material moving occupations	130

Source: U.S. Census and Bureau of Labor Statistics

⁴<https://geofred.stlouisfed.org>

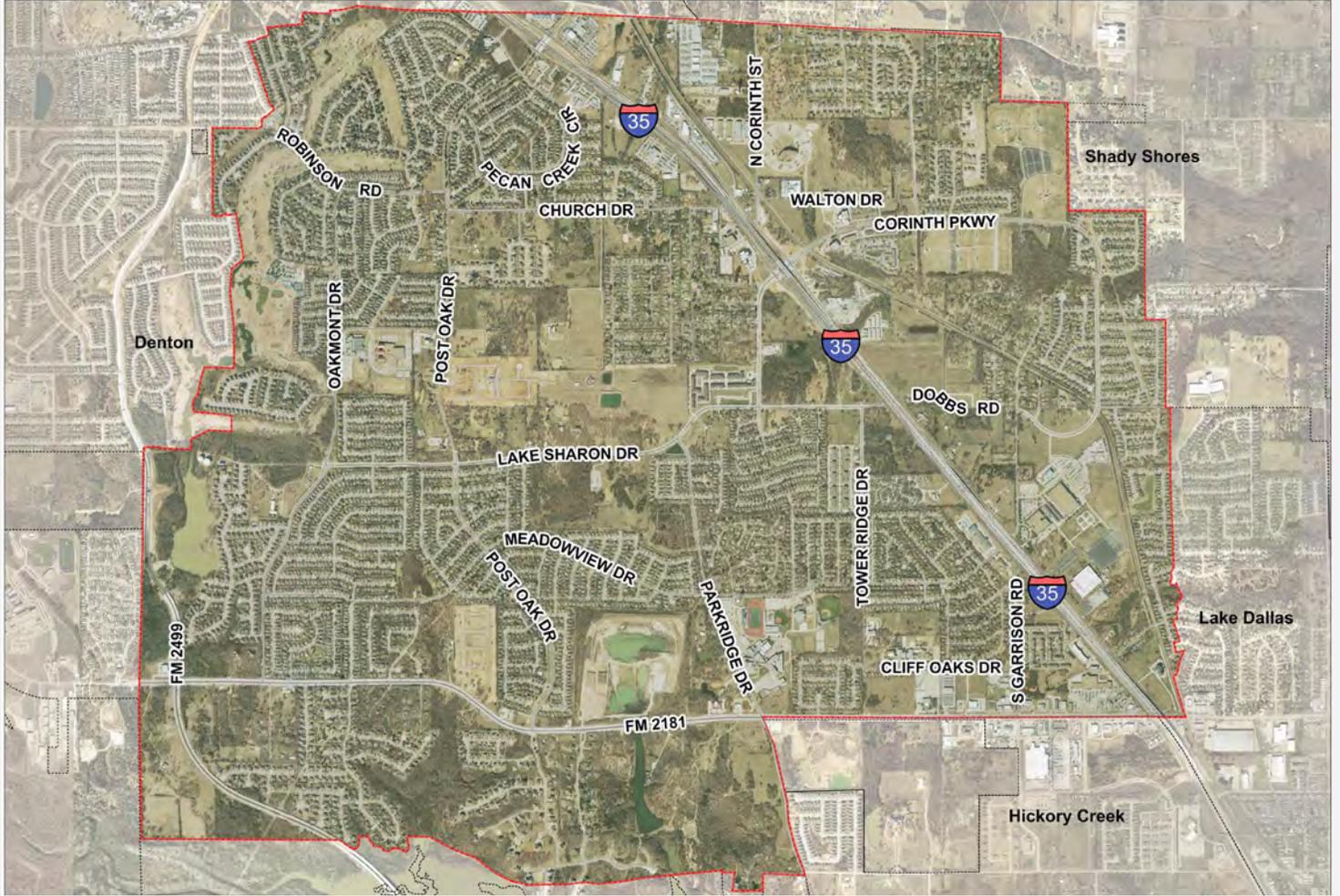


LAND USE HIGHLIGHTS

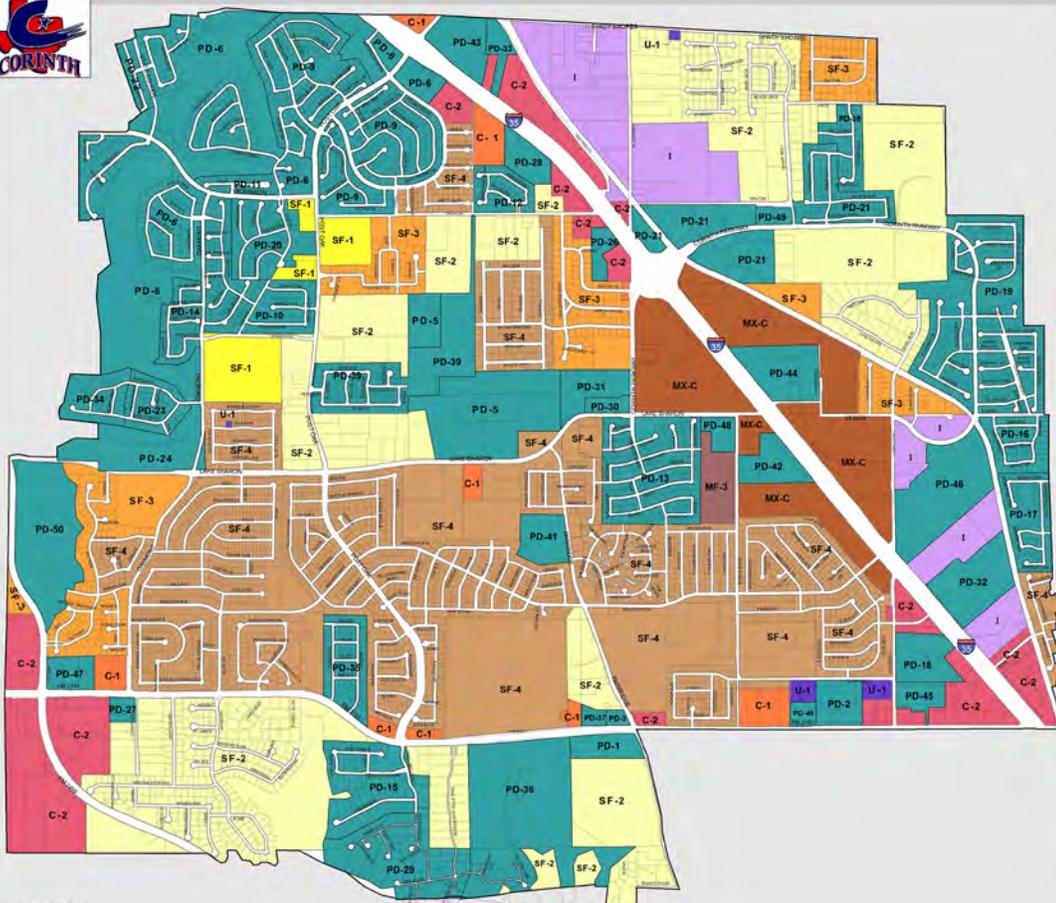
ANALYZING CURRENT LAND USE AND ZONING SHOW SOME INTERESTING OPPORTUNITIES AND LIMITATIONS FOR CORINTH'S FUTURE. RESIDENTIAL LAND USE ACCOUNTS FOR THE LARGEST PORTION OF LAND WITHIN THE CITY. MOST OF THE LAND IS ALREADY DEVELOPED OR COMMITTED TO DEVELOPMENT.

Non-residential development in the City is focused in three locations.

- **Central Commercial** This area is located along I-35E. Uses in this area include institutional, car dealerships, office, hotels, and related uses. Most of the City's mixed-use zoning is also concentrated along I-35E south of Corinth Parkway. Much of this commercial area is currently underutilized, but there is redevelopment interest. The new Millennium project is generating attention to this area. Additionally, the development of transit to this area should see it developed as the center of the City in the future, both locationally and from a land use perspective.
- **Industrial** Two areas in the City are zoned and planned for industrial uses. Both lie east of I-35E. The northerly one lies east of Denton Katy Trail and south of West Shady Shores Road. Current uses are primarily storage facilities; much of the area is undeveloped. The southerly area is generally bound by FM 2181 on the south, Quail Run Drive to the west and Denton Katy Trail to the east and north. CoServ Electric has its headquarters in this area. The undeveloped parcels around their facility are zoned mixed-use commercial.
- **Southwest Commercial** This area is located at the intersection of FM 2181 and FM 2499. This area is largely vacant, but has high development potential at this intersection. Some of the proposed uses include convenience stores, a grocery store, gas stations, sit-down restaurants, bank and office uses, and a fast food restaurant.



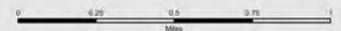
City of Corinth Zoning Map



Legend

Zoning Districts

- C-1 Commercial
- C-2 Commercial
- C-3 Commercial
- I Industrial
- MF-1 Multi-Family Residential
- MF-2 Multi-Family Residential
- MF-3 Multi-Family Residential
- MHD Modular Home District
- MX-C Mixed Use Commercial
- MX-R Mixed Use Residential
- PD Planned Development
- SF-1 Single Family Residential
- SF-2 Single Family Residential
- SF-3 Single Family Residential
- SF-4 Single Family Residential
- U-1 Utility



Updated: 3/22/18

Corinth 2030

VISION STATEMENT

A GROWING COMMUNITY THAT IS CONVENIENTLY LOCATED, DELIVERS OUTSTANDING SERVICES, ENGAGES ITS RESIDENTS, AND PROVIDES A GOOD MIX OF HIGH QUALITY RETAIL, RESTAURANT, AND ENTERTAINMENT.

This statement symbolizes the community's hopes and desires for the future of Corinth. It was:

1. Crafted over a two-day workshop by residents, business owners, elected/appointed City officials, stakeholders/partners, and City staff;
2. Validated through a citywide survey; and finally,
3. Evaluated by a development focus group and the City Council.

The following discussion outlines the Goals and Objectives that have been identified to achieve this vision. It also addresses the future trends and existing constraints that the City will need to manage, as well as the assets and opportunities that can help achieve this vision.

Goals and Objectives:

The community identified common themes, future trends, constraints and opportunities for achieving the City's overall vision. These were used to develop the Goals and Objectives in this section.

Common Themes identified in order of priority:

1. Good retail, sit-down restaurants, events and entertainment in the City.
2. New revenue streams/additional tax base
3. Infrastructure overhaul/investment – transportation and broadband.
4. Citizen engagement and proactive government.
5. Regional cooperation (especially the Lake Cities).

6. Big City center (with a central green, open "gathering" space).

Future Trends identified in order of priority:

1. Trust in Government (Defined as the citizens' belief in their elected officials and City Hall to make decisions in their citizens' collective best interest).
2. Infrastructure Overhaul (Defined as improvements to roadways, water, sewer, drainage, and other aspects in the City)
3. Digital Citizens (Defined as those who use the Internet regularly and effectively)
4. Citizen Engagement (Defined as the majority of citizens who participate in City-related meetings and events)
5. Fiscal Uncertainty (Defined as too little money/taxes collected for too many needs)
6. City-to-City Collaboration (Defined as cooperative service provisions and policy making within the Lake Cities and beyond)

Constraints identified in order of priority:

1. Lack of a sustainable, forward-thinking plan for the City's growth and investment in development and infrastructure projects
2. Lack of quality development/growth
3. Decision makers not adapting or responding to future trends in real estate markets and commercial uses
4. Lack of financial stability in municipal government
5. Lack of a draw for younger population and entrepreneurs to locate in Corinth
6. Lack of identity



Opportunities (assets) identified in order of priority:

1. Attract unique places to shop, eat and play in Corinth (asset - advantageous location along I-35E and in the center of Denton County).
2. More quality tax revenue and a stronger financial position (asset - availability of vacant commercial land along I-35E).
3. Potential quality development (asset - majority high income households; diverse socio-economics; and a range of diverse neighborhoods).
4. The City grows together – an engaged citizenry (asset - responsive and willing Council and staff).

These themes, trends, constraints and opportunities led to the identification of three major goals and respective objectives for the City to address NOW in order to achieve its 2030 vision. These Goals and Objectives are as follows:

Goal 1: Attracting quality residential and non-residential development

Objectives/Desired Outcomes:

- Enhance the quality of life for existing residents
- Attract new residents and businesses to Corinth.
 - Ensure availability of water and sewer to attract/serve new development.

- Create a multi-modal transportation system that provides links to trails, sidewalk and parks, and includes a commuter rail station in Corinth. The transportation system should be integrated with land-use to create a walkable, drivable, and a connected community.
- Invest in bringing high-speed internet capabilities to the City to attract high quality developments.
- Reduce the burden on single-family residents of providing municipal services.
 - Create diversity and an increase in tax base by attracting new commercial developments and higher density residential housing using a variety of housing types (townhomes, live-work units etc.) to provide a transition between the single family homes and commercial developments.

Background:

This goal addresses the following **common themes:** good retail, sit-down restaurants, events and entertainment in the City, new revenue streams/additional tax base, infrastructure overhaul/investment (transportation and broadband, and Big City center (with a central green, open gathering space and parks).

The identified **future trends** that could affect the implementation of strategies to achieve this goal and objectives are: Trust in Government, Infrastructure Overhaul, Citizen Engagement, Fiscal Uncertainty, as well as City-to-City Collaboration.

The identified **constraints** that will need to be addressed to achieve this goal include a lack of:

- Sustainable, forward thinking plan for the City's growth and investment in development and infrastructure projects;
- Quality development/growth and a draw for younger population and entrepreneurs to locate in Corinth;
- Updated future land use plan;
- Financing/economic development strategy to pay for development projects.

Another constraint that is crucial to address for achieving this goal is to ensure that the decision makers adapt and respond to **future trends** in real estate markets and commercial uses.

The identified **opportunities** and assets that will help achieve this goal are location, proximity to I-35E, existence of high-income households, and responsive and a willing Council and staff.

This goal had unanimous support in terms of investing tax dollars in strategies that will assist in implementing the plan to meet the goal during both the developer workshop and the elected officials workshop.

Goal 2: Citizen engagement and proactive government

Objectives/Desired Outcomes:

- Improve the quality of the city policies, programs, and services
 - Create ownership by involving the people that will be directly affected by the decisions.
- Increase feelings of helpfulness and responsibility.
 - Create transparency that shows a return on investment from tax dollars.
- Decrease feelings of alienation and anonymity to improve overall quality of life in the City.
 - Create an engagement program for city hall and residents to conduct regular community conversations.

Background:

This goal addresses the following **common themes**: citizen engagement and proactive government.

The identified **future trends** that could affect the implementation of strategies to achieve this goal and objectives are: Trust in Government, Digital Citizens, Citizen Engagement, and Fiscal Uncertainty.

The identified **constraints** that will need to be addressed to achieve this goal are lack of a consensus of the goal and a lack of a clear purpose for citizen engagement.

The identified **opportunities** and assets that will help achieve this goal are responsiveness and a willing Council and staff.



This goal did not get unanimous support in terms of investing tax dollars in strategies that will assist in implementing the plan to meet this goal in either the developer or the elected officials workshop.

implementing the plan to meet the goal during both the developer workshop and the elected officials workshop.

Goal 3: Regional cooperation (especially the Lake Cities)

Objectives/Desired Outcomes:

- Provide services that may not otherwise be possible due to cost and/or jurisdiction (e.g. drainage, stream restorations, roadway construction/alignments across cities)
- Reduce service costs for the residents through cost sharing for projects with common benefits with cities in the region

Background:

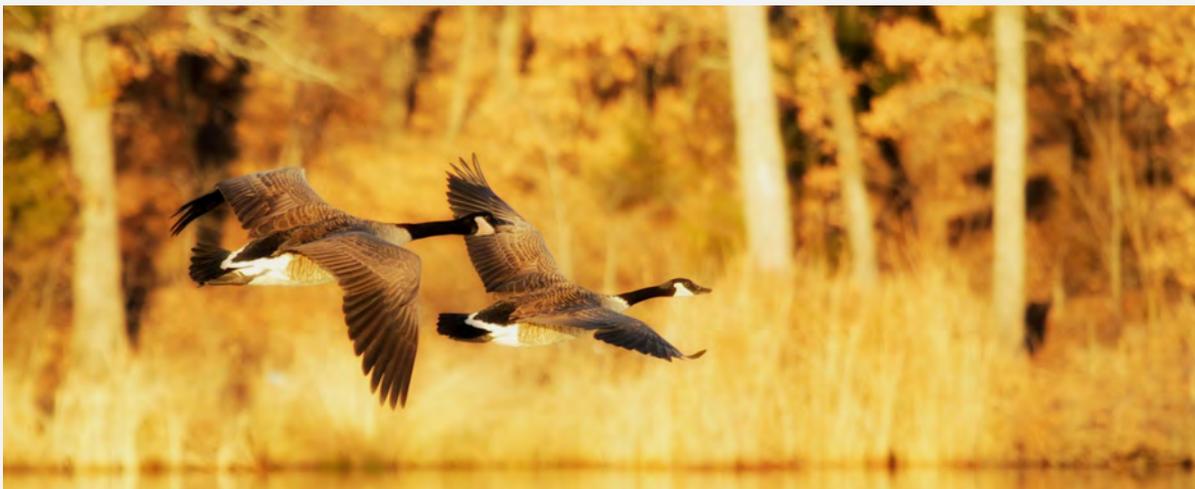
This goal addresses the following **common themes**: infrastructure overhaul/investment (transportation and broadband), and regional cooperation (especially the Lake Cities).

The identified **future trends** that could affect the implementation of strategies to achieve this goal and objectives are: Infrastructure Overhaul, and City-to-City Collaboration.

The identified **constraints** that will need to be addressed to achieve this goal include a lack of consensus on goals the City would like to achieve through regional cooperation, and a lack of a sustainable, forward-thinking plan for the City's growth and investment in development and infrastructure projects.

The identified **opportunities** and assets that will help achieve this goal are location and a willing Council and staff.

This goal had the least support in terms of investing tax dollars in strategies that will assist in







Pathway to 2030

THE PLAN AS A MEANS OF ACHIEVING THE VISION IS ONLY AS GOOD AS THE IMPLEMENTATION. IMPLEMENTATION DEPENDS UPON THE STAKEHOLDERS' APPETITE TO INVEST IN THE STRATEGIES AND ACTIONS TO ACHIEVE THE IDENTIFIED GOALS. THIS SECTION WILL LAYOUT THE STRATEGIES AND ACTIONS TO ADDRESS **GOAL 1: ATTRACTING QUALITY RESIDENTIAL AND NON-RESIDENTIAL DEVELOPMENT**. STRATEGIES AND ACTIONS SHOULD BE TREATED AS THE CITY'S SHORT-TERM PRIORITIES TO BE IMPLEMENTED IN THE NEXT FIVE YEARS. AS THIS GOAL WAS SUPPORTED BY ALL STAKEHOLDERS – THE RESIDENTS, DEVELOPMENT COMMUNITY, AND THE ELECTED OFFICIALS.

This section will also address strategies to achieve Goal 2 and Goal 3; however, as there was not a consensus regarding investing in these goals at this time, these can be addressed as long-term priorities to be looked at five years from today.

The recommended strategies and actions have been divided into three areas: Land Development, Infrastructure Development, and Economic Development.

- **Land development** strategies include policies that will determine the use of land and the aesthetics for all public and private development in town.

- **Infrastructure development** strategies relate to physical infrastructure such as water, sewer, roadways and drainage, as well as funding related policies and policies that relate to human capacity building.
- **Economic development** strategies are those that relate to activities that will ultimately increase tax revenues.

The Pathway to 2030 section also includes an implementation chart that recommends the sequence of actions that will result in the highest return on investment of tax dollars in achieving the City's vision.

STRATEGIES AND ACTIONS

GOAL 1: ATTRACTING QUALITY RESIDENTIAL AND NON-RESIDENTIAL DEVELOPMENT

LAND DEVELOPMENT

Goal 1 Strategy a:

Evaluate existing Planned Development (PD) zoned properties in the City and consider codifying all PDs into the development code

Actions

This can be achieved as a part of:

- A complete development regulation (zoning and subdivision ordinance) update, or as a diagnostic analysis, to analyze and rewrite/simplify/clarify the regulations that the existing PDs were created to accommodate; and,
- By budgeting the respective amount for this project in the 2018-2019 budget and/or divide the funding between two budget years.

Why?

Currently the City's zoning map shows a number of PDs which may signal a complicated development environment to site selectors and developers. Codifying these PDs would make it easier for both city staff and the development community to find the appropriate regulations efficiently. It would also show that the City is organized and effective in its use of PDs.

When?

If the City wants to consider this as part of a complete development regulation update, then it should be done after all City plans (land use, parks, mobility, and infrastructure) have been updated; or it can be done immediately as a standalone diagnostic analysis.

Goal 1 Strategy b:

Ensure that all rezoning and land development requests are decided based on the City's future land use plan and development regulations.

Actions

This can be achieved through:

- Staff reports to the City Council and City Boards and Commissions that recommend actions based on City's adopted plans and regulations; and,
- Annual City Boards and Commissions and City Council training on development related issues to ensure that at least 85% of City Council's and the City's Boards and Commissions' actions follow City's adopted plans and regulations.

Why?

Developers and site selectors investigate a city's prior development decisions to evaluate if the city officials follow their plans and regulations. If the City makes the majority of decisions based on their plans and not the politics and citizen opinion of that date, it signals stability and certainty for investment. This encourages developers to choose a city with a slightly weaker market and consistent decisions versus a city where the market may be stronger, but city decisions are inconsistent.

When?

The City can begin these actions immediately on development related cases that are presented to the City Council and the City's Boards and Commissions on an ongoing basis.

STRATEGIES AND ACTIONS

LAND DEVELOPMENT

Goal 1 Strategy c:

Update the City's Comprehensive Plan to determine the appropriate uses, types of developments, densities, and locations in the City.

Actions

This can be achieved through:

- A complete comprehensive plan update that includes land use, parks & trails, infrastructure assessment, mobility, livability chapters/elements, or as a standalone future land use plan; and,
- By Budgeting the respective amount for this project in the City's annual budget and/or divide the funding between two to three budget years.

Why?

City's current comprehensive plan is almost a decade old. The types of uses and locations for the uses shown in the 2010 plan are outdated in the new reality created by the growth in the region and the future trends in the area. Updating City plans signals the City's desire for development to the site selectors and developers. They usually look at City plans as a site due diligence step and old plans signal lack of interest and investment in development from the City.

When?

This should be the first task towards achieving this goal as investing tax dollars based on proper planning gives the City a greater chance of achieving the highest return on its investment.

Goal 1 Strategy d:

Update the City's development regulations (zoning and subdivision ordinances, impact fees) to align with the updated land use plan and provide higher flexibility in regulations than is allowed in the traditional ordinances.

Actions

This can be achieved as:

- Part of a complete regulation (zoning & subdivision/UDC) update, or as a diagnostic analysis (both zoning & subdivision ordinances) with amendment recommendations for staff to accomplish in house; and,
- By budgeting the respective amount for this project following the land use plan update.

Why?

City's current zoning relates to the 2010 comprehensive plan which is almost a decade old and does not respond to the new trends in development. Updating these ordinances to allow flexibility in the regulations will incentivize developers to build the type of desired developments in Corinth that have been envisioned by the residents and stakeholders.

When?

This should be done immediately following the land use plan update to give the City a greater chance of achieving the highest return on its investment.

STRATEGIES AND ACTIONS

INFRASTRUCTURE DEVELOPMENT

Goal 1 Strategy e:

Update the City's Thoroughfare Plan and mobility policies in Chapter 3 of the 2010 Comprehensive Plan to align with the updated land use plan.

Actions

This can be achieved:

- As a part of a complete comprehensive plan (existing Chapter 3) update, or as a standalone citywide mobility plan; and,
- By budgeting the respective amount for this project as a part of, or immediately following the land use plan update.

Why?

Quality developments occur when land use and adjacent roadways complement each other. This in planning terms is called context sensitive street design. Currently, Corinth's thoroughfares are based on moving automobiles efficiently; however, research shows that high value/quality developments occur around multi-modal roadways.

When?

Mobility plan (whether as a part of the Comprehensive Plan, standalone master plan, or an update of existing Chapter 3) needs to be conducted at the same time as the land use plan update to ensure a greater chance of achieving the highest return on City's investment.

Goal 1 Strategy f:

Analyze and update the infrastructure assessment in Chapter 7 of the 2010 Comprehensive Plan, and the Water/Waste Water improvement plan adopted with ordinance 17-03-02-02 in March 2017 to align with the updated land use plan.

Actions

This can be achieved:

- As a part of a complete comprehensive plan update, as a standalone water and sewer master plan and stormwater drainage management plan, or as a basic review of existing infrastructure plans for economic and land development projects that the City will be pursuing in the short-term; and,
- By budgeting the respective amount for this project as a part of the land use plan update; or once the rate of development in the City has increased to a level that requires a complete update of impact fees.

Why?

The site selectors and developers look at these future planned investments to make development decisions way in advance. Currently the City's infrastructure plan is based on the assessment in the 2010 Comprehensive Plan and the 2016 land use assumptions. However, once the land use is updated to accommodate the new densities and development types, the existing infrastructure plan may not convey an accurate picture of the type (and/or location) of the development that the City desires in the future).

When?

Infrastructure Plan (whether as a part of the Comprehensive Plan, standalone master plan, or a review of existing system and plan) needs to be conducted after the land use plan update and/or following the adoption of an economic development strategy/plan.

STRATEGIES AND ACTIONS

Goal 1 Strategy g:

Develop a Capital Improvement Program (CIP) to fund the infrastructure and mobility projects, parks and open space projects, and create funding for economic development incentives to support private development with public infrastructure.

Actions

This can be achieved:

- As a part of a complete comprehensive plan (land use, parks and trails, infrastructure assessment, mobility, livability) update in the implementation section; or as a standalone Capital Improvement Program (CIP) by contracting with a consultant to create a strategy & project identification (City staff handling the public engagement and citizen approval); or by contracting with a consultant to create a strategy, project identification, public engagement, and citizen approval; and,
- By budgeting the respective amount for this project as a part of, or immediately following the various plan updates.

Why?

CIP plans signal the level of the City's desire for quality development to the site selectors and developers. They usually look at the City's CIP plans to decide their level of investment and the design and quality of the development.

When?

CIP Plan should be part of every plan update and be implemented as one of the initial steps in attracting quality development by incentivizing private investment and to ensure a greater chance of achieving the highest return on the City's investment.

Goal 1 Strategy h:

Create a Tax Increment Reinvestment Zone (TIRZ) and use its bonding capacity to invest in infrastructure projects to use as an incentive to promote private investment in a high-quality built environment.

Actions

This can be achieved immediately following the land use plan update in the following manner:

- City Council to decide the boundaries of the district;
- City Manager to hire a consultant to develop the financing plan for this district;
- City Manager to direct City staff or hire a consultant to develop the project plan for this district;
- City staff to follow the steps shown in the "How To – TIRZ creation timeline" flowchart (provided by the city attorney) to establish the TIRZ;
- City Manager and/or City staff to work with the City Attorney, Economic Development Corporation, and City Council to sell TIRZ bonds if and when needed.

Why?

Special financing districts incentivize developers to build higher quality developments in upcoming markets and to increase their level of investment in a development.

When?

TIRZ is only effective if it is established before development occurs while the property values are lower to allow for the TIRZ fund to grow as development occurs. Therefore, it is imperative for the City to establish a TIRZ immediately following and/or even during the preparation of the land use plan, and as soon as the areas where the City wants to incentivize development are identified.

STRATEGIES AND ACTIONS

ECONOMIC DEVELOPMENT

Goal 1 Strategy i:

Reorganize the Economic Development Department and associated negotiation and incentivize development functions similar to the other cities in the DFW metroplex and according to the best practices so that the developers know what to expect and provide clarity to those looking to invest in the City.

Actions

The following actions will be required to achieve this strategy:

- Restructure the economic development function to be a part of the Development Services function with one reporting authority in City Hall (either a City Manager or an Assistant City Manager) for the following functions - planning, economic development, and permitting (staff time).
- Create and publish a development guide that outlines all development related processes of the City in an easy to read, graphic layout (can be done in-house or by contracting a marketing/graphic consultant).
- Enhance the existing economic development website and advertising materials to signify the City's interest in attracting quality developments when a site selector/developer is conducting research.

Why?

Site selectors/developers expect to seal staff-level negotiations with the highest level decision-making staff before proceeding to Board and Council approvals. This is easier if all City departments/functions involved in development have the same reporting structure so that policies from each of these departments are consistent with each other (for example, planning/design standards can deter a development that economic development function is trying to incentivize; or a developer may have a deadline in order to qualify for an economic

development incentive that the permitting function timeline would not allow, etc.).

- A clear and concise development guide creates certainty for private investment, thereby encouraging development.
- A website is the first step in drawing the attention of potential investors in the City. A high quality and transparent, easy to read website shows developers and site selectors that the City wants high quality developments and is willing to invest in development.

When?

The City can address these actions at any time, but should do so prior to approaching strategic high-profile developers and businesses to ensure a strong and positive first impression.

Goal 1 Strategy j:

Develop a Retention Program to keep the businesses that are already in Corinth.

Actions

The following actions will be required at a minimum to develop a strong retention program:

- Create a comparative summary of the top five retention programs in the State of Texas by asking the Texas Economic Development Council for recommendations.
- Develop a data spreadsheet for all existing businesses to include business name, ownership, location, taxable values (Property, Business Personal Property, and Sales tax), property size (land and building), lease information, if rented, list of business needs, information regarding contact by City staff (who, when, about what, follow-up actions taken, next scheduled visit).
- Set up a quarterly schedule for economic development staff to visit with each business

STRATEGIES AND ACTIONS

in the City at least once.

- Economic development staff to set up a regular schedule of events, such as networking events, meet and greet with Board and Council members, and developer roundtables to engage and serve the existing businesses in the City.

Why?

The existing businesses are already contributing positively to the City's tax base and make great ambassadors to advertise when recruiting new businesses to the City. A retention program also gives a higher return on investment than the expansion (new business recruitment) program.

When?

The City should make developing a strong retention program a priority. This can be done as part of the economic development work plan and be launched as a FY 2018-2019 initiative.

should invest in attracting based on the availability of the following in and around the City: workforce characteristics, existing services and businesses, types and modes of transportation, in addition to the typical demographic and traffic information used in traditional market analysis and/or retail studies.

This study guides a City's investment decisions in attracting the types of industry/developments that will result in the highest return on investment and can also provide a gap analysis regarding the types of industry/developments that the City may want to attract but does not have existing assets to do so currently.

When?

Target Industry study will be most effective if undertaken prior to developing the City's Business Development program and either as a part of, or simultaneously with the land use plan.

Goal 1 Strategy k:

Identify the types of developments that Corinth's market can support and also identify the gaps, if any for the types of developments the City wants to attract.

Actions

This can be achieved:

- Conducting a target industry study; or,
- Establishing quality broker/developer or roundtables or focus groups: and,
- By budgeting the expenditure in the municipal/EDC budget.

Why?

A Target Industry Study is different from a typical Retail Study or a Market Analysis in that it helps in understanding the types of industries that the City

Goal 1 Strategy l:

Develop a strategic approach to attracting new businesses and developments to the City through a well-defined Business Development Program.

Actions

To address this strategy successfully, the City will need to follow the actions below:

- Clarify the City's economic development policies in the form of a development incentive guide. This guide is meant to inform the public and developers of the process and the development metrics needed to qualify for each available incentive (content can be developed in-house by economic development staff).
- Develop specific incentive packages for the industries identified through the Target Industry Study or through working with brokers and

STRATEGIES AND ACTIONS

publish these on the redesigned website in easy to find and understandable language and as a graphic representation (content can be developed in house by economic development staff).

- Create a list of businesses/ developments related to identified targeted industries with a timeline and consistent schedule for economic development staff to make these contacts (in-house by economic development staff).
- Identify the conferences where the identified target industries would be present and budget for City staff to attend these:
 - Staff attending must have scheduled a minimum of five meetings with prospective target industries prior to the beginning of the conference to ensure that the City receives a return on its investment (in house by economic development staff);
 - Consider having a booth to advertise the City at strategic conferences (such as Texas Economic Development Council, International Council of Shopping Centers, National League of Cities, National Association for Industrial and Office Parks, Texas Real Estate Commission, Urban Land Institute etc.) as and when the budget allows (depends upon the conference chosen).

Why?

A strategic approach as described above ensures a higher return on investment of tax dollars, as well as results in a greater position for the City to negotiate and attract higher quality developments as opposed to a “go for everything we see/want”

approach.

When?

A Business Development program will be most effective if undertaken after the target industry study and the economic development website and advertising materials have been developed.

STRATEGIES AND ACTIONS

GOAL 2: CITIZEN ENGAGEMENT AND PROACTIVE GOVERNMENT

LAND DEVELOPMENT

Goal 2 Strategy a:

Invest in assisting Corinth's citizens to understand the City processes, participate in these processes, and help the City staff with identifying solutions for any issues that arise in their neighborhoods.

Actions:

This strategy can be achieved by working with the established neighborhood associations, informal neighborhood groups and stakeholders identified by City staff and consultants that are hired to work on the City's long-range plans and studies.

Why?

Citizens that feel connected with their city government are the best ambassadors for attracting prospective businesses and residents.

When?

The City can address this strategy as a part of the public engagement and visioning processes used to identify citizen needs and desires with various plans and studies undertaken as a part of implementing this Strategic Plan.

INFRASTRUCTURE DEVELOPMENT

Goal 2 Strategy b:

Invest in building human infrastructure that supports citizen input, engagement, outreach, and volunteering.

Actions

This can be achieved by:

- Developing a communication plan that centers around Council members, Economic Development Corporation members, and City Management connecting with residents through events like "coffee with the Mayor" and family-oriented community events such as July 4th celebration and Pumpkin Palooza.
- Creating a neighborhood academy to connect closely with residents and HOAs by:
 - Hiring an intern to research best practices for neighborhood organization/empowerment program; and,
 - Identifying people from the community to champion this program.
- Hiring a planner or designate a staff member

to establish a formal neighborhood planning program in the City and serve as a liaison.

- Identifying neighborhoods and helping them establish neighborhood associations and gain 501 c3 status;
- Assisting established HOAs with working on developing neighborhood events/get together programs for their members/neighborhoods; and,
- Considering employing a vista volunteer for community outreach in the Lake Cities area to address engagement and social needs.

Why?

Businesses and residents look at the City's neighborhood and community structure when they make location and investment decisions as a city's citizen involvement infrastructure signals the quality of life in a city.

STRATEGIES AND ACTIONS

When?

This would be a long-term goal as there is not a consensus in the City Council at present on investing tax dollars in this strategy. However, this strategy should be considered again in five years or as and when the City has budget and personnel that could be used to implement these actions.

ECONOMIC DEVELOPMENT

Goal 2 Strategy c:

Support projects and programs that show prospective businesses and residents that Corinth is a welcoming City with a commitment to open communication and diversity.

Actions

The action steps that will help achieve this strategy are:

- Identify locations and funding for conceptual design and construction of a public square/plaza and/or large public gathering places for City events and fairs;
- Enhance the City's website to develop innovative ways to disseminate information to citizens;
- Develop a phone bank and let residents know how to sign up for phone calls and text blasts;
- Reach out to UTA and UNT Public Administration Program for student volunteers to assist with specific projects, such as canvassing National Night Out even to let attendees know how to sign up for text blasts, or similar projects.
- Hire an event coordinator on the city staff to increase community events, such as movie

nights, music festivals, city picnics etc. This new position could also act as additional staff to the City Secretary to manage volunteers and Board activities; and,

- Support developing new and enhancing existing ways of open governance and citizen engagement through innovative methods.

Why?

These actions enhance and support the City's brand and signify a higher quality of life, which is an important element when prospective businesses and residents are buying when they make a decision to invest in a City.

When?

This would be a long-term goal as there is not a consensus in the City Council at present on investing tax dollars in this strategy. However, this strategy should be considered again in five years or as and when the City has budget and personnel that could be used to implement these actions.

STRATEGIES AND ACTIONS

GOAL 3: REGIONAL COOPERATION (ESPECIALLY THE LAKE CITIES)

LAND DEVELOPMENT

Goal 3 Strategy a:

Invest in updating the citywide land use and infrastructure plans

Actions

This strategy can be achieved by:

- Identifying and prioritizing infrastructure projects that would require regional cooperation; and,
- Working with neighboring cities and regional entities like North Central Texas Council of Governments, and Texas Department of Transportation to fund these projects.

Why?

Corinth will be able to provide services and infrastructure at a lower cost due to regional cost sharing.

When?

The City can address this strategy as a part of the future land use plan/comprehensive plan update.

INFRASTRUCTURE DEVELOPMENT

Goal 3 Strategy b:

Partner with neighboring cities and regional entities to invest in building infrastructure that supports regional growth and development.

Actions

This can be achieved by:

- Investing in long-range land use and infrastructure plan updates to identify regional infrastructure needed to achieve Corinth's vision for 2030; and,
- Taking a leadership role in creating a regional development task force.
- Partnering with UNT or UTA to identify and apply for grants to design and/or build the identified infrastructure.

Why?

Corinth will be able to provide services and infrastructure at a lower cost due to regional cost sharing.

When?

This would be a long-term goal as there is not a consensus in the City Council at present on investing tax dollars in this goal. It is recommended that this strategy be reconsidered in five years or as and when the City has budget and personnel that could be used to implement these actions.

STRATEGIES AND ACTIONS

ECONOMIC DEVELOPMENT

Strategy 3c:

Support projects and programs that show prospective businesses and residents that Corinth is a regional leader in this part of the DFW metroplex.

Actions

The action steps that will help achieve this strategy are:

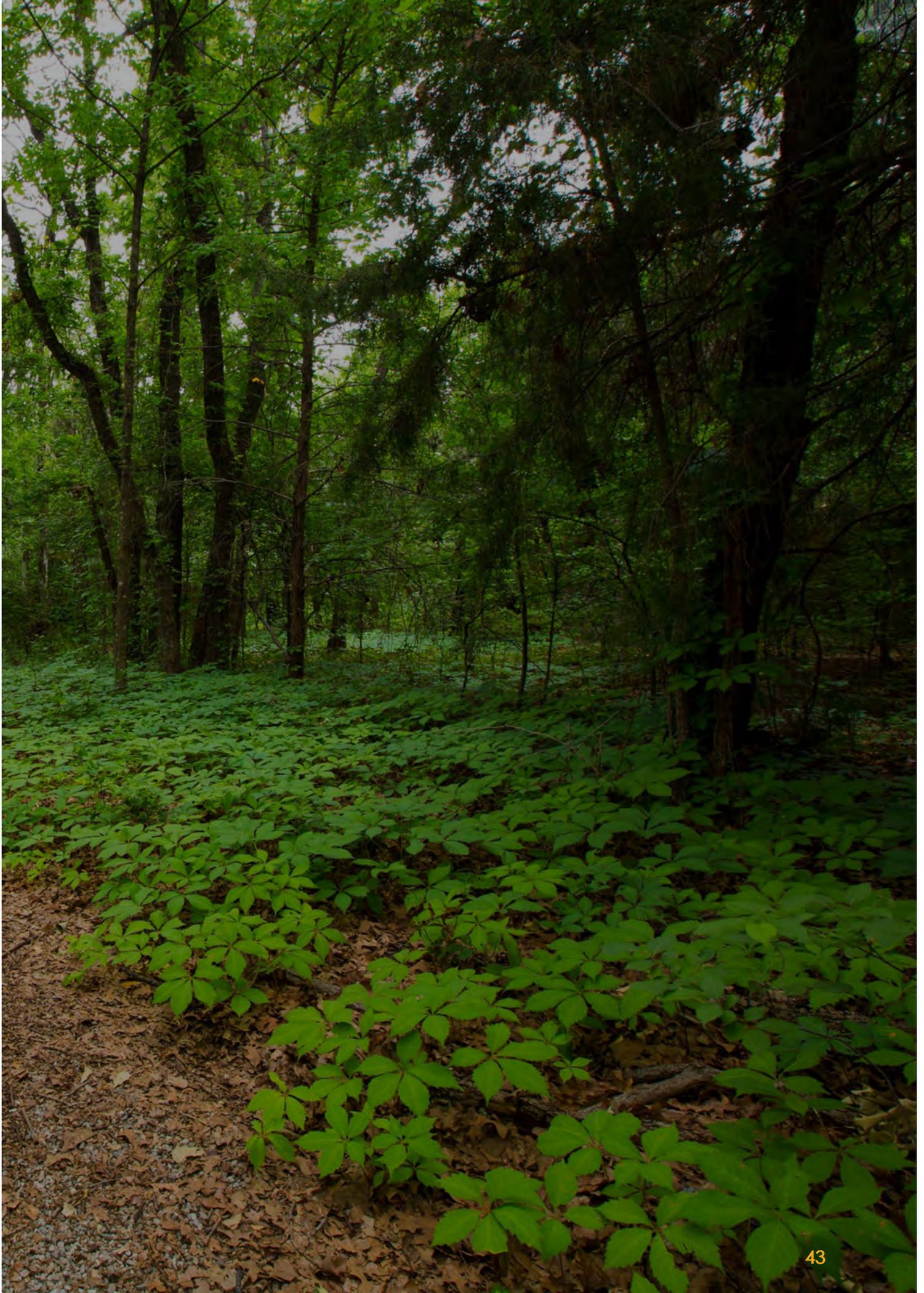
- Taking a leadership role in creating a regional development task force.
- Enhancing the City's website to market Corinth's regional co-operation and activities to prospective businesses and residents.
- Identify new and enhance existing ways of regional cooperation through innovative methods.

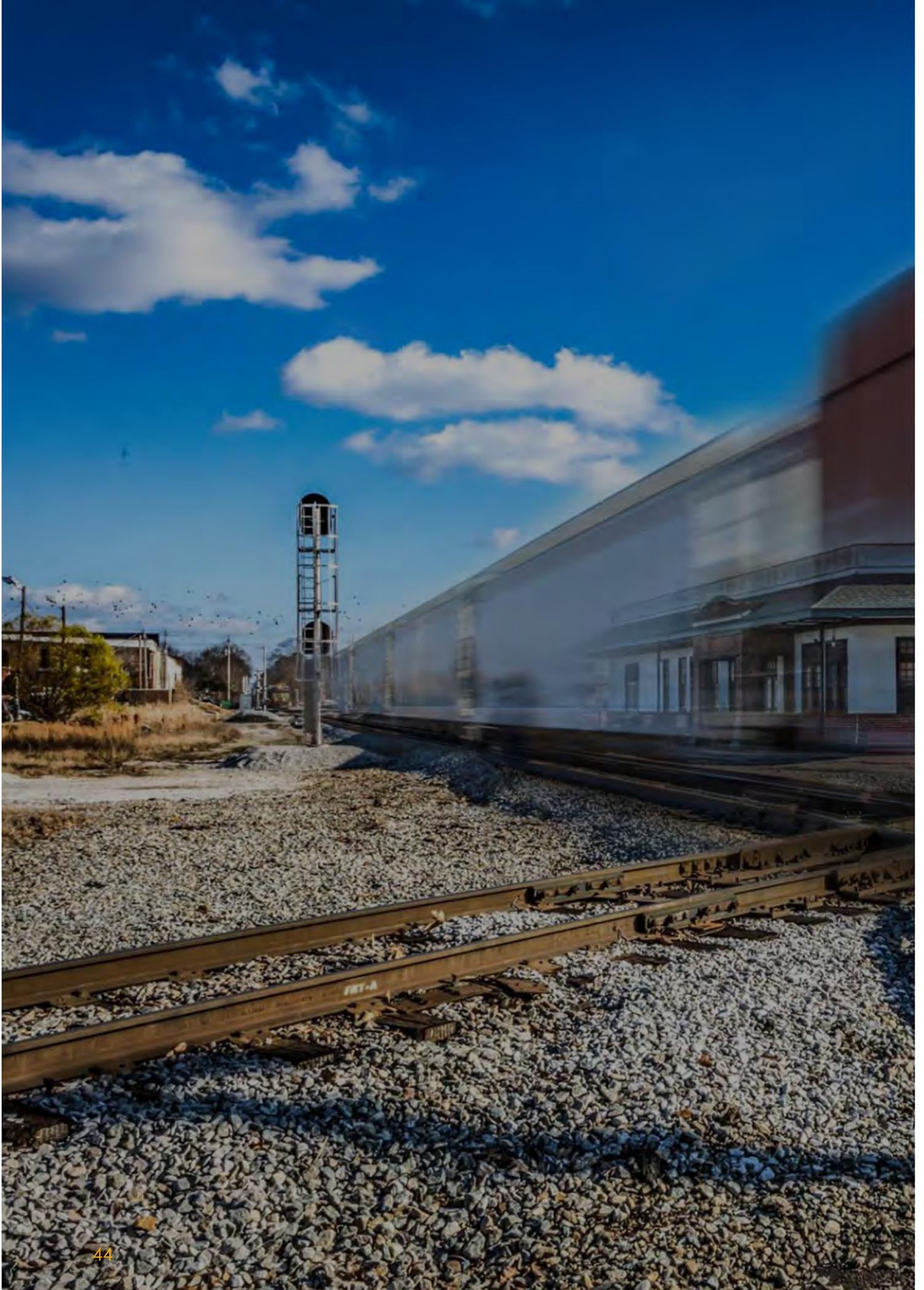
Why?

These actions enhance and support the City's brand and signify higher quality of life which is an important element when prospective businesses and residents are making a decision to invest in a City.

When?

This would be a long-term goal as there is not a consensus in the City Council at present on investing tax dollars in this strategy. However, this strategy should be considered again in five years or as and when the City has budget and personnel that could be used to implement these actions.





2030



Implementation Schedule

While all identified strategies and actions are important to implement for the City to achieve its vision of becoming a community that is conveniently located, delivers outstanding services, engages its residents, and provides a good mix of high quality retail, restaurant, and entertainment by the year 2030, it is important to follow the recommended sequence of actions to

ensure that the City's tax dollars and resources are used efficiently and provide the highest return on investment possible. The following schedule covers the first five-years from FY 2018 - FY 2019 through FY 2023 - FY 2024 as a City's Strategic Plan should be evaluated every five years to make sure it is still relevant to the new realities.

Implementation Schedule

Ongoing	STRATEGIES AND ACTIONS <ul style="list-style-type: none">• Incorporate City's future land use plan and development regulations in the agenda process.• Use a Retention Program to keep existing businesses and a strategic approach to attracting new businesses.• Support projects and programs that show prospective businesses and residents that Corinth is a welcoming, diverse City and a regional leader.• Invest in programs for citizen input, engagement, outreach, and volunteering.
FY 2018-19	STRATEGIES AND ACTIONS <ul style="list-style-type: none">• Simplify existing PD zoning ordinances by codifying them.• Update City's Comprehensive Plan, especially the future land use section.• Reorganize the Economic Development functions and processes and begin developing a Retention Program.• Conduct a Target Industry Study (or establish quarterly Broker/Developer roundtables).• Partner with other Lake Cities and regional entities to support regional growth.
FY 2019-20	STRATEGIES AND ACTIONS <ul style="list-style-type: none">• Continue updating City's Comprehensive Plan - by updating the City's Thoroughfare Plan to Mobility Plan and updating the City's Infrastructure Plans.• Establish a TIRZ district based on the Future Land Use Plan & Target Industry study and/or Broker/Developer roundtables.• Develop a strategic approach to attracting new businesses based on the Target Industry Study and/or Broker/Developer roundtables.• Continue to partner with other Lake Cities to support regional growth.
FY 2020-21	STRATEGIES AND ACTIONS <ul style="list-style-type: none">• Update City's zoning ordinance.• Develop a Capital Improvement Program based on the updated plans.• Continue updating economic development functions and processes in the City for attracting new businesses and continue conducting quarterly Broker/Developer roundtables.• Continue partnering with other Lake Cities and regional entities to support regional growth.
FY 2021-22	STRATEGIES AND ACTIONS <ul style="list-style-type: none">• Update City's subdivision ordinance.• Update the City's Retention Program, and continue attracting new businesses, and conducting quarterly Broker/Developer roundtables.• Continue partnering with other Lake Cities and regional entities to support regional growth.• Develop a Communications Program to encourage citizens to participate in the City's processes, and help the City staff with identifying solutions to neighborhood specific issues.• Begin discussions regarding establishment of a Neighborhood Academy.
FY 2023-24	STRATEGIES AND ACTIONS <ul style="list-style-type: none">• Establish a Neighborhood Academy and a Neighborhood Planning Program.• Continue working on and building on the Business Retention and Business Expansion Programs as well as all supporting activities & actions.• Continue partnering with other Lake Cities to support regional growth.• Begin discussions on updating this Embracing the Future Strategic Plan.

ARTICLES

Successful Cities Are Designed for People, Not Cars

**We know how great cities work.
They follow nine basic rules.
Those rules are the
playbook for our future.**

BY PETER SIMEK



It



IS EASY TO IMAGINE WHAT GREAT CITIES look like. Picture the romance of walking along the boulevards of Paris, the thrill of jostling through the bustling streets of New York, or the energy that charges the air on a street corner of Tokyo. We can sense the sum of their various parts—feel the richness, vibrancy, vitality, and possibility. But the qualities of great cities—what makes them work—often seem ineffable.

There is, however, no mystery to how these cities grew and prospered. The human psyche evolved with cities. Our minds instinctively feel comfortable within carefully prescribed limits of scale and distance that have developed over millennia.

What today works in the most successful cities in America and around

the world is what has always worked in cities. In the post-exuberance that came with the independence and efficiency provided by the automobile, we threw away the handbook and tried something entirely new. Some of it worked. A lot of it, though, did not work. Cities built for cars work only for cars. Cities built for people—for its residents—work for cars, buses, trolleys, streetcars, bikes, and the oldest of all modes of transport, our own two feet.

A generational turn toward cities has made them once again the economic engines for the rest of the world. But in North Texas we have forgotten through simple disuse the principles that underlie city-making. These principles are the building blocks that allow cities to create the kind of vibrancy

that attracts even **more people, thus producing even more vibrancy** in an ever-increasing upward spiral of value creation and success.

Outstanding figures of contemporary thought about cities—people like Jane Jacobs, William H. Whyte, Kevin Lynch, Jan Gehl, and Jeff Speck—have identified these principles that form the elements of success. The good news is, it's not rocket science. There are observable, rational reasons that successful cities are so attractive. All we need to do is pay attention to them.

The Boom
Uptown, 600 acres just north of downtown Dallas, has become one of the most walkable neighborhoods in North Texas. The property value has increased from \$525 million in 1993 to \$5.5 billion today.

I

Design to Human Scale

THE WRITER WILLIAM H. WHYTE led a small research team in 1970 into the streets of New York City with a simple objective: to observe how people actually used the city. It was a tumultuous time in New York. The 1960s had seen urban renewal projects clear entire neighborhoods of old tenements, replacing them with monolithic apartment blocks. An increasing number of highways were constructed through the city's boroughs and into Manhattan itself, destroying or dissecting neighborhoods. New skyscrapers, huge civic plazas, and other hallmarks of modernist and postmodern design were remaking the city's built environment. Poverty was deepening; crime was on the rise. Whyte and his team wanted to know: how did all of this affect the way people used urban space?

One of Whyte's key observations was that the success of urban spaces, the ability for parks, streets, and plazas to attract people and generate urban life, was not design—it was life. "What attracts people most, it would appear, is other people," Whyte wrote.

His team observed children who had access to a perfectly useful park but who instead opted to play in the streets. They saw large plazas designed by well-known architects that sat vacant, while smaller parks with a few benches teemed with life. A trend emerged. Successful urban spaces didn't dwarf, instruct, ostracize, obstruct, or bewilder people. Rather, successful urban spaces were characterized by a human-centric size and scale that allowed them to function as "sociable spaces"—places for people.

"Human scale" is a term that describes spaces in which people feel most comfortable to congregate. Architects and city builders going back to the Renaissance have concerned themselves with the proper proportions of urban spaces. But during the 20th century, because the automobile dominated urban planning, spaces were designed in ways that were large, ostracizing, or dangerous, and they dissuaded people from congregating. Danish architect and urban planner Jan Gehl observes how a shift in priorities resulted in a shift in scale.

"In the old metropolis, everything was made to a suitable size for a person, but after the introduction of modernism and the automobile, the importance of this scale was forgotten," Gehl writes. "We went from having architecture suited to the travel speed of 5 kilometers per hour, to entire cities of 60 kilometers per hour, which meant wider streets, bigger advertisements, higher buildings, where we weren't able to see anything in detail as we moved so fast."

It is impossible to put a quantitative measurement on what constitutes human scale. Gehl has written that the most comfortable building height for urban pedestrians is between three and six stories. But these proportions can change given the relative density of a district or the kinds and types of its uses and functions. The key point—the one that will come up in all of the subsequent principles—is that healthy cities are designed for people, and their streets, public spaces, and buildings create pleasurable experiences.

2

Mix Uses and Functions

IN HER LANDMARK STUDY *THE DEATH and Life of Great American Cities*, the writer Jane Jacobs observed that healthy neighborhoods attract a diversity of people, for a diversity of reasons, at different times of the day. She called these primary, secondary, and tertiary uses. The primary uses of a neighborhood are the anchor attractions: offices, commercial spaces, factories, residences. These are the jobs and homes that give people a reason to visit or live in a neighborhood. Secondary uses are ancillary businesses that emerge in response to the presence of the primary uses. These can be shops and services that attract customers from the workers who use a neighborhood during the day or that serve the people who live in the neighborhood.

Jacobs observed that when city neighborhoods do not offer a multiplicity of uses, they suffer. The example she used was the financial district in Lower Manhattan in the 1950s. The workers who populated lower Manhattan's streets during the day departed at night. As a result, the neighborhood couldn't sustain a diversity of secondary businesses, services, and attractions; and at night, the historic heart of one of the biggest cities on the planet was deserted.

These challenges were entrenched throughout the latter half of the 20th century, as municipalities, following schools of urban thought that argued that the various functions of a city should be compartmentalized, implemented new zoning that separated use, introduced new highways that forced residents and places of business to be separated by large distances, and promoted new ideas about housing that increased subur-

ban-style, single-family dwelling units as the ideal form of American life. It all contributed to the emptying out of downtowns in most American cities.

Without a mixing of primary, secondary, and tertiary uses, however, city neighborhoods can't survive. When a neighborhood has residences, businesses, entertainment attractions, restaurants, and other shops and services, its streets in the morning might be filled with residents walking dogs or running to get breakfast. In the afternoon, workers mingle with people running errands. When the workers

go home for the evening, new people may arrive to hit the bars, grab dinner, or attend an event. The presence of life throughout the day attracts more life, and this activity is necessary to sustain the neighborhood services that make urban neighborhoods livable.

In recent years, some developers have reintroduced so-called "mixed-use developments" in an attempt to replicate urbanlike environments in more suburban-style cities. The successes of these efforts have been, well, mixed. Sometimes they help bring much-needed residences into commercial districts, beginning the slow process of creating new urban neighborhoods that have complementary primary, secondary, and tertiary uses. But too often these "mixed-use" developments are simply dressed-up versions of 20th-century development models—strip centers with apartments upstairs—or they don't offer a true mix of uses. Design alone will not overcome the many obstacles in the way of generating a healthy mix of uses in a city neighborhood. Rather, the reintroduction of multiple uses into districts is most successful when it takes advantage of existing uses, building upon established successes rather than attempting to mimic urban vibrancy with a cookie-cutter solution, as well as when it addresses the other obstacles to urban growth outlined in the following principles.

The good news is, it's not rocket science. There are observable, rational reasons that successful cities are so attractive. All we need to do is pay attention to them.

3

Make Streets Walkable

GREAT CITIES POSSESS STREETS THAT THEMSELVES become an attraction—theaters of life that both serve a practical role of moving people in and around a city as well as encourage leisure and greater social interaction. While primary, secondary, and tertiary uses can attract people to urban neighborhoods, unless those neighborhoods are designed with streets that can support and encourage pedestrian life, the neighborhood won't thrive.

How do you create great streets? The architect and planner Kevin Lynch wrote about a simple concept of legibility. People will move along streets that are easy to read, streets that offer incentive and visual cues to spur pedestrians on. Jacobs wrote about the need for short block lengths, which help facilitate the crisscrossing of uses that lend city neighborhoods their sense of vitality. In his book *Principles of Urban Structure*, Nikos A. Salingaros writes that successful city streets form a web that offers the maximum number of ways to maneuver between different urban “nodes,” or destinations. They must be short enough to allow pedestrians to navigate various paths through the web. They must also be clearly defined so that pedestrians can traverse those paths with ease.

simply prioritize the needs of pedestrians over automobiles.

“As the British ‘home zones,’ Dutch ‘woonerfs,’ and Scandinavian ‘sivegader’ have demonstrated for years, pedestrians can thrive with other forms of traffic as long as it is crystal clear that all movement is based on the premises of pedestrians,” Gehl writes. “Mixed-traffic solutions must prioritize either pedestrians or provide appropriate traffic segregation.”

Walkable streets are streets that have sidewalks with ample width to accommodate multiple people walking side by side. They can be made safer by providing buffers between pedestrians and traffic, whether it be a bike lane, a row of parked cars, or some other means. Walkable streets can blur the distinction between the pedestrian and vehicular realms, for example, by eliminating curbs, thus creating an environment in which pedestrians and drivers have a greater awareness of each other's presence. They feature narrow lanes, which help slow traffic. They feature short block lengths and a possibility of a variety of paths to navigate to various attractions in a neighborhood. Most important, they are designed to attract people, whose presence helps make streets safer and more vibrant.

4

Engage the Spaces In Between

IN THE 1930S, ARCHITECT FRANK Lloyd Wright predicted that the introduction of new transportation and communication technologies would make the centralization of cities obsolete. The growth of Dallas-Fort Worth after World War II appeared to prove him right. North Texas provided an endless supply of empty farmland upon which a version of the dream of Wright's Broadacre City—the decentralized city—could be written in concrete. When a new highway was constructed, new communities sprung up out of the empty dirt like magic. The city that had cut its teeth on cotton and come of age with oil discovered a new generator of easy dough: real estate. Dallas' political and business leadership were well-invested in the

model that seemed to produce limitless new economic opportunity.

The movement to urban density has flummoxed large parts of the Dallas development community. The old model of isolated development clashes with the need for interplay in an urban setting. When developing new buildings in urban spaces, too often developers do not sufficiently consider the edges of their property, how the property fits within the context of the surrounding neighborhood, or how the property may facilitate and inhibit the flow of people in and around an urban space. In short, often developments fail to contribute to the urban landscape because they fail to address the “spaces in between”—the borders between private properties and public rights of way that contribute to the overall cohesiveness of the urban fabric.

Sometimes this failure to consider or engage the broader context of a neighborhood development is obvious. One egregious example is a strip mall that was developed in Dallas across the street from the Crescent. Not only did this project disregard how it could fit its surrounding urban neighborhood by creating a moat of parking that isolated it from the street, but it squandered an opportunity to develop a more valuable urban property on one of the most valued plots of land in the city. Sometimes these failures are subtler, like when an infill development of townhomes doesn't feature residential doorways that exit directly onto the street or places street-facing two-car garage bays that isolate residents from the street.

In successful urban neighborhoods, properties engage the streets and respond to the neighborhood around them. There are some general rules here: front doors should exit onto the street; retail spaces should not create separations from the sidewalk; driveways, parking lots, or garage entries shouldn't obstruct spaces where people could interact on and with the street. For large developments, loading docks, dumpsters, and other practical necessities should be kept away from edges of the property that directly engage with the rest of the city. Buildings should seek to correspond to other uses in the neighborhood, add sufficient density, match or complement existing architectural style, and facilitate the pedestrian connectivity of the street grid.

Often developers and their lenders are their own worst enemies when it comes to creating new properties that engage the spaces in between. The value

of urban real estate comes from taking advantage of the amenities afforded by existing in a vibrant urban environment. But simple design mistakes resulting from a failure to consider how to better engage with the spaces in and around

a property can create impediments to establishing a cohesive urban community. Or, as Gehl has put it: “Never ask what the city can do for your building, always ask what your building can do for the city.”

The rules: front doors should exit onto the street; retail spaces should not create separations from the sidewalk; parking lots should not obstruct spaces where people could interact on and with the street.

5

Encourage Adaptive Reuse

MANY OF THE PRINCIPLES OF GOOD URBAN DESIGN ARE ALREADY REFLECTED in the neighborhoods of older cities. Older city neighborhoods typically feature shorter block lengths, more sensitively scaled buildings, and properties that are suitable for a variety of primary, secondary, and tertiary uses. They were built before cities adopted the superblock-style developments that scraped entire city blocks of older structures in favor of singular, large-scale, often monofunctional developments.

These older districts offer some of the best opportunities for reurbanization. A study by the National Trust for Historic Preservation showed that there are benefits to preserving and reusing a city's historic structures outside of the qualitative benefits of pressing historical and cultural identity and character. “Buildings of diverse vintage and small scale provide flexible, affordable space for entrepreneurs launching new businesses and serve as attractive settings for new restaurants and locally owned shops,” the study argues. “They offer diverse housing choices that attract younger residents and create human-scaled places for walking, shopping, and social interaction.”

Sixty years ago, Jacobs deduced similar benefits from her observations of how neighborhoods worked. A healthy mix of old and new buildings creates the economic foundation necessary for sustaining an evolving economic and social character of a neighborhood, she said, calling the phenomenon the “economic effects of time.” “Time makes the high building costs of one generation the bargains of a following generation,” Jacobs

wrote. “Time pays off original capital costs, and this depreciation can be reflected in the yields required from a building. Time makes certain structures obsolete for some enterprises, and they become available to others. Time can make the space efficiencies of one generation the space luxuries of another generation. One century’s building commonplace is another century’s useful aberration.”

Jacobs found that older buildings are

more conducive to supporting the kind of multiple functionality that helps promote urban vibrancy. Also, older districts often support greater population density and have more businesses per square foot. The economic models around adaptive reuse development allow for more local, nonchain businesses, and as a result these neighborhoods tend to attract the creative people who can kick-start urban revitalization.

CITIES, BY DEFINITION, FEATURE a concentration of people. The difference between a village, a town, a suburb, and a city is a function of density. Density is essential to producing the qualities that make cities attractive and vital to society. It helps sustain a diversity of economic and social uses within a neighborhood. It allows for the possibility of establishing multimodal transportation connectivity. And yet two of the more prevailing false assumptions of the last century of urban development are that high densities are undesirable, or that density alone can preserve the vitality of urban neighborhoods. These attitudes have contributed to everything from the public subsidization of a shift toward an overwhelming single-family residential housing stock to contemporary NIMBY-ism and conflicts over the introduction of new urban multifamily developments.

But without density, cities won’t work. That said, density itself doesn’t create a successful city. In the last century in New York, neighborhoods of five- or six-story crowded tenements were replaced with huge apartment towers surrounded by grassy moats, all in the name of

enhancing residents’ quality of life. The towers went up and so did the population density of the neighborhood, but neighborhood life and identity dried up.

Successful cities balance density so that it promotes a diverse and vibrant economic character without detracting from neighborhood quality of life.

6

Zone for Smart Density

Placing an exact metric on this is difficult, and appropriate densities are best determined on a case-by-case basis. For example, studies have shown that cities can support public transit if they have at least 4,000 residents per square mile. Other studies have shown that the environmental efficiencies of dense urban environments are maximized when there are about 20 homes per acre.

In attempting to create a guideline for addressing this challenge, the Congress for the New Urbanism, a nonprofit that promotes the reurbanization of cities, suggests that urban districts contain and balance a variety of densities. The planning of neighborhoods, districts, and towns should carefully consider their overall structure, encouraging highest densities toward the center, concentrating retail and commercial uses that are complemented by denser housing developments. These kinds of dense hubs can support public transit and better handle the concentration of people and activity, while an overall range of densities, ample public space, and discernible edges may describe the entire district.

The decentralized city seems to treat neighborhoods like the consumer economy treats commodified goods. As neighborhoods age, they are discarded for newer “neighborhood products.”

7

Capitalize on Suburban Town Centers

THE CORROSIVE EFFECTS OF DECENTRALIZATION ARE NOT LIMITED TO THE diluted historic city centers. Sunbelt cities proved effective at hiding the costs of the success of “un-urban urbanization.” In the 1970s and 1980s, Dallas emerged as a model of the kind of economic success government-subsidized suburban sprawl could generate, but the city’s model of growth created its own problems. While residents migrated into the region’s northern suburbs in pursuit of bigger homes and better educational opportunities, those who remained behind struggled with degrading schools, rising crime, and entrenched poverty. By the late 20th century, this pattern of expiration and neglect began to migrate outside of Dallas and into its inner-ring suburbs. The communities that were the first beneficiaries of decentralization were eclipsed by newer and more attractive suburbs.

This cycle is one of the peculiar, paradoxical characteristics of the decentralized city. On the one hand, the decentralized city seems to treat neighborhoods like the consumer economy treats commodified goods. Neighborhoods have a shelf life. As they age and their initial appeal fades, they are discarded in favor of newer “neighborhood products.” Unlike neighborhoods in centralized cities, which become more desirable as they mature and stabilize over time, in the decentralized city, older neighborhoods are discarded as a kind of urban consumer waste.

But in other ways, the decentralized city doesn’t appear to follow the logic of a consumer market at all. As the more recent tremendous rebound of urban real estate values in walkable cities such as New York and San Francisco attest, the kinds of neighborhoods Jacobs, Whyte, Lynch, and others championed are highly desirable to a great many people. But if there is consumer demand for these kinds of communities, why haven’t developers met that demand by building new urban neighborhoods?

This disconnect between the demand for urban spaces and the lack of supply helps illustrate the fact that suburban sprawl is not a deterministic outcome of the invention of the automobile. Rather, it is partly a symptom of a political and economic system that has largely eliminated choice from the marketplace.

The solution is to reimagine the sprawling metropolitan region in a new form. Rather than an unbroken stretch of low-density residential development punctuated by shopping centers and office towers, suburban communities should follow the same principles advocated for by the Congress for the New Urbanism to create neighborhoods with varying degrees of appropriate densities that introduce zones of urbanity within the broader web of metropolitan sprawl. It is a vision not of monofunctional urban sprawl in which success rests in the continual migration of economic opportunity into newly accessible green-field developments, but of a more vibrant and sustainable economic region linked by multiple centers of urban life.

To some extent, this is already occurring in places such as Plano’s Legacy West and Addison Circle, where suburban communities have developed walkable town centers that many people find attractive. It is still common, however, for residents to resist a move toward greater densities and mixed uses within suburban communities, and often the demands of a car-oriented society can have a negative effect on the implementation of such urban enclaves. These fears and mistakes are not inevitable. By following the principles of urbanism, a megaregion like Dallas-Fort Worth could evolve into a more efficient and livable network of interconnected urban nodes that support a variety of housing options.

8

Plan Multimodal Transportation

THE CREATION OF THE CAR-CENTRIC CITY AND SPRAWLING METROPOLITAN region was not an accident or an inevitable result of the introduction of automotive technology. Rather, it was the result of multiple generations of

systematic public subsidization of the car-centric urban infrastructure. As discussed before, the renovation of city streets and the city street grid in favor of expediting the transfer of automobiles to and from urban neighborhoods had a devastating effect on the continuity and pedestrian connectivity of cities. Similarly, the policy of extending highways farther and farther into the countryside to promote greenfield development had the cumulative effect of drawing residents and economic vitality outside of urban hubs and promoting decentralization.

The car was never the enemy of great cities; giving it absolute supremacy was. Great cities are characterized by transportation choice and their ability

to support multiple modes of transportation. Roads may connect urban town centers and neighborhoods, but there should also be the option of connecting urban neighborhoods and town centers via rail, streetcar, buses, or bike paths. The interior of a city network may contain cars on its streets, but those streets should be designed so that traffic moves slowly and does not obstruct pedestrian movement and the ability to navigate multiple, legible paths through the city grid, or the option of employing bicycles or other forms of transit.

Municipal, regional, state, and federal planning metrics continue to divert vast sums of public money to propping up an aging interstate highway system. It is a

Sisyphean task. There are increasingly limited funds for maintaining or extending road infrastructure, and attempts to relieve inevitable traffic congestion on these roads inevitably fall prey to the law of induced demand: the creation of more capacity for traffic simply leads to more traffic and congestion.

Just as there is a need to shift attitudes and assumptions around issues of density, adaptive reuse, zoning, mixed-use development, and urban-suburban development, there needs to be a shift in the way governments fund transportation infrastructure. This means investing equally in infrastructure that promotes pedestrian, bicycle, public, and, yes, automobile infrastructure.

The car was never the enemy of great cities; giving it absolute supremacy was. Great cities are characterized by transportation choice and their ability to support multiple modes of transportation.

9

Draft Smarter Code

ONE OF THE LEGACIES OF THE history of 20th-century urban development was the creation of a whole mess of municipal codes, established planning assumptions, dogmatic dispositions, financial practices, and public policies that can make it very difficult to develop quality urban neighborhoods. Parking requirements,

setback restrictions, street widenings, and standard underwriting practices of financial institutions make it easy and cost-effective to simply replicate the same old monolithic style of formulaic development.

Recognizing this, the Congress for the New Urbanism began to draft new municipal codes—what they called

“SmartCode”—to help cities adopt ways of allowing for the kinds of development people desired. Architect and planner Andrés Duany, one of the CNU’s founders, explained that the intention of the code is not to restrict any kinds of development or enforce new norms, but rather to allow for more types and diversities of urban development, including the brand of urban neighborhood that most municipal codes prohibit. It is about enabling developers to provide the kinds of urban development that are in high demand, while offering guidelines to ensure that this new development enhances, rather than detracts from, the urban environment.

The CNU’s “SmartCode” is a practical example of the kinds of changes that must take place throughout every level of government in the United States to undo the inertia of the last century of urban development. It is a challenge that sheds light on an aspect of urban revitalization that is counterintuitive. We encounter cities through physical and sensual engagement, by seeing, hearing, smelling, and moving through the built environment. We register the pleasure or displeasure of being in a city largely by responding to aspects of urban design. But properly addressing the problems facing cities in the 21st century is not always a matter of implementing solutions rooted in design. Social attitudes, economic incentives, public policies, and entrenched assumptions about what cities should look like and how human life should be organized must all be addressed if we are going to tap the potential in transforming U.S. cities into human-centric, equitable, vibrant, and more possible places. **D**

CHAPTER THREE

Density multiplies value.

Center Piece

Southlake's town center may be all new construction, but it follows an old model by placing its town hall at its heart.



The George Washington University Center for Real Estate and Urban Analysis, working with the Urban Land Institute, the North Central Texas Council of Governments, and D Magazine, are in the process of completing the WalkUP Wake-Up Call for the DFW metro area. This never-before-completed analysis will be a nearly 100 percent census of all real estate product in the region, including owner-user and publicly owned space. It will define where the potential, emerging, and established walkable urban places are and how they compare to the drivable sub-urban locations in Dallas-Fort Worth with regard to place-based economic and social equity performance. This article is based on preliminary results of the WalkUP analysis. The complete analysis will be published in October 2018. Our appreciation to Shea Byers of PM Realty Group for leading this effort locally, Scott Polikov of Gateway Planning, Brandon Palanker of 3BL Strategies, and DFW donors to the George Washington University for their support.



MIKE LEWIS PHOTOGRAPHY

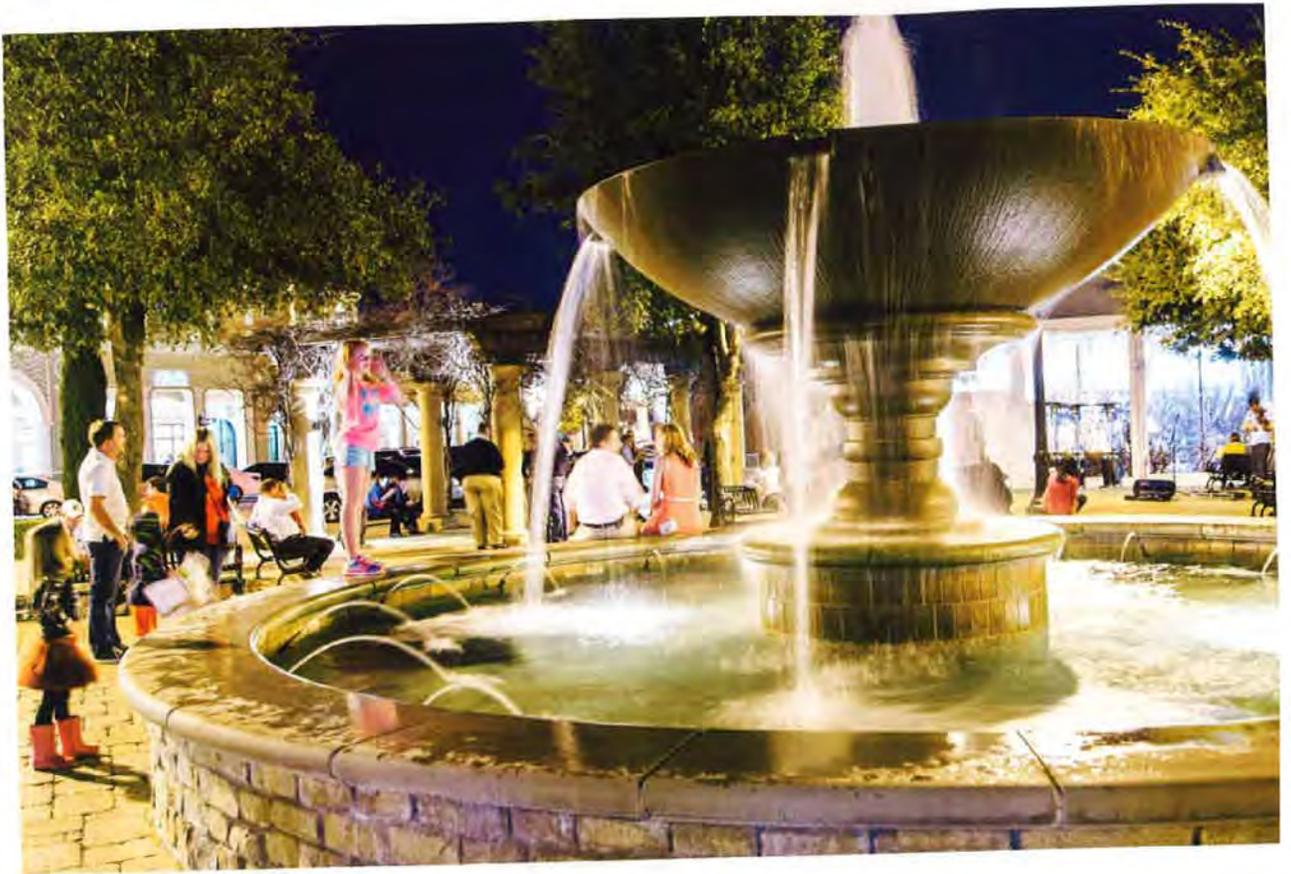
Walkability^{THE} Premium

**Other cities have discovered huge value
in walkable urban places while Dallas-Fort Worth lags.
But that is changing — fast.**

BY CHRISTOPHER B. LEINBERGER AND TRACY LOH

DALLAS AND THE NEW URBANISM

61



Fountain of Youth
Southlake Town Square offers shops and retail around a communal gathering space.



AT THIS MOMENT, BEFORE OUR VERY eyes, the entire nation is undergoing a structural shift that is generational, deep, and pervasive. It is more important and will be more lasting than the usual real estate cycles that Dallas and Fort Worth know so well. This structural shift is forcing sweeping change in how cities create their built environments, including housing, workplaces, cultural facilities, and even sports facilities. Cities that respond well will flourish; those that don't will fall behind in capturing the huge opportunities in value creation this shift represents.

Dallas-Fort Worth is predicted to grow substantially. How it grows will determine its future wealth and its place among the world's great metro areas.

The size of the built environment may surprise you: it represents 35 percent of the assets of the economy—by far the largest asset class. This is where our wealth is. A structural shift in how this wealth is invested and what it returns has tremendous implications. The structural shift currently underway is not the first; we can understand and anticipate where the market is going by revisiting the past.

Forms of the Built Environment

First, it is important to understand that the built environment takes two basic forms: walkable urban and drivable sub-urban. There are many variations, but broadly speaking there are just these two.

It is important to note, as evidenced elsewhere in this issue, that walkable urban development can occur in both central cities and a region's suburbs. Likewise, drivable sub-urban development can occur in both central cities and the suburbs. There are many drivable sub-urban parts of the central cities of Dallas and Fort Worth, just as walkable urban places are in the suburbs, such as Legacy in Plano, Southlake Town Square, and Grapevine Main Street, and many other places.

Walkable urban is the oldest form employed in building cities and metropolitan areas. This type of development is the basis of how we have built our cities since Çatalhöyük (in present-day Turkey) around 9,500 years ago—the oldest city known. Walking has been the primary means of getting to and getting around these kinds of places. The distance that most people feel comfortable walking is about 1,500 to 3,000 feet, which limits the geographic size of a walkable urban place. Our research has shown that the average walkable urban place in metropolitan Washington, D.C., is 306 acres, about the size of three regional malls, including their parking lots.

Beyond that distance, most people will use another easily available means of transport. Historically that has meant a horse, wagon, bike, public transit (rail or bus), or a car. Within that defined walkable urban place, walking provides access to many if not all everyday needs—shopping, social life, education, civic life, and maybe even work. This mixed-use character means the walkable urban place has a relatively high density, generally between the density of places like downtown Grapevine or Watters Creek in Allen at the lower end of density, to places like Main Street in Dallas or Sundance Square in Fort Worth in higher-density places.

The second form of built environment is drivable sub-urban, using a term that intentionally employs a hyphen to indicate that it is fundamentally different from and less dense than an urban place. Drivable sub-urban development segregates the various needs of everyday life from the other: retail is in a shopping center, work is in a business park, housing is in a subdivision, and the only way to connect these is by car. Walking is generally not a safe or viable option, nor is generally any other form of transportation, such

as public transport or a bike. The early 20th-century introduction of cars as a means of transportation was the obvious prerequisite for the drivable sub-urban form of development, enabling a never-before-known-in-human-history form of building and living.

And once this new form was introduced after World War II, this first structural shift in how we build feverishly took hold, especially in Dallas.

Today's homebuyers, real estate developers and investors, government regulators, and financiers have come to understand the drivable sub-urban model extremely well, turning it into a successful set of development formulas. This means that real estate has been commoditized, just like agricultural products or stock of a publicly traded company, into standard real estate product types. This is why the country has come to look alike no matter where you go; a strip mall in Arlington looks like a strip mall in Paramus, New Jersey, or Palo Alto, California.

Drivable sub-urban development was a major economic driver for the mid- and late 20th century, especially in a state like Texas, which made its living literally providing the fuel for this way of building and living. As we were inspired to "See the USA in your Chevrolet," the 1950s GM sales jingle, we were making those who built and were allowed to buy into the suburbs wealthier. Drivable sub-urban development put a foundation under the economy and galvanized the dominant industry of the industrial era—the building of automobiles and trucks, including the support industries of road-building, finance, insurance, and oil. Drivable sub-urban development was essential to American economic growth in the mid- to late 20th century.

Dallas-Fort Worth will grow substantially. How it grows will determine its future wealth and its place among the world's great metro areas.

Economic Functions of the Built Environment

Within a region, places play one of two economic functions, either regionally significant or local serving. Regionally significant locations, sometimes referred to as “sub-markets” by commercial real estate brokers, may have:

- Concentrations of jobs
- Civic centers
- Institutions of higher education
- Major medical centers
- Regional retail
- One-of-a-kind cultural, entertainment, and sports facilities

Regionally significant land, combining

walkable urban and drivable sub-urban forms, constitutes less than 5 percent of all metropolitan land mass, according to our research. Regionally significant land use is where the vast majority of the DFW region’s wealth is created. In fact, it is why the region exists.

Pent-up Demand for Walkable Urbanism

The structural shift underway today in how we build is actually a return to the original way of making cities: walkable urbanism. We looked at the top 30 U.S. metropolitan areas by population in

2016 and conducted a real estate census of each region’s walkable urban places. In all 30 metros, we found that WalkUPs (for “walkable urban places”) command rent premiums across real estate product types and that in the current national real estate cycle (since 2010), WalkUPs are gaining market share in every metro region. In other words, in every major U.S. city, people pay more to be in a WalkUP, and market share growth is going to WalkUPs, while drivable sub-urban is losing market share. We ranked the top 30 metros by the share of their overall real estate inventory that we found located in WalkUPs.

Walkable Urbanism Rankings for the 30 Largest U.S. Metros, 2016

(based on percentage of office, retail, and multifamily buildings)

Metro Area	Rank	Metro Area Population	WalkUPs	Population per WalkUP	Percentages in WalkUPs				2016 GDP per Capita
					Offices	Retail	Multifamily	Total	
New York City	1	20,942,101	67	312,569	55%	13%	39%	38%	\$70,758
Washington, D.C.	2	5,037,427	44	114,487	53%	20%	23%	33%	\$73,270
Boston	3	5,035,729	54	93,254	45%	17%	31%	32%	\$77,502
Chicago	4	8,509,657	38	223,938	43%	15%	33%	30%	\$59,810
San Francisco	5	7,360,487	56	131,437	37%	21%	19%	25%	\$86,830
Seattle	6	3,810,651	25	152,426	42%	12%	17%	22%	\$77,273
Portland	7	2,017,438	16	126,090	39%	15%	12%	19%	\$62,606
Pittsburgh	8	2,575,124	11	234,102	35%	6%	15%	18%	\$54,076
Denver	9	2,962,508	18	164,584	29%	8%	15%	17%	\$63,246
Philadelphia	10	5,302,186	17	311,893	25%	10%	14%	17%	\$62,817
Atlanta	11	5,020,710	27	185,952	33%	9%	11%	16%	\$55,300
Charlotte	12	1,340,886	8	167,611	26%	8%	12%	15%	\$56,911
Minneapolis-St. Paul	13	2,920,637	11	265,512	30%	6%	10%	15%	\$61,268
Cleveland	14	2,064,517	10	206,452	36%	5%	7%	14%	\$55,697
St. Louis	15	2,580,896	10	258,090	26%	4%	9%	12%	\$50,129
Kansas City	16	1,928,582	9	214,287	25%	6%	6%	12%	\$54,348
Los Angeles	17	18,413,866	53	347,431	23%	7%	8%	11%	\$66,477
Cincinnati	18	2,007,335	7	286,762	27%	6%	5%	11%	\$53,609
Baltimore	19	2,704,957	15	180,330	18%	9%	8%	11%	\$58,789
Houston	20	6,175,417	16	385,964	29%	6%	4%	11%	\$65,332
Detroit	21	4,706,797	32	147,087	22%	6%	7%	10%	\$52,084
Miami	22	5,771,020	20	288,551	18%	8%	8%	10%	\$47,438
Sacramento	23	2,328,199	6	388,033	22%	5%	4%	9%	\$46,650
San Diego	24	3,183,143	14	227,367	13%	7%	6%	7%	\$57,465
Dallas	25	6,694,445	18	371,914	10%	9%	5%	7%	\$65,154
Las Vegas	26	2,014,260	2	1007,130	7%	8%	3%	5%	\$44,810
Tampa	27	3,326,846	6	554,474	11%	2%	2%	4%	\$41,609
San Antonio	28	1,863,530	2	931,765	10%	3%	1%	3%	\$45,006
Phoenix	29	4,204,089	4	1,051,022	11%	1%	1%	3%	\$43,602
Orlando	30	1,921,825	3	640,608	11%	1%	2%	3%	\$45,783

TROY OXFORD

This nascent shift is being driven by our changing economy. Today, participants in the knowledge economy, both companies and their employees, have moved to and are demanding walkable urban places. Many downtown turnarounds have been led by knowledge-based companies, such as Spotify, Twitter, Google, WeWork, Yelp, Dropbox, Compuware, Quicken, and Square, among many others. They are locating south of Market Street in San Francisco, in New York's Meatpacking District, and even in downtown Detroit.

The same trend is occurring in the urbanizing suburbs, such as Cambridge in metro Boston, Bellevue in metro Seattle, and Perimeter Center in Atlanta. Even the Research Triangle of Raleigh-Durham-Chapel Hill, North Carolina, is attempting to urbanize what has been the quintessential drivable sub-urban business park.

The knowledge economy is relocating to walkable urban places because WalkUPs attract knowledge talent and stimulate productivity. Our research shows a significant correlation between the most walkable urban metros and both higher education (measured by the percentage of the population over 25 years of age with a college degree) and metropolitan GDP per capita. In 2013 the Milken Institute released a study of the GDP performance of 261 U.S. metros that concluded:

"The overall explanatory power of the relationship [between higher education and GDP per capita] is strong and robust. More than 70 percent of the variation in real GDP per capita across the 261 metros from 1990 to 2010 is explained [by higher educational attainment]."

The six highest-ranked walkable urban metropolitan areas of the largest 30 U.S. metros are New York City; Washington, D.C.; Boston; Chicago; San Francisco; and Seattle. These six metros have 40 percent of their workforce holding college degrees, compared to 30 percent or less in the seven least walkable urban metros. This translates into the most walkable urban metros having an average GDP per capita of \$74,241. The seven lowest-ranked metros have an average GDP per capita of \$49,061. The most walkable urban metros have a whopping 49 percent premium in GDP per capita over the lowest ranked. This is the same premium per capita that first-world Germany has over second-world Croatia.

The knowledge economy is relocating to walkable urban places because WalkUPs attract knowledge talent and stimulate productivity.

Dallas-Fort Worth's Walkable Urban Ranking

Dallas-Fort Worth ranks among the least walkable urban of the nation's largest 30 metropolitan areas, along with the likes of Tampa and Orlando, Florida, and Phoenix. Even Houston was ranked higher than Dallas-Fort Worth. While no surprise to most residents who spend a good percentage of their life in a car, it is a rare low ranking for a region with so many remarkable achievements and economic successes.

Having said this, it is important to point out that the region does stand out in GDP per capita from the other predominantly drivable sub-urban metros. Your 2016 GDP per capita was \$65,154, which is close to the six most walkable urban metros. There are two possible conclusions to draw from this anomaly. First, you do not need to change from the drivable sub-urban development patterns, since it seems to be working for you. The second conclusion is that you have hung on to a mid-20th-century development pattern for too long and eventually the price you pay will be heavy in terms of talent attraction, corporate relocations, and poor investment returns in comparison to other cities. Our guess is that the demand for walkability is too strong to ignore. Sub-urban development will continue, but it will pale by comparison to the investment returns and low governmental costs of walkability.



Rocky Mountain High

Belmar in Lakewood, Colorado, is a prime example of drivable sub-urban transforming into walkable urban.

Urbanizing in and Around Downtowns

We found 35 established WalkUPs in DFW in our 2018 in-depth analysis, up from the 18 we found in the 2016 general analysis referenced earlier. We have ranked them by a “composite premium” measure, which combines the weighted average rental premium across products that the place commands, discounted for vacancy. A premium above 1 means the place outperforms the DFW regional average. A premium below 1 means it underperforms and has high potential for investment.

Most people think that walkable urban places tend to be in and near downtown, which is partially true. Downtown Dallas and downtown Fort Worth have redeveloped in remarkable ways over the past 20 years, such as Sundance Square, Dallas Main Street, Bass Performance Hall, Klyde Warren Park, etc. While downtown Fort Worth is slightly higher ranked than downtown Dallas, both are low to middle of the rankings. This represents a significant investment opportunity as both downtowns come up to the level of downtown Seattle or Washington, D.C., both of which were very much like Dallas and Fort Worth only a decade ago.

Today, the downtown-adjacent WalkUPs of both Dallas and Fort Worth outperform their downtowns in walkable urbanity. Surrounding downtown Dallas is Deep Ellum, Victory Park, and, most impressive, Uptown. Surrounding downtown Fort Worth is the Near Southside and the city’s Cultural District.

It is surprising that downtown-adjacent Dallas WalkUPs are outperforming downtown Dallas. These surrounding neighborhoods have been redeveloping first, followed by the somewhat lagging downtown. This is just the opposite of how other center cities throughout the country have redeveloped, where the downtown redeveloped first, followed by the downtown-adjacent WalkUPs.

Metropolitan Dallas-Fort Worth Established Walkable Urban Places or WalkUPs

Name	Rank	Compo Premi
Southlake Town Center	1	2.01
Lakewood Center	2	2.01
Knox/Henderson	3	1.91
Bishop Arts District/Davis	4	1.87
Grapevine Main Street	5	1.71
Lower Greenville	6	1.62
Preston Center	7	1.59
Oak Lawn	8	1.59
Uptown	9	1.58
Victory Park	10	1.54
Shops at Park Lane	11	1.53
Legacy Town Center	12	1.37
Camp Bowie - The Bricks	13	1.37
Addison Circle	14	1.36
Downtown Burleson	15	1.36
Fort Worth Cultural District	16	1.30
TCU/West Berry	17	1.27
SMU/Mockingbird	18	1.25
Downtown McKinney	19	1.24
West 7th/Left Bank	20	1.22
Downtown Carrollton	21	1.20
Design District	22	1.19
Magnolia/Fairmount	23	1.18
Downtown Fort Worth	24	1.18
Baylor U Med Center	25	1.13
Camp Bowie - Riddlea	26	1.12
Downtown Plano	27	1.10
Deep Ellum	28	1.01
Downtown Denton	29	1.01
Near Southside Fort Worth	30	1.01
Downtown Waxahachie	31	0.9
Downtown Dallas	32	0.9
East Jefferson	33	0.9
Downtown Weatherford	34	0.9
Stockyards and North Main Street	35	0.8
Downtown Corsicana	36	0.7

Urbanizing the Suburbs

Not all market demand can be satisfied in city centers. A market exists for walkable urban places that are not as gritty as most center cities. The large number of people who opt for center cities enjoy their variety of people, diversity of uses, mixture of old and new, and the excitement of crowds. But not everyone wants to share heavily used sidewalks or look up at tall buildings. Suburban walkable urbanism tends to be nearly Disney-esque in its cleanliness and newness. WalkUPs like Reston Town Center in Virginia, Avalon north of Atlanta, and Sugar Land in metro Houston all represent examples of “just-add-water instant urbanity” that has significant appeal to certain market segments.

Another major factor in suburban urbanization is the quality of schools. While many center city school districts are still turning themselves around, many young couples are not willing to wait or work hard to effect change in their city schools. They bolt to suburban systems as soon as they have children. Many choose walkable urban suburbs with outstanding schools in order to have the best of two worlds: good schools and walkable urbanism. Suburban WalkUPs like Santa Monica in California; Bellevue, Washington; Evanston, Illinois; Bethesda, Maryland; and Arlington, Virginia, offer both good schools and walkable urbanism.

A lesson can be learned from Arlington, Virginia, one of the best urbanizing suburban models in the country. Most no

Urbanism in the suburbs improves quality of life and home values in the adjacent single-family neighborhoods.

development in the past 20 years has been in multifamily residential, both for rent and for sale. The typical attitude of suburban towns toward multifamily development is to ban it. The fear is those units will contain families with children, and educating those children would impose prohibitive costs on the school district. However, Arlington has found that the school-generation rate for residents of multifamily developments in its seven WalkUPs is one-eighth the rate found in its for-sale single-family neighborhoods. The new multifamily households are paying school taxes but sending hardly any kids to the schools—a huge benefit to a school district.

There is another reason urbanization benefits the suburbs: it improves the quality of life of the single-family neighborhoods immediately adjacent to growing WalkUPs. This is counter-intuitive. Generally these dense, walkable urban places have faced vigorous NIMBY opposition, particularly from the immediate neighborhood. However, our experience and research show great walkable urbanism, particularly with the thoughtful management of noise, overflow parking, and cut-through traffic, improves quality of life for the immediate neighborhoods. This is achieved by providing households with the best of two worlds: suburban living within walking distance of restaurants, shopping, transit, and maybe work. Our research shows 40 to 100 percent per square foot valuation premiums for nearby for-sale housing in comparison to similar housing in the same school district but not within walking distance of a WalkUP. As a result, suburban Washington, D.C., and parts of Long Island, New York, have begun to see NIMBYs turn into YIMBYs (Yes in My Back Yard), advocating for increased density and walkable urban place development.

Neither research nor our experience has delivered a final verdict, but it appears likely that at least 50 percent of the demand for walkable urbanism will be satisfied in the suburbs, as it is in metro Washington, D.C., the leading urbanizing sub-urban metro. It may be even higher. Yet it is important to note that the demand for walkable urbanism, both in the center city and in suburbs, will be concentrated in only 3 to 5 percent of the land mass. The rest of the drivable sub-urban locations in the suburbs will stay the same as long as the car remains a viable means of transportation.

One of the best examples of a drivable sub-urban suburb transforming into a walkable urban place is Belmar in Lake-

wood, Colorado, a first-ring suburb of Denver. The first regional mall in the metro area, Villa Italia, occupied the Belmar site beginning in the early 1960s and provided the tax base for the jurisdiction and a shopping destination for two generations of Denver metropolitan residents. However, by the late 1990s, the mall was dark, shrinking the town's tax base dramatically. A developer, in joint venture with the town, bulldozed the bulk of the mall, built a grid of walkable streets, and focused on urban entertainment (restaurants, a 14-screen movie theater, specialty shopping), high-density housing, and some offices in the first phases. It became a stunning success for the city and for the developer as a new WalkUP emerged from the dust of the bulldozed mall. Many more regional mall transformations are underway in suburban Denver as a direct result.

What Can Dallas-Fort Worth Learn From Comparable Metros?

There are two metropolitan areas that have been as infamous for their sprawl as Dallas-Fort Worth over the past 60 years: metropolitan Atlanta and Washington, D.C. All three metros are more similar than you may think, including:

- They grew from modest Southern metro areas of about 1 million in population in 1950 (metro Dallas at 1 million people, metro Atlanta also at 1 million, and Washington, D.C., at 1.5 million) to approximately 6 million by 2016.
- The huge mid- and late 20th-century economic booms in these three metro areas, while driven by different industries, took the form of being almost entirely drivable sub-urban. Residents abandoned their center cities, sprawling to the hinterlands that had no topographical barriers.
- All three created some of the iconic drivable sub-urban edge cities: Galleria in metro Dallas, Perimeter Center in metro Atlanta, and Tysons Corner Center in metro Washington, D.C.
- The growth patterns of all three metros focused on the "favored quarter" where economic growth primarily went, due to racial housing patterns. The favored quarter of Dallas was to the north, Fort Worth was to the southwest, Atlanta was to the north, and Washington, D.C., was to the northwest.

Walkable Urban Absorption Metro DFW, Atlanta, and Washington

(office and multifamily rental)

	Washington, D.C.	Atlanta	Dallas-Fort Worth
2010 WalkUP Base	33%	16%	9%
WalkUP Absorption Market Share*	91%	49%	21%
WalkUP Market Share Index	2.8x	3.1x	2.3x

*2010-17

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There is one major difference between how these three metros grew that has proven to be significant in satisfying the walkable urban market: rail transit infrastructure. Washington, D.C., and Atlanta got two of the three 1970s federally funded subway systems (the third was San Francisco). The Metro system in Washington, D.C., and MARTA system in Atlanta have built an armature around which walkable urban development has and is forming. The rail system in Dallas came after the great drivable sub-urban sprawl of the late 20th century, which means the length of the system and therefore commuting times to get between walkable urban concentrations are exceedingly long. In Atlanta and Washington, D.C., the vast majority of walkable urban development has been built in relatively concentrated, close-in places served by rail transit. Meanwhile, DART has been chasing low-density sprawl.

Our research shows that there are laggards and leaders in the structural shift by metropolitan areas toward walkable urban development. Metro Washington, D.C., is the leader of these three comparable metropolitan areas, metro Atlanta is following as fast as it can, while Dallas-Fort Worth lags but is still moving toward more walkable urbanism. Metro Washington, D.C., had 33 percent of its total 2010 inventory, built over the past 200 years, of office and apartments in walkable urban places, yet 91 percent of the new absorption between 2010 and 2015 has been walkable urban. Metro Atlanta had 16 percent of its total inventory in 2010 in walkable urban places but 49 percent of absorption from 2010 to 2015 has been in walkable urban. Dallas-Fort Worth had only 9 percent of its 2010 inventory in walkable urban places, but—in a sudden spurt—21 percent of its absorption between 2010 and 2017 went to walkable urban.

In all three metros, walkable urban has increased in market share absorption by two to three times sub-urban development. (In Dallas-Fort Worth it is 2.3 times faster.) The shift is moving all three metros in the same walkable urban direction. They started at different bases but today are responding to the same demand. The last time these three metros saw market shifts of this magnitude was in the 1980s—but going the opposite direction as white flight and newly constructed highways created the drivable sub-urban boom.

In the Dallas market, walkable urban office space is today 20 to 30 percent more valuable and apartments are 40 to 50 percent more valuable than sub-urban.

These market share shifts are impressive. But the premiums for walkability are even more impressive. In the Dallas market, walkable urban office space is today 20 to 30 percent more valuable and apartments are 40 to 50 percent more valuable than sub-urban. Dallas-Fort Worth walkable urban product is absorbing more than two times faster than sub-urban, with a 20 to 50 percent valuation premium.

There is only one explanation for such a phenomenon: pent-up demand. If Dallas-Fort Worth is anything like other metro areas we have studied, it will take 20 to 40 years to catch up with that demand, since we add only 2 percent to the built environment inventory in a good year.

There are a number of benefits in being a follower, one being that you can learn from other metro areas. Walkable urban places require entirely different skill sets than drivable sub-urban development. This includes fundamentally different ways to acquire land, plan, design, finance, develop, market, manage, own over time, and, most important, engage in what is known as “place management.” Engaging in place management, whether through a nonprofit like Downtown Fort Worth Inc. or Downtown Dallas Inc., or through private place management like in Legacy West or Watters Creek, is essential for success. We think place management is a new level of societal governance, joining the three levels of government we have today (federal, state, and local).

Note we refer to this as “governance,” not “government,” and it generally arises out of the private sector.

Meeting the pent-up demand for walkable urbanism will put a strong foundation under the region’s economy and local government finances. Developing walkable urban in Dallas is in 2018 comparable to the building of the drivable sub-urban in, say, the 1970s. There are decades of demand to be satisfied that will put a foundation of 1 to 2 percent of GDP growth per year under the regional economy.

That walkable urban growth can also be supported by infrastructure that, counterintuitively, is much cheaper to build than the spread-out roads, sewer and water lines, electric, communications, and other infrastructure required by sub-urban development. As previously mentioned, it is concentrated in 3 to 5 percent of the land mass. Walkable urban infrastructure is one-tenth the cost for each supportable square foot cost of development, even accounting for rail transit. Drivable sub-urban infrastructure is unbelievably costly and inefficient. This is because infrastructure cost is determined by the distance that is required and the intensity of use. For example, a mile of sewer line costs about the same whether it is used for one-house-to-the-acre housing or 40 housing units to the acre; the difference is that those fixed costs are one-fortieth per walkable urban housing unit.

Dallas-Fort Worth is proceeding down a fundamentally different path of development than it has experienced over the past 60 years. It is more complex and has a different risk profile. With leadership, it will create a new economic base under the regional economy and give investors a substantial return on investment while meeting this different structural demand. Properly incentivized and managed, it can also recapture value and expand opportunity for areas long left behind. Dallas-Fort Worth has only started capturing the environmental, social, and economic benefits of walkable urbanism. **D**

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Eight Types of WalkUPs in Dallas-Fort Worth

GWSB research shows there are eight types of regionally significant walkable urban places in Dallas-Fort Worth. A ninth type, called an Innovation District, described by the Brookings Institution as an area "where leading-edge anchor institutions and companies cluster and connect with startups, business incubators, and accelerators" does not appear in Dallas-Fort Worth.



DOWNTOWN

The traditional center of the metro's central city. Dallas-Fort Worth is one of the rare "binary" metropolitan areas, like Minneapolis-St. Paul, so it has two center city downtowns.



DOWNTOWN ADJACENT

Neighborhoods surrounding the downtown in a 360-degree fashion, such as Dupont Circle in Washington, D.C.; Capitol Hill in Seattle; Uptown in Dallas; and the Near Southside in Fort Worth.



URBAN COMMERCIAL

Local-serving commercial districts in the early 20th century that went into decline in the late 20th century but have experienced a recent revival as regionally significant WalkUPs, such as Fourth Avenue NE in Washington, D.C.; West Hollywood in Los Angeles; and Knox-Henderson in Dallas.



URBAN UNIVERSITY

Institutions of higher learning that have embraced their community, such as UCLA, Penn and Drexel in West Philadelphia, and Georgia Tech in Atlanta. SMU, the University of Texas at Arlington, and the University of North Texas at Dallas aspire to a similar role.



MAJOR TOWN CENTER

Eighteenth- and 19th-century towns that the metro area grew to include and that have enjoyed a recent revival, such as Evanston in metro Chicago, Bellevue in metro Seattle, Decatur in metro Atlanta, and Grapevine in Dallas-Fort Worth.



SMALL TOWN CENTER

Eighteenth- and 19th-century farm towns that the metro area grew to include and have enjoyed a recent revival, such as Roswell in metro Atlanta; Leesburg in metro Washington, D.C.; and Roanoke in Dallas-Fort Worth.



REDEVELOPED DRIVABLE SUB-URBAN

Strip and regional malls that have urbanized, such as Belmar in metro Denver; Tysons Corner in metro Washington, D.C.; Perimeter Center in metro Atlanta; and Addison Circle and Cityplace in Dallas-Fort Worth.



GREENFIELD/BROWNFIELD DEVELOPMENT

A complete WalkUP built from scratch, such as Reston Town Center in metro Washington, D.C.; Atlantic Station in metro Atlanta; Easton Town Center in metro Columbus, Ohio; and Legacy (greenfield) and Victory Park (brownfield) in Dallas-Fort Worth.

Staying ahead of the curve: an iconic suburb remixes the traditional model

David Dixon FAIA, Vice President, Urban Places,
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Dublin, Ohio, is a classic postwar suburb. From a farming town of 2,500 people northwest of Columbus, it grew into a booming community with more than 45,000 residents and 55,000 jobs. This is the story of how, after the Great Recession revealed fundamental flaws in the model that had worked so well for Dublin, city leaders broke with long tradition and embraced a new model that took the best qualities of *urban*—walkability, mixed uses, experiential richness—and used them to transform the community without touching a blade of grass on a single front lawn.



1980's aerial. Dublin. OH



2008 Dublin Market. Dublin. OH

What me worry?

Early 2008 found Dublin at the top of its game. It boasted the second-highest household income in Ohio and one of the state's best-educated workforces. The community sat at the top of multiple national rankings of best places to work, live, or start a business. Thanks to Ohio's employment tax and a concentration of high-wage jobs, residents enjoyed excellent services, from top-ranked schools to a best-in-class recreation center

Staying ahead of the curve

In early 2008 Terry Foegler, the city's former director of economic development, met with the city council to discuss becoming city manager. The meeting didn't go as expected. Foegler delivered four core messages:

- Like most suburbs, Dublin had put too many eggs in one housing basket. Real estate economists voiced concern that the 60% share of all U.S. housing stock represented by single-family houses was unsustainable. In Dublin the figure was roughly 80%.
- This put Dublin on the wrong side of a looming change in the housing market. Over the next couple of decades nearly 80% of net new households in the U.S. (the best predictor of housing demand) would be singles and couples. The result? A glut of single-family houses (mostly in traditional suburbs) and a shortage of multifamily housing—particularly in walkable urban areas.
- The emerging supply/demand mismatch would hit Ohio especially hard, because the state was aging faster than most. Well into the 2030s more than half of U.S. population growth would be folks age 65 or older—a group that on balance prefers to move to multifamily housing in walkable areas.
- Foegler's most convincing argument involved the fragility of Dublin's tax base. An aging population meant a dramatic slowdown in workforce growth just as demand for knowledge workers was taking off. Economists had already noticed a growing pattern of businesses relocating to urban settings to follow educated workers. Dublin's employers might well relocate to downtown Columbus, or even leave the region entirely. In fact, the struggle to find skilled, educated workers, had already gotten some talking about the possibility.

To stay ahead of the curve, Foegler concluded, Dublin would need to create a downtown—not a branded retail experience but a genuine, walkable neighborhood in which a diverse mix of people lived, worked, played and learned.

The Council gave Foegler the city manager's job and told him to get started.

A tough-love community conversation

Working with an urban design team (which I led), Foegler launched a visioning and planning process. To be clear, most residents initially opposed the idea of a walkable, higher-density, mixed-use downtown. No one kumbaya moment turned them around, but a program of topical workshops, talks by national experts on shifting markets and demographics, and charrettes where residents debated planning proposals and presented their own ideas gradually built understanding of the challenges Dublin faced and support for a different vision of the city's future.

Many residents said that while they still loved suburban life, their concept of a great suburb had changed since they first moved to Dublin. They supported a downtown that provided a nearby place to meet friends, offered new housing and other choices, made Dublin more competitive for jobs and investment, and expanded tax revenue (and the services it supported).

As visioning shifted to planning, the city council formally designated an area of strip malls, older office parks, and other declining uses as the Bridge Street District (BSD), the new downtown. Foegler later wrote that the process “helped paint a picture for the community of the [downtown] not as undoing Dublin's suburban character but rather as adding a new ‘layer’ to it.”ⁱⁱⁱ

More than a standard P3

By 2012 Foegler was directing creation of the new downtown on a full-time basis. The City and a master developer were obvious partners for this ambitious undertaking, but throughout the development process, a third partner—the community—also played an essential role by providing consistent political support for tradition-breaking regulatory changes and previously unimaginable levels of public investment.

The first order of business? Figuring out how to fund the City's upfront investment in a street grid, great streetscape, parks, parking structures, smart city technology and other public infrastructure that the private sector can't take on. Ohio allows communities to use tax increment financing (TIF) to fund public infrastructure, but only after they send roughly 75% of the revenue to the local school district—severely undercutting TIFs' effectiveness. With strong community support, Foegler negotiated an innovative workaround with the school district —providing a guaranteed upfront payment and a share of the longer-term fiscal benefits of redevelopment in return for Dublin's ability to invest a much larger share of initial TIF revenues in building the downtown.

By 2013, with its TIF in place, the City was ready to select a developer—but it wanted a partner that would do more than just develop. It ultimately settled on Columbus-based Crawford Hoying, whose leadership embraced the vision of a genuine downtown, had the financial capacity to realize the vision, and, significantly, shared Dublin's culture of collaboration.

Together the City and developer had to gain control of the right site, and the site-assembly process demonstrated the value of a full partnership. The City had identified roughly 30 acres on the north bank of the Scioto River for an initial phase and, with strong community support, committed to buying key sites for new roads and a park. The TIF revenues proved crucial at this stage: They allowed the City to purchase land, designate portions for planned infrastructure, and then sell the remainder to Crawford Hoying at a price that would make its downtown development pencil out. In turn, Crawford Hoying bought other sites directly with the

certainty that the City would permit the density and land uses needed to support those costs. By 2014 construction was underway.

Today, the partnership remains robust. Planning Director Vince Papsidero notes that the TIF, which has funded more than \$130 million in public improvements—including a new riverside park and a dramatic \$17 million pedestrian bridge that links the BSD to Dublin's small historic center—has exceeded Dublin's goals and that fiscal benefits have run ahead of projections. Crawford Hoying has invested roughly \$500 million in more than 3,000,000SF of housing, offices, a food hall, hotels, a grocery store, a 4,000-seat arena, and some of central Ohio's most inventive brew pubs. This mix of uses draws people of diverse ages, backgrounds, and lifestyles who share a common downtown. And what does the community think? In a 2016 survey, 87% of residents said they supported the downtown initiative. The same proportion—many of them people who initially bridled at the idea of a “downtown”—said they thought Bridge Park enhanced Dublin's reputation.



Bridge Park Longshore Action, Dublin, OH



Bridge Park Night Life, Dublin, OH

They're not the only ones. A Lyft driver—working to generate cash while launching a web-design business—recently told me on a trip to Dublin: “This is Dublin? This is cool...I want to live here.”

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Stantec's Urban Places is an interdisciplinary hub that brings together leaders in planning and urban design, smart and urban mobility, resilience, real estate, mixed-use architecture, smart cities, and brownfield redevelopment. We work with clients across North America—in cities and suburbs alike—to unlock the extraordinary urban promise of enhanced livability, equity, and resilience. Are you a city manager or elected official looking to add walkable, mixed-use density in a suburban community? If so, please contact me at david.dixon@stantec.com or at 617-416-7217. I'd be delighted to discuss our experience in Dublin and similar communities that have pursued market-driven urban transformation.

ⁱ George S. Masnick and Eric S. Belsky, *Household Projections in Retrospect and Prospect: Lessons Learned and Applied to New 2005-2025 Projections*. Cambridge, MA: Joint Center for Housing Studies, July 2009, p44. www.jchs.harvard.edu/sites/default/files/w09-5_masnick_and_belsky.pdf (retrieved 14 August 2018).

ⁱⁱ US Census Bureau, *The Next Four Decades—The Older Population in the United States: 2010 to 2050*. May 2010. p10. www.census.gov/content/dam/Census/library/publications/2010/demo/p25-1138.pdf (retrieved 14 August 2018).

ⁱⁱⁱ Jason Beske and David Dixon, editors, *Suburban Remix: Creating the Next Generation of Urban Places*. Washington: Island Press, 2018. p196



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