Introduction & Mission Statement

The UTA Center for Metropolitan Density (CfMD) research supports the premise that greater Density produces the most Economically Productive, Fiscally Efficient, Environmentally Sustainable, and Culturally-Supportive environments.

Benefits of Density

UTA CfMD believes that the benefits of greater density are significant and demonstrate advantages across a range of factors, including:

- **Economic Productivity**
  Density of Investment promotes Fiscal Efficiency and Higher Tax Rates.

- **Value Creation**
  Dense Development optimizes efficiency of expensive infrastructure such as Public Transportation.

- **Business Processes**
  Workplace Density provides Improved Productivity and Efficiency; and a readily accessible Talent Pool.

- **Social and Cultural Benefits**
  Closer Proximity fosters Social Interaction, which supports greater Retail offerings and Cultural Variety.

- **Environmental Sustainability**
  Density requires less Land and can use existing infrastructure, reducing dependency on Natural Resources

Director's Viewpoint

Michael P. Buckley, FAIA
Center for Metropolitan Density University of Texas at Arlington

We believe the rapid suburban expansion in Metropolitan areas deserves dedicated research and fact-based comparisons, along with alternative development Scenarios to afford the best Urban residential, workplace, and cultural choices.

We seek higher density solutions which contribute to more livable, walkable, and more sustainable settlement patterns, as shown in the city revitalization Scenarios in this CfMD Research Journal.

These Scenarios explore creating imaginative alternatives to Sprawl with Framework Planning, Investment Feasibility, and Vision Plans to depict possible outcomes.

Table of Contents

- **High Density Challenges & Framework Planning -- Pgs. 2,3,4**
  Execution Challenges and Best Practices for Framework Planning for Vision Plans and use of Tax increment to create new value for underutilized urban sites.

- **Corporations as MXD Sponsors**
  Pgs. 8,9
  Excerpts from Berlage Institute Colloquium in Brussels with Case Study examples of Mixed-Use corporate headquarters and repurposing disposition of surplus assets.

- **Panther Island Vision Plan**
  Pgs. 2,3,4
  Vision Plan for underutilized 255 acre site previously prone to flooding, configured as new Live/Work District generating significant Tax Increment to fund infrastructure.

- **Review of UTA CfMD Research Topics -- Pg. 10**
  Topics include Strategic Industry Clusters, Tax Increment Financing, Changing Demographics, Public-Private Partnerships, and Fusion of Development Decision Systems.
Density as Urban Solution
Density is the watermark solution for Urban Development, as shared costs can be spread further. Mixed Use offers more revenue parameters to afford better architectural features, landscaping, and designed open space. Density can help prove that walkable and secure New Districts are more urban environments than their counterparts.

Our emphasis is on Transparency -- in Vision Planning and the use of Special-Purpose entities to administer multi-phase projects, and with Feasibility templates illustrating financial results -- all of which contribute to managing Public expectations.

We believe higher densities enable the best Residential-, Workplace and Cultural choices, and creates more livable, walkable, and fiscally-sustainable environments.

Urban development is in reality the opportunistic repositioning of underutilized sites with higher density mixed-uses targeted to specific markets. Urban development presents unique difficulties with increased costs, density approvals, feasibility hurdles with expected investment returns, and most importantly design methodology to create new Imageable Districts including memorable open spaces and walkable streetscapes.

Many young professionals and empty-nesters now prefer Urban amenities and increased contact, generating significant residential growth and concentrating talent seeking more engaging Workplaces.

We believe higher densities enable the best Residential, Workplace and Cultural choices, and creates more livable, walkable, and fiscally sustainable environments.

Feasibility Testing
Vision Plans must balance imaginative Site and Use Concepts, with Niche Market Support for each use, and Financial Feasibility which meets investment return objectives. Intersection of these forces creates the Best Fit project, fundamental for viable development.

The Uneven Playing Field
Urban Development faces unique challenges particularly compared to Suburban opportunities:
- Higher Land / Construction Costs
- Structured Parking -Lower Lower Parking Ratios
- Complex Approvals / Financing Hurdles
- Lack of Open Space / Landscape / Public design expectations
- Creating / Mix of Retail / Foodservice

Execution Hurdles
High Density Urban Development faces specific process issues during planning and execution:
- Proving Predevelopment Feasibility and surviving Financing Underwriting
- Need for, and availability of, Workforce incentives to attract small Firms and Corporates
- Construction complexity including access and jobsite limitations
- Project Construction/Delivery constraints and logistics

Creating Investment Premium
High density Urban development can create higher sustained property values than comparable Suburban projects due to:
- High profile image / urban identity
- Creation of new prototype products
- Quality of Investment-grade assets with longer-lived Value
- View premiums with better Urban vistas than suburban
- Density can support lower Cap Rates, hence increased Value
- Expanded Fiscal Benefits with jobs, Residents, and City Tax Base
- Workforce Density and Proxemics encourage innovation, strengthening Industry Clusters and attracting, concentrating and retaining knowledge workers

Creating the Retail “Mix” in the Mixed-Use
High intensity environments mix Workplace and Residential with Retail and Foodservice which have very different architectural and mechanical/system preferences. Cafes require kitchen exhaust and frequent deliveries, and trash removal much more than Residential. Collision of these systems within the base building cause design and configuration conflicts, hence must be resolved early.

Urban Design, Landscape and Authenticity
Streetscapes with abundant trees and designed open space for gatherings, can ensure walkable Districts. Imaginative Design of Retail Shopfronts/ Signage, and preserving View Corridors, can create a “Walkability Premium” recognized by financial institutions as increasing Asset Value. Thus Urban Infill Districts can offer financially viable opportunities for Cities to sponsor alternative choices to suburban competition.

City urban cores develop over time with varied textures. Many have street grids and unique architectural character with a predominant palette of building materials and scale. Urban Design should respect existing patterns, preserve recognized Urban view corridors, and seek Development Solutions which best fill the host City’s architectural fabric.

Most urban workers and residents who choose an urban lifestyle also recognize that compared to suburban, Urban is a different, more authentic experience. This Authenticity can be reinforced as a competitive advantage if the City can offer:
- Pedestrian Experience -- Walkability with access to Retail, Foodservice and Recreation
- Workplace Intensity -- with a concentration of specific Industry Clusters and a range of Workplaces from Incubators to Corporate
- Broader Residential Choices --from Micro-Lofts to Stacked Townhomes to Family Courtyards
- New Cultural/Educational Offering --K-6 Magnets to Media Tech for tomorrow’s workforce
- Open Space -- From Streetscapes to gathering Places

These Urban Design elements, grouped into connected Districts perceived as safe and secure, are the very foundation of Urbanity.
Critical Success Factors
The challenge of high density development means mastering both Investment Hurdles and Design Opportunities, and controlling factors that determine success such as:

- Create Dramatic Site/Use Concepts
  Architectural Image + Quality Amenities

- Create Mix of Retail/Foodservice
  Targeted Tenant Mix + Food/Fashion/Frivolity

- Emphasize Walkability / Open Space
  Streetscape Paving / Signage/ Open Space

- Offer Broader Residential Choices
  Multi Family / Micro Lofts/ Townhomes

- Design for User Preferences
  Retail Layout / Servicing / Parking Access

- Demonstrate Financial Feasibility
  Niche Market Support/ Investment Returns

Niche Market Support: Dallas Infill Vision Plan
Plan for an Infill Strategy on currently vacant or underutilized sites within the Dallas urban core sought Niche Market Supported uses

Vision Plan Case Studies
For Scenarios which create a memorable impression of new uses for underutilized urban sites, which can prove predevelopment Feasibility, these Vision Plans have powerful impact by visualizing development potentials as these Case Studies illustrate:

- Co-Working Incubator
  Former vacant lot supports replacement parking in concrete ground floor and stick–built upper floors for shared offices, crowned by a Bow truss roof for meeting/conference spaces. Co-Working concepts are small Niche Marketing products which can have powerful urban Workplace impact and high architectural profile.

- Dallas Arts District
  Plan for high-density Office and Residential complementing Cultural facilities in an underutilized Dallas quadrant focused on pedestrian Flora Street with Art Galleries and Cafés to create a unique regional destination. But mandated underground parking added 20 years to achieve today's results, which have transformed values.

- Fort Worth Jones Street Corridor
  Currently vacant lots shown with new concept for a Niche Market Supported Geotech Institute Tower focused on the oil and gas industry, seen at left, a MXD Residential enclave, STEM and Digital Media educational facilities, Convention Center expansion and linked Hotel, all with objective to maximize Tax Increment to fund a new Jones St Corridor Parking Authority, Mini-park, and extensive Streetscape treatment.

Vision Plan: Sasaki Assocs & Halcyon Ltd.
Framework Planning

Framework Planning Best Practices
Framework Planning initiates the Vision Plan process, identifying key land use parcels, circulation and public space. The Framework Plan establishes an early computational template for areas, costs and potential revenues to allow early financial feasibility testing. We believe Best Practices leading to Scenarios for new Urban Districts include:

- **Open Space** — Major Spaces to establish “Address Value” for significant buildings, linked by pedestrian focused Streetscape and Landscape systems to create walkable Districts
- **Design Vocabulary** — Building materials, Color palettes, and Skyline Profiles to establish boundaries, and new District identity
- **Right-sizing Parcels** — Layout pre-identified uses with adequate structured parking, on-site open space, and building footprints
- **Streetscape Plan** — Energizing street exposures with Retail and Foodservice and establishing a Tenant Mix plan
- **Circulation Pathways** — Identify major throughput Circulation and District Gateway/Departure points including Service to each Parcel and access to high density Parking.

Understanding User Preferences
Consideration of future User Preferences as well as current Population needs within Districts requires the following steps to achieve consensus:

- **Matrix of Uses** — Identifying categories of Users against Land Uses.
- **User Segmentation** — Psychographics Profiles of probable Users by type including Techies, Foodies, Hipsters, Family Values, Home Improvers, Entrepreneurs, Fashionistas, etc.
- **View Corridors** — Pre-establishing Historic Preservation goals, Contextual points of interest and civic desires to preserve significant views.

Management of Risk Drives Development Value
Integrating Investment Objectives must be part of Framework Planning, with Feasibility templates designed to test early assumptions against financial parameters, includes:

- **Investment Hurdle Rates** — Identification of Investment Return objectives for key parcels and uses with predevelopment tests based on schematic designs.
- **Calculation of Tax Increment** — Particular emphasis on new Tax Ratables which would not otherwise be available to the City without development.
- **Project Timeline** — Emphasis on Infrastructure Improvements as well as Phasing, as absorption has both embedded value for completion and penalties for delays.

Managing Public vs. Private Expectations
Public and Private sector have expectations for new development. Effective and timely execution requires discussions on both investment objectives and public benefits be discussed early, often, and publically.

- **Developer’s Investment** — Private sector upfront acquisition and planning costs should be respected during Public reviews of Scenarios
- **Design Quality Expectations** — Architectural impact, open space, land uses, and density must be addressed early in Framework planning, as these greatly influence Vision Plan and individual Project designs which follow
- **Streetscape Concepts** — Including Tenant Mix, Shopfront Design and Signage for viable Retail/Foodservice
- **Infrastructure requirements** — Off-site improvements beyond Developer’s responsibility
- **Stakeholders identification** — and probable consensus issues identified in advance to address approval/voter concerns

Framework Case Studies

**The Yards -- A new Live/Work District**
This 42 acre redevelopment of the former Navy yard in Washington combines adaptive reuse of older structures with new construction for over 2800 residential units, and 2.4M sf of office space.

As the largest DC Federal privatization, The Yards Framework Plan’s higher density addresses DC’s limited development potentials due to height limits, and the wish to forge from an obsolete and unsafe industrial site, into a Live/Work neighborhood with 5.5 acre Anacostia Riverfront Park.

**I-435 Corridor**
Debate over repositioning of I-435 separating downtown Dallas from the Western CBD became the focus for alternative strategies such as construction of a bypass tunnel which could connect traffic together at the Woodall Rogers and I 35 ends, subsequently demolishing the existing freeway, adding substantial high density development to Dallas’ downtown core.

The schematic Framework Plan allowed calculation of Tax Increment with upgraded Parcel Sales to fund infrastructure, including new landscaped by-pass tunnel, and demonstrate new Jobs, Residents, and significant new Taxes generated by the higher density development.

**Garland Repositioned Shopping Center**
For a vacant Shopping Center with empty retail Anchors at a key gateway to Garland, the UTA CfMD Advanced Design Studio proposed a Residential-based Town Center concept.

The Framework Plan with new Street Grid utilizes Specialty Retail and Foodservice at ground to re-create some missing Retail fabric, supporting more viable Market-Rate Residential at upper levels, a Boutique Hotel, and Graphic Design School. The Tax Increment generated is allocated for two large Public Open Spaces and an upgraded Retail/Café Streetscape unifying the two sites.
Development Framework and Parcel Plan
Fort Worth’s downtown core faces a former 255 acre industrial zone in a loop of the Trinity River which has been historically subject to flooding. The Trinity River Vision Organization intends to construct bypass channels for a constant-level Trinity River, removing the earthen berm, creating new Riverfront sites, Panther Island is unusual due to the lack of existing residents or businesses on-site to be displaced, with adjacency to Ft Worth’s urban core, and the opportunity to create a significant new Live/Work District.

UTA CfMD Advanced Design Studio focused on maximizing density within market constraints, producing the largest possible tax increment to match $360 million Federal infrastructure funding. The Parcel Plan shown above identifies Districts with increased Parcel values and Parcel sales, to Developers via a nonprofit master Development Corp. to pay for significant upgrades to Streetscape and Open Space.

Land Use Program
The Scenario illustrates maximizing density with 8500 Upscale, Market Rate and Family Residential units and a K-6 Magnet School.

Panther Island Vision Plan Also Includes Specialized 700,000sf Office District, an Entertainment zone which reuses the currently vacant Stadium, Streetscape with Retail/Cafes and Community Retail Tenant Mix; and an Urban Retail Center with Four Mini-Anchors supporting Specialty Retail with upper level Micro-Lofts.

Special Riverfront zones become settings for more Upscale Housing, and Boutique Hotel With Conference Center re-using the now vacant but historic Power Plant.

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Payden Bullis
CfMD Roundtables

Panther Island Vision Plan

The Concept -- Landscaped Boulevard with Themed Districts

The landscaped Boulevard disperses traffic throughout the site from the new bridges to the East and West and connects Districts, accommodating large concentrations of Market Rate Residential, Family Housing, and Riverfront upscale Mixed-Use. Special Urban Districts house varied land uses including: a courtyard Urban Retail Village; an Entertainment District which re-uses the vacant Stadium, High Density Workplace towers, Boutique Hotel and Convention Center, and an Innovation District with incubators and a unique regional offering.

High-End Residential

The redeveloped Panther Island is large enough to afford broad choices in Residential—from upscale to Mid-Market Apartment to Townhomes and dedicated Family units.

Opportunities exist for High-End Residential at key Boulevard Intersection gateways close to Downtown Ft Worth. Iconic architectural profile, amenities on landscaped garage rooftops and destination Restaurants and Specialty Shops at grade create quality image.

Urban Retail Village

The Retail Village provides three Lifestyle Mini-Anchors and a Mercado/Food Hall with Cooking School. The Mini-anchors frame a Village Green Courtyard with ground floor Specialty Retail and Cafes, with Micro-Lofts above. Backed by Parking Garages. Destination Restaurants enjoy both river frontage and Courtyard access.

Market Rate and Family Residential

To maximize density and affordability, most Panther Island Residential is stick-built with concrete ground floors featuring street-oriented Community Retail and Foodservice options. Each parcel has Garage Parking and Resident Courtyards as amenities for a safe and secure environment. Many parcels feature Stacked Townhomes on subsidiary streets. Family Residential units are designed with 3-4 Bedrooms and easy access to Parks and the new K-6 Magnet Elementary School.

Innovation District + Aero Museum

An Innovation District features Technology Incubators for startup companies and Co-working focused on area Industry Clusters. The Interactive Museum showcases Ft Worth Aviation Industry with Corporate Sponsorship and serves as an Educational resource with interactive exhibits.

Districts

Panther Island’s Vision Plan creates a series of designated Districts characterized by similar uses and distinctive landscaped or architectural boundaries, such as Boulevard Market Rate and Luxury Residential, Riverfront Port with Serviced Apartments and Conference Hotel, Workplace environments of high density Office towers and Incubator spaces, dedicated Entertainment and Specialty Retail Districts.
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Panther Island’s Vision Plan creates a series of designated Districts each characterized by similar uses and distinctive landscaped or architectural boundaries, such as Boulevard Market Rate and Luxury Residential, Riverfront Harbor with Serviced Apartments and Conference Hotel, Workplace environments of high density Office towers and Incubator spaces, dedicated Entertainment and Specialty Retail Districts.

Work Place Twin Towers

Overlooking the Trinity Riverfront and directly facing downtown Fort Worth skyline, the twin Workplace Towers enjoy strong identity and access to Riverfront Cafés and an innovative interactive Media Board as a focus for events. Close proximity to the downtown core, easy access from the Main St. Bridge, and strong architectural profile are advantages.

Riverfront Upscale Residential MXD and Boutique Hotel / Conference Center

Trinity River flood control improvements will permit direct access to the Riverfront for a crescent-shaped Mini-Harbor as the focus for Upscale Mixed-Use Residential and Cafés, with residential services provided by the adjoining Boutique Hotel. Conference Center re-uses the triple height of the adjoining historic Powerplant as Ballroom overlooking Ft Worth skyline.

Panther Island Boulevard Summary

$3 Billion Development with TIF of over $328 Million to match Federal funding; Revalued Parcel Sales over $406 million -- well beyond current values; allows upgrades to Streetscapes/Open Space. 13,700 New residents more than double units in downtown Fort Worth; Office, Retail and Residential Jobs and Vendor multiplier creates 27,000 Jobs; Maximizing Density yields new City Taxes over $995 million, a significant contrast to today’s obsolete site property values.

Entertainment District

Currently vacant Stadium to be reused as a Performance Venue in a new Entertainment District featuring Multiscreen Cinema, Nightclubs and multiple Sports Bars, Panther Island Brewery, and major Sportsplex with both indoor and outdoor sports, and Bike Shop adjacent the accessible Riverfront, Trailway system.

TIF and Improved Parcel Sales

Chart above illustrates Sources and Uses of funds from substantial new Tax Increment allocated to match Federal infrastructure grants. Current Value of the Parcels Is Increased Tenfold by site Improvements --- to be resold By a Special Development Corp and used for specific additional site upgrades. These are City Taxes that would not otherwise be generated, and parcel Sales that could not otherwise happen without the proposed public improvements, Hence Panther Island is a textbook illustration of Public / Private Partnerships and the value of Tax Increment Financing.
Corporate Sponsorship of Mixed-Use Development

Based in part on a presentation by UTA CfMD Director Buckley at Berlage Institute’s “Corporations and Cities” Colloquium in Brussels, this article explores potential advantages for Corporations to sponsor high density workplaces which feature mixed-use components and strong architectural identity which can foster stronger corporate images and create lasting facility values.

The New Corporate Image

For the first time in history a truly global development environment exists. Corporate capital must optimize expenditures, such as facility location decisions, considering their Business Units and Process Drivers:

- Sales/Product Production and Distribution Channels
- Communication Technologies and Networks
- Logistics Efficiency For Shipping and Materials Handling
- Supply Chain Management and Just-In-Time Inventory
- Competition to Recruit and Retain Knowledge Workers
- Ongoing search for increased Workplace Productivity

Process Drivers vs Distinctive Advantage

Many of these Process Drivers are unique to a region and/or product and cannot be influenced. However costs for Personnel and better Workplace Environments are increasingly dominant, and competition for the best and brightest Talent is persistent. For these instances, Corporate-sponsored Urban Mixed-Use can offer Distinct Advantages:

- Exploit Corporate Image within defined Industry Clusters
- Establish Employment density in Facilities, People, and Amenities
- Diversified and Sophisticated Live/Work Options can Attract increasingly hard-to-find Talent
- Iconic Architectural Profile can enhance Corporate Image
- Mixed-Use Development can offer Specialty Retail with Imaginative Food-service---better than the equivalent Corporate setting

Corporate Sponsorship of MXD Formats

Corporations typically have single-purpose facilities with highly customized layouts and tightly organized operations, while Cities prefer Mixed-Use for synergy and best use of scarce land resources.

We believe that Corporations who explore other formats and sponsor Mixed-Use Development, such as those shown at right, can realize benefits of:

- **Corporate Citizenship** — — Stress Civic responsibility, especially Corporations with a long history in a host city
- **Urban Image** — — Project a sophisticated Architectural Profile with more memorable Public Open Space
- **Workplace Amenities** — — Better access to imaginative out-leased Retail and Foodservice concepts

Corporate Sponsorship of Historic Preservation

Corporations often support Preservation efforts, particularly in their headquarters cities, where they can generate image-enhancing results and when the need to serve as financier of last resort is fundamental to success.

Historic Union Station

Five major Hartford-based Life Insurance companies facilitated revitalization of the long-neglected Union Station, with special Financing of a complex Public/Private Partnership between the Greater Hartford Transit Authority, Federal DOT funding, and community developer, Halcyon Ltd.
Corporates and Community
Corporations typically have arm’s-length City relationships believing they are on the wrong side of the value exchange --- contributing jobs and taxes receiving little in return. Corporates often do not consider Stakeholders -- those in the community for whom common goals can be agreed for new Development or for significant upgrades to existing facilities.

Prudential Center Revitalization, Boston
Faced with obsolete 60s style environment, Prudential Realty listened to Community Groups and undertook a radical repositioning, creating a Mixed-Use link between the Back Bay in the South End neighborhoods, while connecting the new pedestrian path with stylish Retail Arcades, and securing Approval for significant new Office and Residential towers on the existing site.

Corporates as Champions for Repositioning Districts
Corporations often lead efforts to restore underutilized districts, most commonly in self-interest based on their presence, or as affected by the surrounding deterioration of their obsolete facilities no longer required for the corporate business, which could be transformed by higher densities. Repositioning these obsolete sites/facilities can provide the following:

• **Correcting Negative Perceptions** – improving image and quality perceptions as affects corporate facilities
• **Influencing the Competitive Set** – creating new Mixed-Use environments exceeding quality and scope of competitors
• **Strategic Long-Range Mission** – Commitment to a sustained presence and creation of new value in facilities and intervening in distressed areas when the host City cannot

Pitney Bowes Manufacturing Plant, Stamford CT
Obsolete manufacturing plant and loss of 3000 jobs in an historically industrial area of Stamford CT., created evolving point of tension between the City of Stanford and Pitney Bowes. Solution was to up-zone Density on the Plant site with an agreed Master Plan with co-operation between the City, the adjacent Community, and Pitney Bowes, to create a new urban MXD district close to the Stamford CBD and regional transit into New York City. The resulting sale to private developers created substantial Jobs, new Residents, and important City Tax Ratables, while resolving continued Corporate ownership of an obsolete facility with new private capital investment.
CfMD Research Priorities and Industry Outreach

CfMD Research Topics Overviews
Over the past five issues, the CfMD Research Journal has identified Research Topics to be addressed by our sponsored Independent Research Seminar and the efforts of UTA Graduate Students in our CfMD Advanced Design Studio.

We have been able to explore a range of Research Topics which we believe to be important for quantifying the benefits of increased Density. This Overview will highlight the focus of CfMD Research to date with appropriate thanks to our Advisory Board fundors, and professional firms who have co-sponsored our Roundtable Series, as without their financial support, we could not have published the outcomes.

Tax Increment Financing
Research on TIF for Financing of sizable development in five Texas cities; study illustrates TIF is a viable tool for leveraging development and generating new City Taxes.
CfMD RJ Vol #3 2014

Pre-Development Feasibility Testing
CfMD RJ Vol #3 2014

Strategic Industry Clusters
Research on distinctive competencies vital for an urban region’s economic strength; exploration of current and technology-Influenced Clusters.
CfMD RJ Vol #2 2013

Changing Demographics
Substantial increase in Hispanic populations let broad impact on urban and suburban development and generate new opportunities from this unique cultural and economic cohort.
CfMD RJ Vol #2 2013

Fusion of Decision Systems
CfMD RJ Vol #3 2014

Public Private Partnerships
Research on Special-Purpose Entities with capacity to manage Multi-Phase Multi-Year Developments and withstand Market/Political Cycles with authority to fund Infrastructure.
CfMD RJ Vol #4 2015

Industry Outreach
Crescent Resources
Joseph Pitchford, Principal of Crescent Resources for Cesar Pelli designed Mixed-Use Office Tower in Uptown Dallas.

CfMD Outreach
Director Buckley conducted the CfMD Roundtable Series and presentations to PREA Los Angeles; CoreNet at Harvard / UPenn; NAIOP Dallas, NOLA New Orleans, AIA Ft Worth; ICSC Mexico City
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Industry Leaders provide guidance on research topics, promoting dedicated research, and securing outside financial support.

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