

PLAZA at ROCKWALL

JCPenney

belk

BEST
BUY

DICK'S
SPORTING GOODS

STAPLES

DRESSBARN

ULTA

maurices

LANE BRYANT

P.S.A.BANK

THE CHILDREN'S
PLACE



MidSouth

1102



ACKNOWLEDGEMENTS

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John Ankrum, *Former Building Inspections Supervisor*

The image shows the exterior of a modern, two-story brick building with large glass windows. The sky is blue with light clouds. A red SUV is parked in the foreground on the left. A tall white light pole stands on the right side of the building. The main sign on the building features a blue flame-like logo to the left of the word "BAYLOR" in large blue letters, with "Emergency Medical Center" in smaller grey letters below it. A red "EMERGENCY" sign is mounted on the overhang above the entrance on the left.

 **BAYLOR**
Emergency Medical Center

EMERGENCY

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CHAPTER 1 EXISTING CORRIDOR CONDITIONS





↑ Dallas
Greenville →

RIGHT LANE
MUST
TURN RIGHT

WEST
30
EAST
30

KENTUCKY

SECTION 1 INTRODUCTION

The Interstate Highway 30 (IH-30) Corridor serves as the City of Rockwall's principal commercial/retail and transportation corridor. Retail and commercial businesses along this passageway are responsible for a large majority of the sales tax generated within the city. Since Rockwall has become the main commercial/retail generator for the county, IH-30 has served as the primary east/west roadway and acts as not only the gateway for traffic entering and exiting the city, but also the county. In addition, Rockwall's businesses have greatly benefited from the high volumes of traffic carried by IH-30 on a daily basis; however, as the region grows so do the cities situated east of Rockwall, and as demand for commercial/retail grows in these communities, businesses will be attracted to these areas. To maintain the City's competitiveness in the region, Rockwall's City Council directed staff to study the IH-30 Corridor and provide potential strategies that will: (1) address retail/business retention in the corridor, (2) provide strategies to target regional land uses, and (3) provide a plan for strategically located vacant land along IH-30. It is also the intent of this document to act as a roadmap for planning the IH-30 Corridor's land uses and development characteristics to ensure the future prosperity of the community.

STAFF PLANNING COMMITTEE (SPC)

To begin the corridor study, staff organized an internal action committee that was composed of members from various city departments. The majority of these staff members had some involvement with development or the development review process. These members included representatives from the Planning and Zoning, Building Inspections, Engineering and Fire Marshal Departments. The committee also included two (2) members from the administration (*i.e. the Public Information Officer and the Executive Secretary*). The purpose of this committee was to serve as the primary recommending body responsible for putting together the existing corridor conditions, benchmarking analysis and plan alternatives that would be taken for public comment.

SECTION 2 ASSESSMENT OF EXISTING CONDITIONS

After defining the boundaries of the study area, the first objective to formulating a plan for the corridor involved a comprehensive review of the existing corridor conditions. This data collection phase of the project heavily involved

the City's Geographic Information Systems (GIS) Division, and their ability to collect and analyze data and present it in a geospatial format. In addition, staff conducted field research, which involved cataloging current land uses and collecting photos of all buildings, structures and properties within the planning area. Staff also compiled all current policies relating to development and land use regulations that affect property in the corridor.

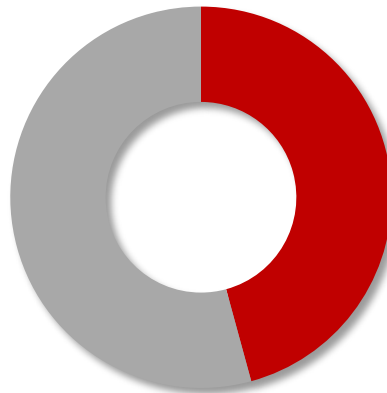
PHYSICAL ASSESSMENT OF STUDY AREA

The physical assessment of the corridor involved analyzing the existing land uses, development patterns, transportation patterns, infrastructure, and natural conditions. Staff also reviewed all existing structures in the study area (*see Appendix 'A': Existing Buildings of this document*). The following is a summary of findings for the physical assessment:

LAND USE/DEVELOPMENT PATTERNS

Currently, the corridor is 49.10% developed with 50.90% being vacant (*see Figure 1.1 below*). Development within the corridor has primarily followed a west to east pattern and has remained somewhat contiguous (*i.e. has not leapfrogged through the corridor*). The majority of the 524.98-acres of vacant land in the corridor is located east of John King Boulevard (*see Map 1.2: Built/Vacant*).

FIGURE 1.1: STUDY AREA BUILT/VACANT
GREY: BUILT (54.25%); RED: VACANT (45.75%)



Looking at the breakdown of all developed land uses in the study area, the corridor was primarily developed as retail (37.39%), with the automotive sales/service (16.45%) and industrial (15.31%) land uses being the next highest percentage of developed land within the study area (*see Table 1.1: Existing Land Uses*). The majority of the retail land uses exist west of T. L. Townsend Drive on the south side of IH-30. The industrial land uses

are opposite of the retail land uses and mostly exist west of T. L. Townsend Drive on both sides of the Highway. Automotive land uses are primarily in the center of the corridor around SH-205 and along the south side of the corridor east of SH-205 (*see Map 1.3: Existing Land Use & Highway Frontage Map*).

TABLE 1.1: EXISTING LAND USE BY ACREAGE
NOTE: EXCLUDES ALL VACANT LAND (~524.98-ACRES)

Land Use	Acreage	% of Corridor
Industrial	96.85	15.31%
School	17.32	2.74%
Medical	10.37	1.64%
Automotive Sales/Services	104.08	16.45%
Business Centers/Office	10.15	1.60%
Bank	5.31	0.84%
Restaurant	53.77	8.50%
Church	45.67	7.22%
Gas Station	26.53	4.19%
Government	14.9	2.35%
Hotel/Assisted Living	11.17	1.77%
Retail	236.6	37.39%

ZONING

Looking at the zoning map, the majority of the land within the study area is zoned Commercial (C) District (53.06%) or Light Industrial (LI) District (28.29%). The remainder of the corridor is zoned Agricultural (AG) District (16.93%), General Retail (GR) District (1.00%), Planned Development District (0.43%), and Heavy Commercial (HC) District (0.29%) (*see Map 1.4: Map of Zoning*).

TRANSPORTATION

The network of streets in the corridor is for the most part existing, with the exception of a few proposed streets that will be located in the eastern part of the corridor. These streets are all anticipated to be constructed with the development of the remaining 50.90% vacant land (*i.e. development driven*), and are currently on the City's Master Thoroughfare Plan contained in the Comprehensive Plan.

Looking at the traffic counts in the area, IH-30 currently carries around 123,986 trips per day at the western boundary of the study area. This drops to 70,526 trips per day at the eastern boundary of the study area, which is also the city limits between the City of Rockwall and the City of Fate. This means that 53,460 trips per day are traveling through the City of Rockwall, and using either Ridge Road (FM-740), Goliad Street (SH-205), John

King Boulevard, or FM-3549. In addition, Goliad Street (SH-205) currently carries 28,604 trips per day heading north and 18,143 trips per day heading south. Ridge Road currently carries 27,503 trips per day heading north and 24,995 trips per day heading south. These numbers are anticipated to increase with the surge of residential development taking place in both the northern and southern sections of the City. The SPC also anticipates an increase in vehicular activity at the corner of the John King Boulevard as a result the recent ramp reversal project and the proposed future designation as a state highway. Currently, no traffic counts have been collected along John King Boulevard around the intersection of John King Boulevard and IH-30 (see *Map 1.5: Transportation Facilities*).

INFRASTRUCTURE

As with the built/vacant section above, the corridor's infrastructure is somewhat split by developed property and undeveloped property. The majority of the corridor west of Industrial Boulevard on the north, and west of Kristy Lane on the south, has existing water and wastewater facilities that are adequate for the present development and any potential redevelopment (*that conforms to the Land Use Plan*). With this being said, water facilities are currently available for all properties in the study area that have frontage on the IH-30 Frontage Road with the exception of the properties east of FM-3549. Wastewater will be required to be installed with any proposed development on the vacant tracts of land in the corridor; however, existing wastewater facilities do exist on the east side of John King Boulevard. Currently, all proposed water/wastewater facilities are driven by development, and will be provided in accordance to the Master Water and Wastewater Plans (see *Map 1.9: Map of Storm Water Facilities, Map 1.10: Map of Water Facilities and Map 1.11: Map of Wastewater Facilities*).

FLOODPLAIN AND TOPOGRAPHY

Currently, there is 55.18-acres of floodplain existing within the corridor. All of the floodplain runs north to south, parallel with Industrial Boulevard, and only affects ~13-15 properties within the corridor. The majority of these properties are developed (see *Map 1.7: Map of Floodplain and Topography*).

The topography in the study area fluctuates some throughout the corridor on the developed and vacant properties; however, there does not appear to be any major issues or hurdles

with regard to topographic variation in the study area (see *Map 1.7: Map of Floodplain and Topography*).

EXISTING STRUCTURES

The age of the buildings in the study area -- for the most part -- progress linearly from west to east following the development pattern of the corridor. These structures range in age from the early 1970's to present. It does appear that the majority of the larger retail developments were built between 1995-1999 and 2005-2009. The majority of the industrial buildings appear to have been built in the late 1980's and early 1990's.

Based on the age of the buildings only a small percentage of the corridor has been built utilizing the current overlay district requirements, which were originally approved in 2004. The areas that were constructed to the current corridor development standards all appear to be in and around the intersection of IH-30 and SH-205 (see *Map 1.8: Map of Existing Building Footprints/Building Ages*).

POLICY ASSESSMENT OF STUDY AREA

The policy assessment portion of the existing condition assessment primarily involved examining various sections of the Unified Development Code (UDC) and the Comprehensive Plan to compile the development regulations, policies and guidelines affecting properties within the study area. The following is a summary of the findings from the policy assessment:

ARTICLE IV: UDC

Article IV, *Permissible Uses*, of the UDC contains a list of all the permissible land uses allowed in the City broken out by zoning district. For the most part these regulations apply citywide and do not impose any special restrictions or grant any specific permissions for the properties within the IH-30 corridor; however, the article does provide two (2) specific restrictions with regard to land use adjacent to IH-30. These are as follows:

Outside Storage and/or Outside Display

"No outside storage shall be allowed in any zoning district adjacent to IH-30. However, on property that is zoned Light Industrial (LI) District and adjacent to IH-30, a Specific Use Permit (SUP) may be considered on a case-by-case basis to allow for outside storage and/or display in conjunction with a use that is permitted under this article [i.e. Article IV; UDC]. An SUP approved for this use may be subject to time limitations, site /landscaping or

building enhancements, or other restrictions deemed appropriate by the Planning and Zoning Commission or City Council."

Boat and Trailer Dealership (New and Used)

"Such uses shall only be permitted along IH-30 and other arterials, as identified on the City's Thoroughfare plan, but shall be excluded within the Scenic Overlay District along FM-740 and SH-66."

Both of these land use standards are targeted at limiting industrial development and outside storage/display within the study area.

ARTICLE V; UDC

Article V, *District Development Standards*, of the UDC contains the development standards for all zoning districts and overlay districts in the City. This includes the IH-30 Corridor Overlay (IH-30 OV) District, which lays out additional standards for increased landscaping and architectural requirements. A summary of these additional requirements is as follows:

- 90% Masonry
- 20% Natural Stone
- Four (4) Sided Architecture
- Row of Trees Behind the Building
- 25-Foot Minimum Setback Adjacent to IH-30
- No More Than One (1) Row of Parking Between the Building and IH-30
- Eight (8) Foot Masonry Trash Enclosure
- Two (2) Canopy and Four (4) Accent Trees per 100-Linear Feet of Frontage Along IH-30
- 20-Foot Landscape Buffer
- Berm and/or Shrub Row in the Landscape Buffer

In addition, the overlay district requires that any variance be subject to a ¾-majority vote of the City Council for approval.

LAND USE POLICIES; COMPREHENSIVE PLAN

Under the *Land Use* section of the HOMETOWN 2000 Comprehensive Plan, the following policy statements regarding the IH-30 Corridor were included:

"1.A. Reserve adequate land for industrial uses on or near IH-30, the proposed Outer Loop and in other areas of the City deemed appropriate for industrial and employment driven development."

"5. Reserve adequate land for industrial and employment uses on or near IH-30, the Outer Loop and other areas of the City."

In addition, the *Future Land Use Plan* contained in this section designates property along IH-30 -- and situated in the study area -- as being dedicated for the following designations: Special Commercial Corridor (37.59%), Commercial (38.35%), Technology/Light Industrial (13.33%), Public Uses (3.10%) and Quasi-Public Uses (2.94%). The *High Density Residential* and *Parks and Open Space* designations also showed up in the study area; however, not to the extent as the previously stated land use designations (i.e. 0.01%) (see *Map 1.9: Future Land Use Map*).

URBAN DESIGN FRAMEWORK; COMPREHENSIVE PLAN

Under the *Urban Design Framework* section of the Comprehensive Plan the only references to the IH-30 Corridor are in response to strengthening "...Rockwall's identity and sense of arrival upon entering the City." This section describes creating clear visibility from the IH-30 Bridge and gateways at key entry points along IH-30.

URBAN DESIGN DEVELOPMENT; COMPREHENSIVE PLAN

The *Urban Design Development* section of the Comprehensive Plan makes the following reference to IH-30:

"9.A. Consider proactive methods to encourage high quality and inspiring architecture throughout the City, particularly on undeveloped sites that are highly visible from IH-30 or other major traffic routes."

TRANSPORTATION; COMPREHENSIVE PLAN

Under the *Transportation* section of the Comprehensive Plan, the IH-30 Corridor is referenced under the following policy:

"7. Continue to work with the Texas Department of Transportation (TXDOT) to optimize access and circulation in the IH-30 Corridor."

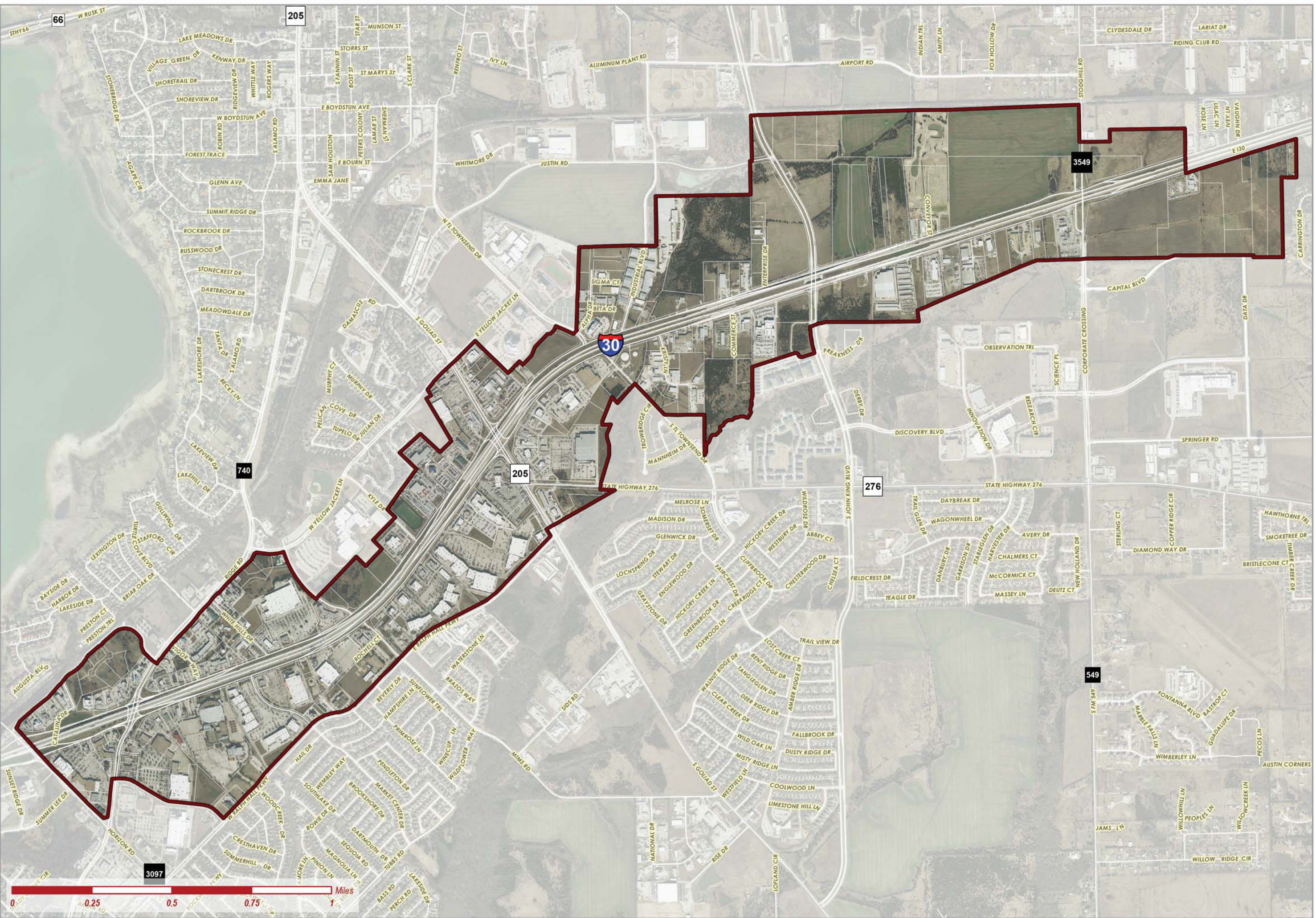
While other sections of the Comprehensive Plan and UDC may have requirements that affect potential development and redevelopment within the IH-30 corridor these sections are the only policy/requirements contained in the documents that directly

reference the property in the study area (i.e. the IH-30 Corridor).

It should be noted that this analysis was completed prior to the adoption of the OURHOMETOWN Vision 2040 Comprehensive Plan update; however, no major policy shifts were identified that would alter the findings of the *Policy Assessment*.

MAP INDEX

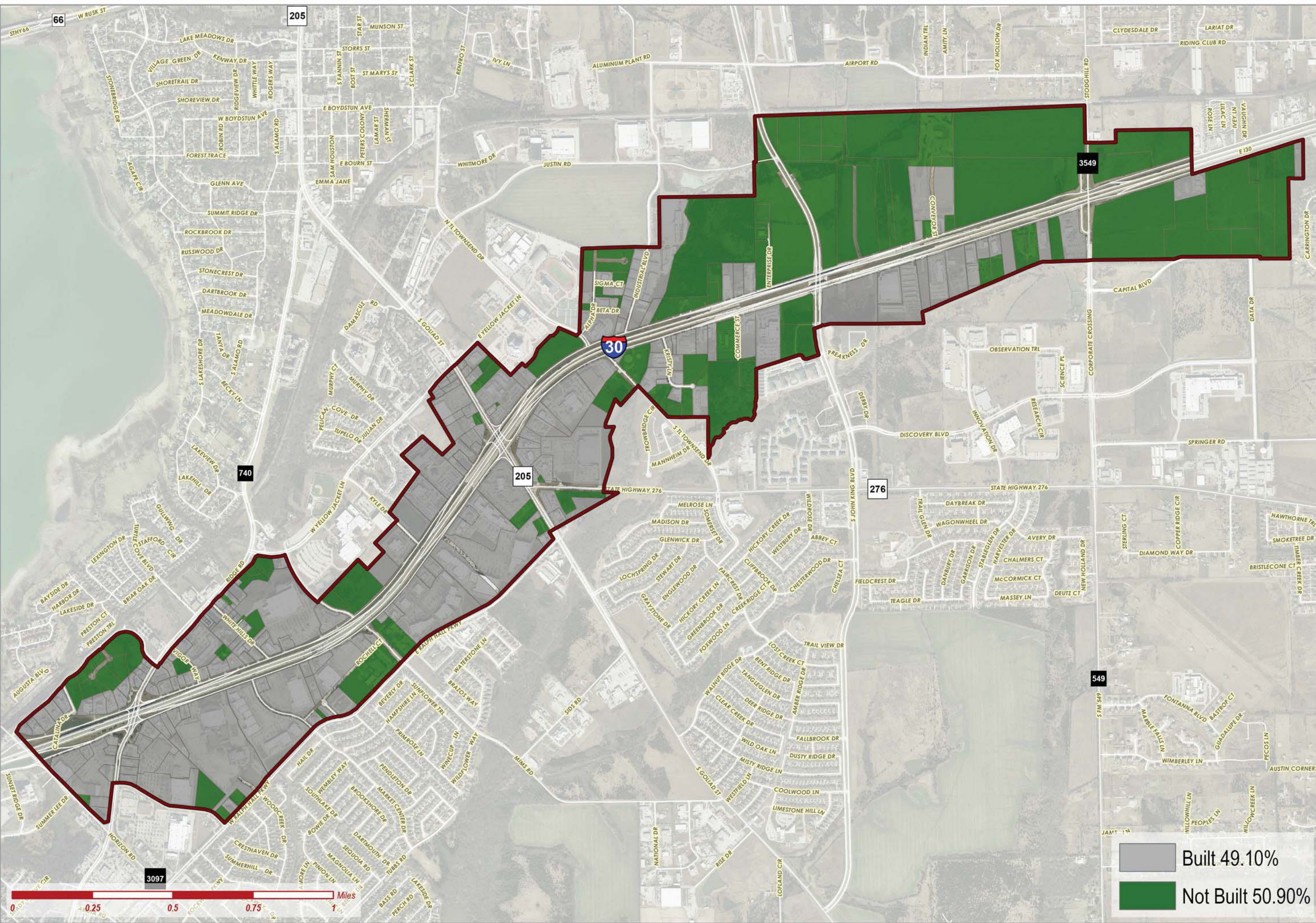
- (1) MAP 1.1: MAP OF STUDY AREA
 - (2) MAP 1.2: BUILT/VACANT MAP
 - (3) MAP 1.3: EXISTING LAND USE & HIGHWAY FRONTAGE MAP
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 - (5) MAP 1.5: MAP OF TRANSPORTATION FACILITIES
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 - (8) MAP 1.8: MAP OF EXISTING BUILDING FOOTPRINTS/BUILDING AGES
 - (9) MAP 1.9: MAP OF STORM WATER FACILITIES
 - (10) MAP 1.10: MAP OF WATER FACILITIES
 - (11) MAP 1.11: MAP OF WASTEWATER FACILITIES
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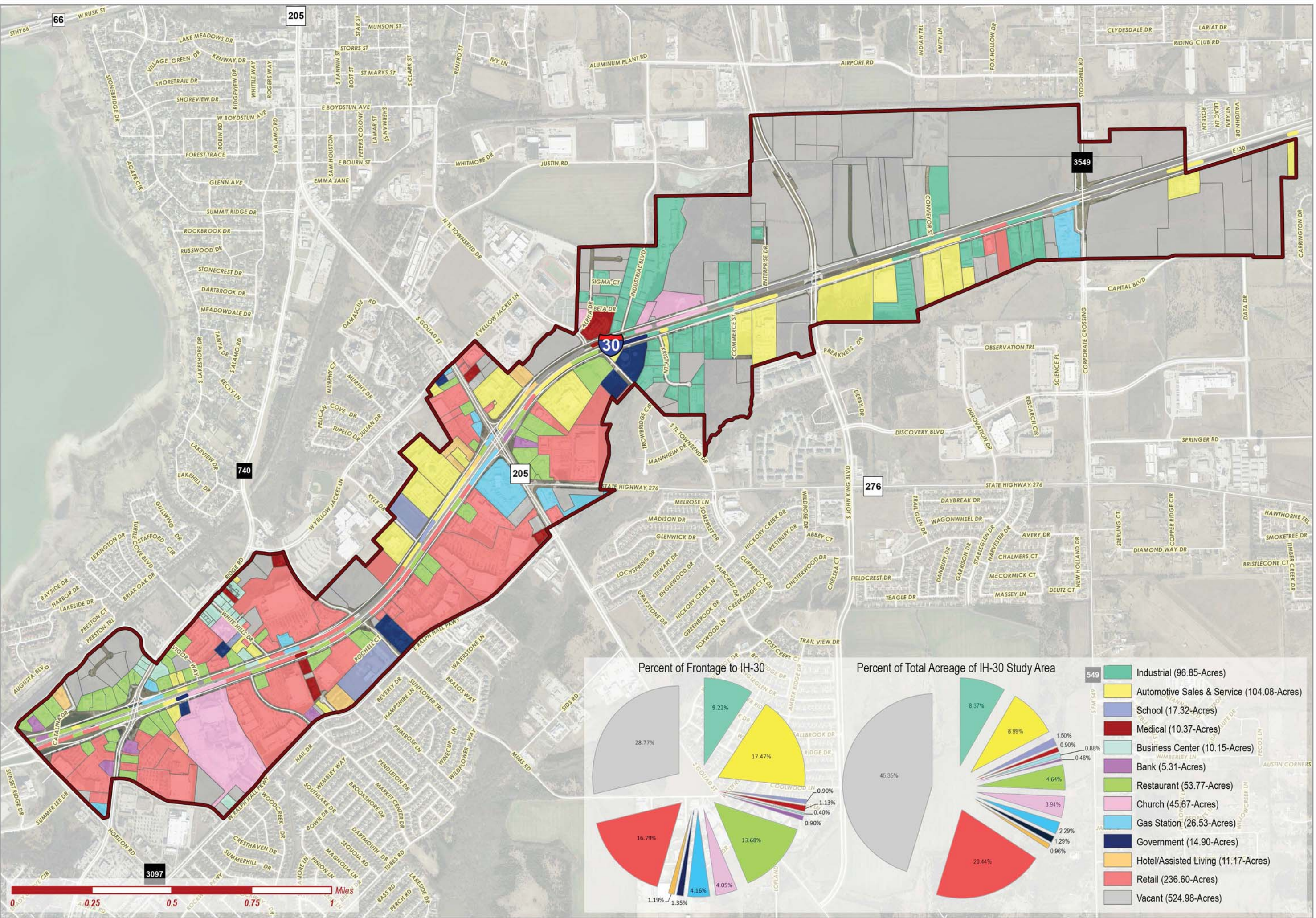
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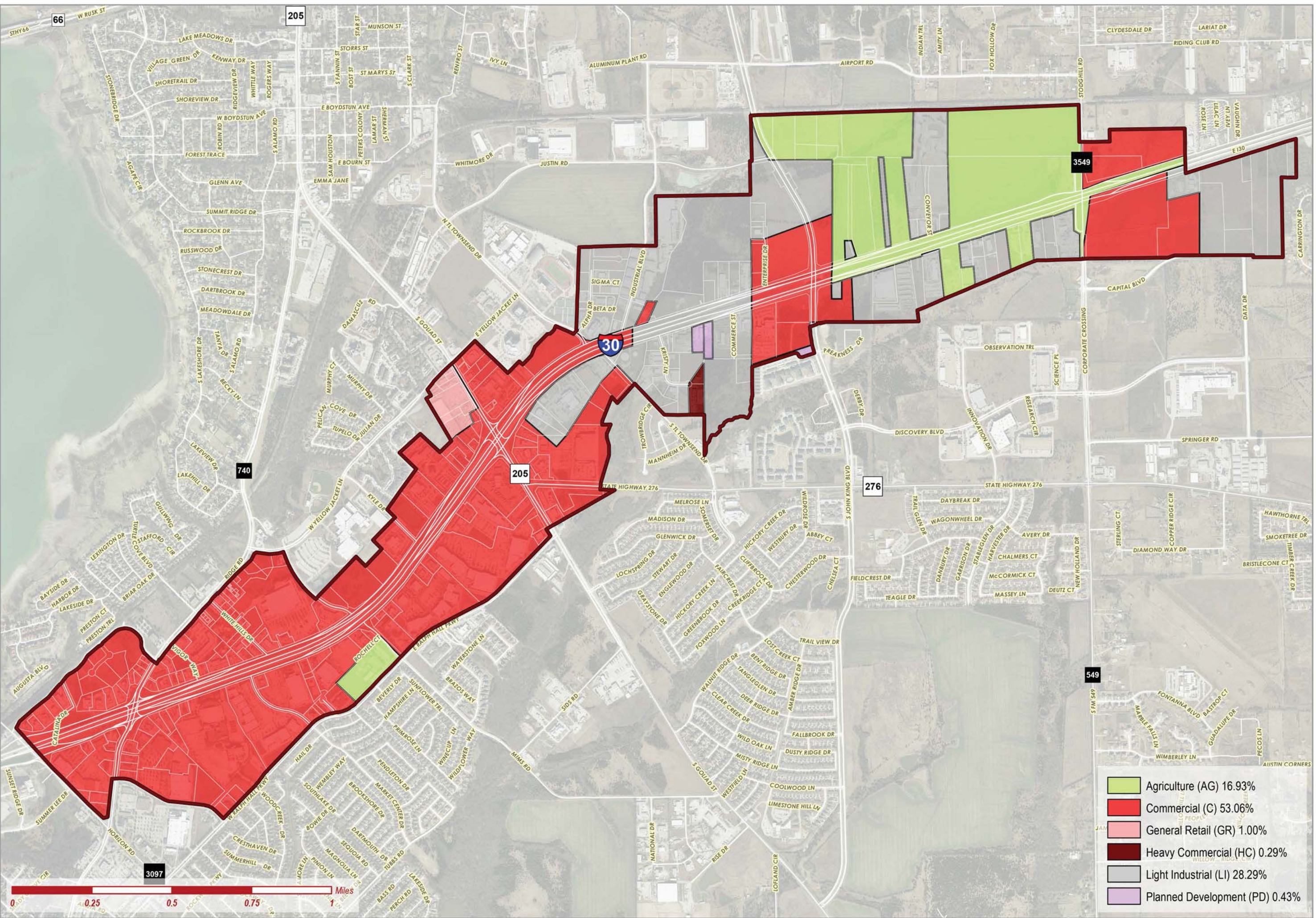
STUDY AREA



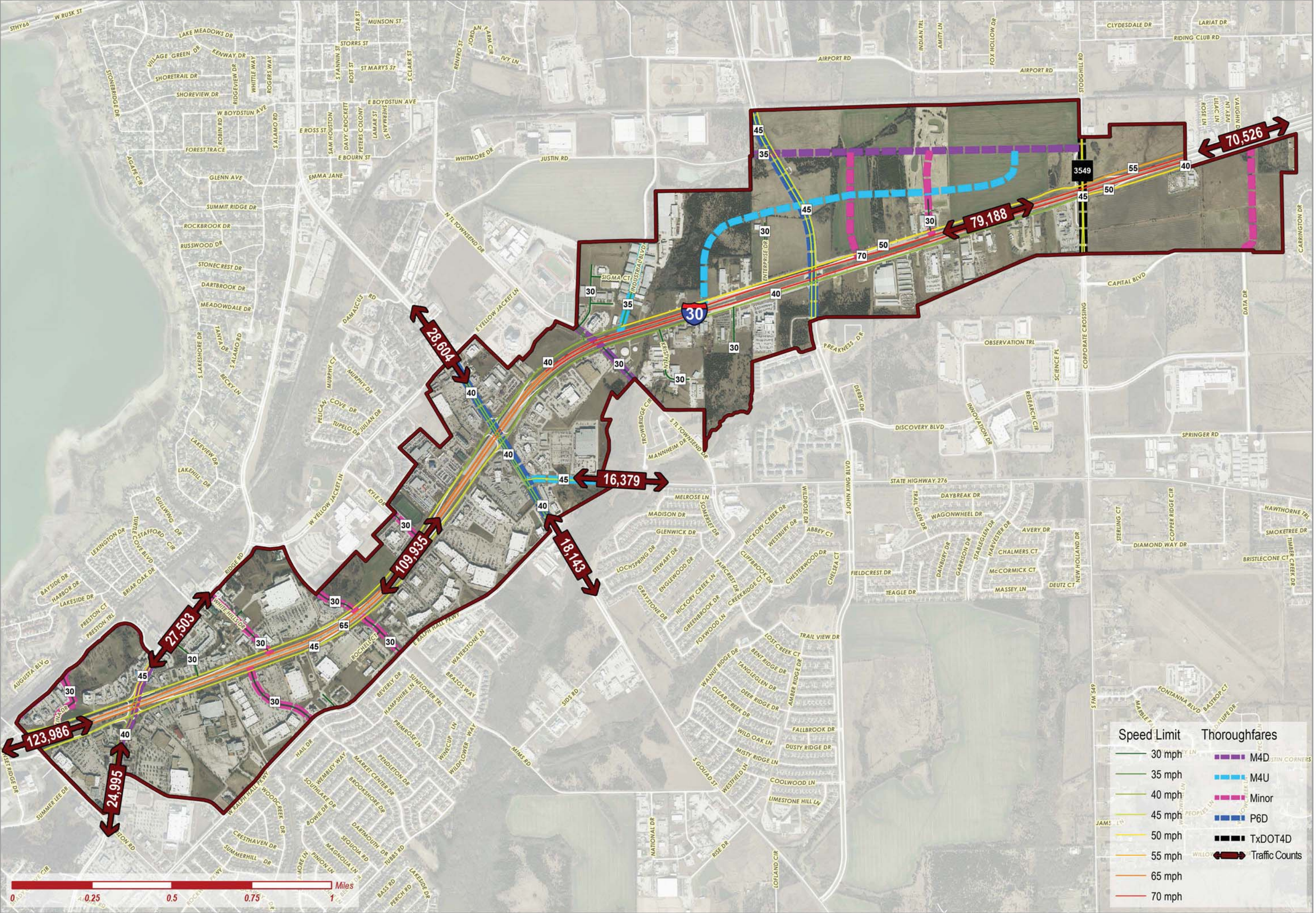


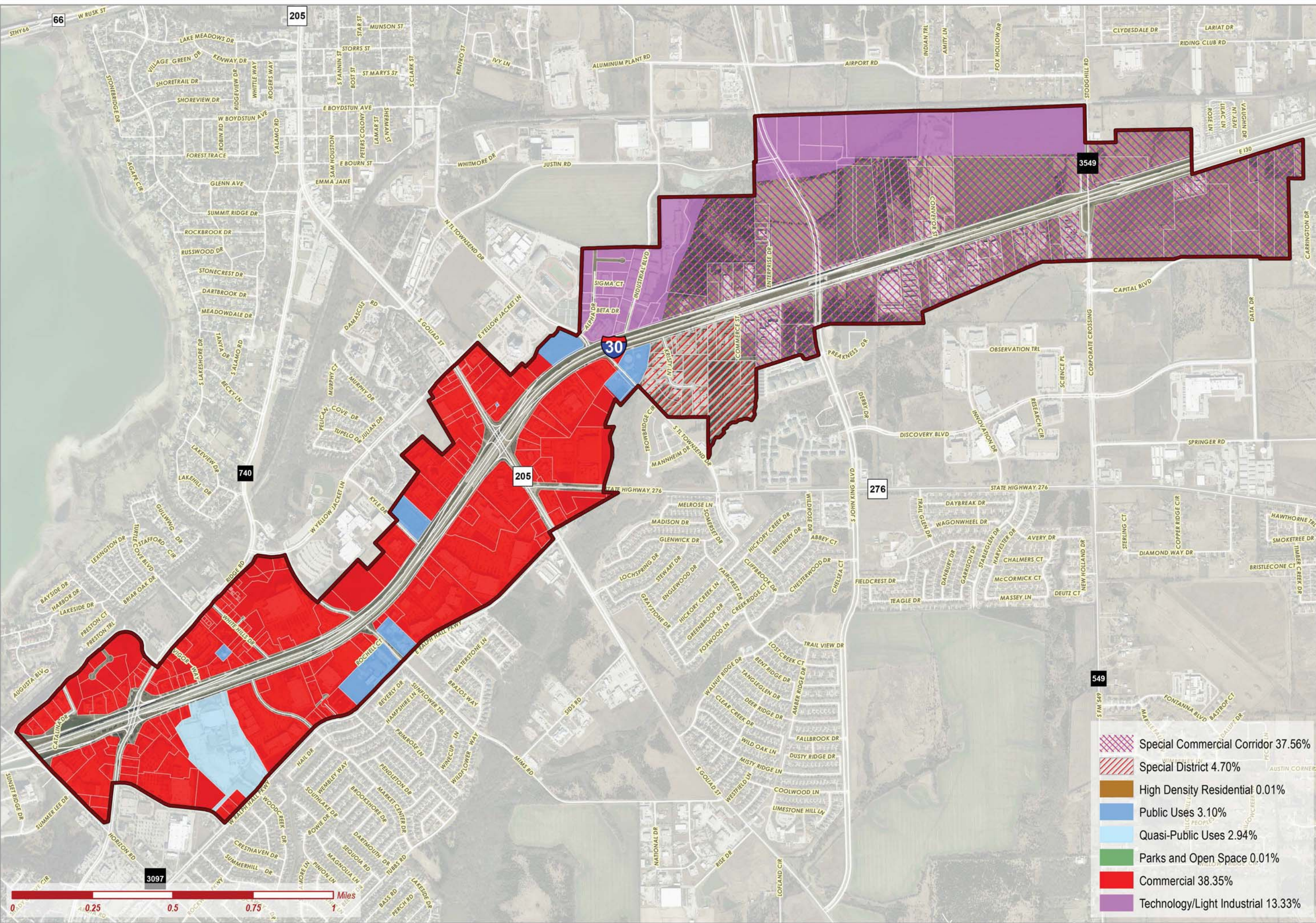
Built 49.10%
Not Built 50.90%



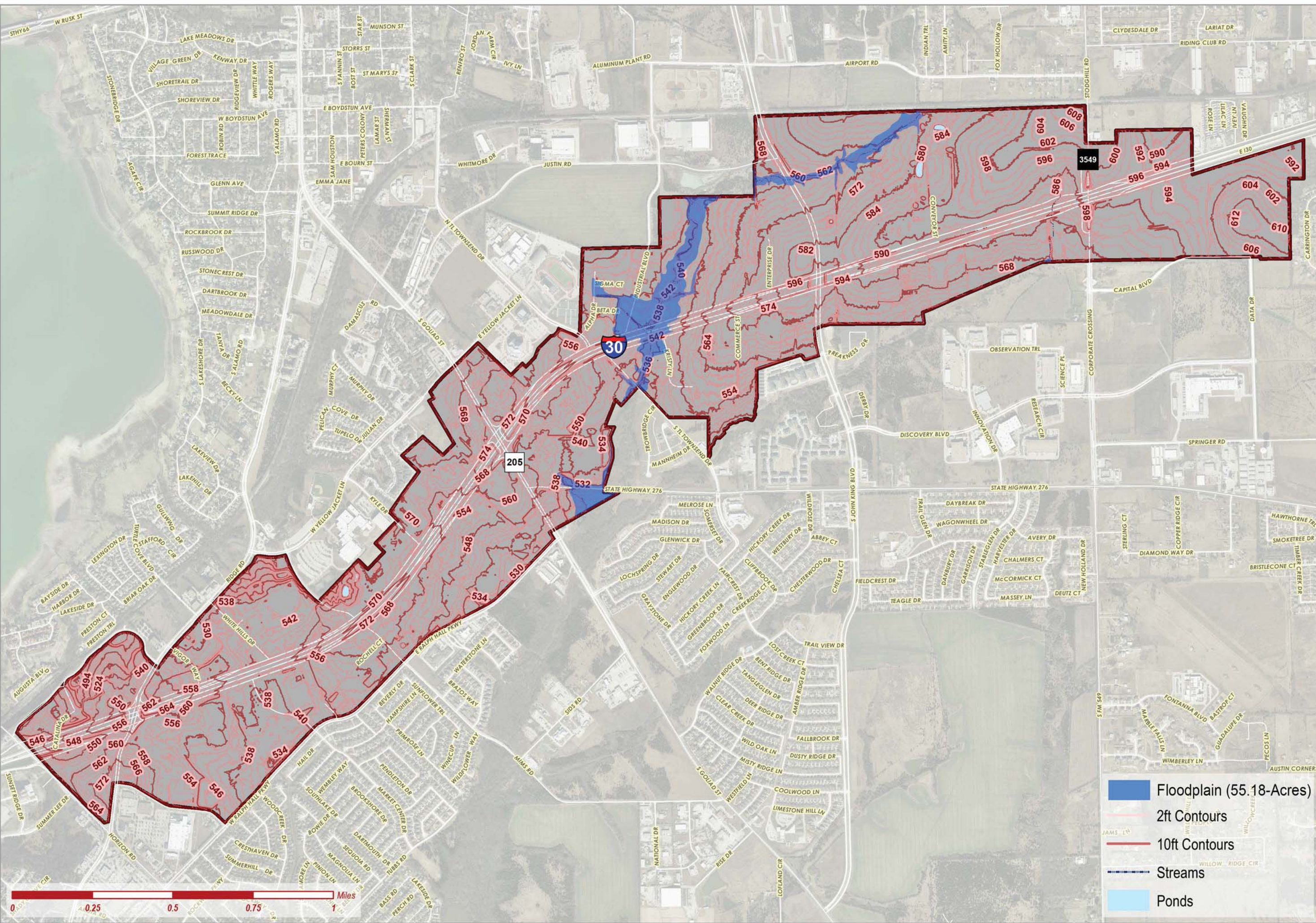


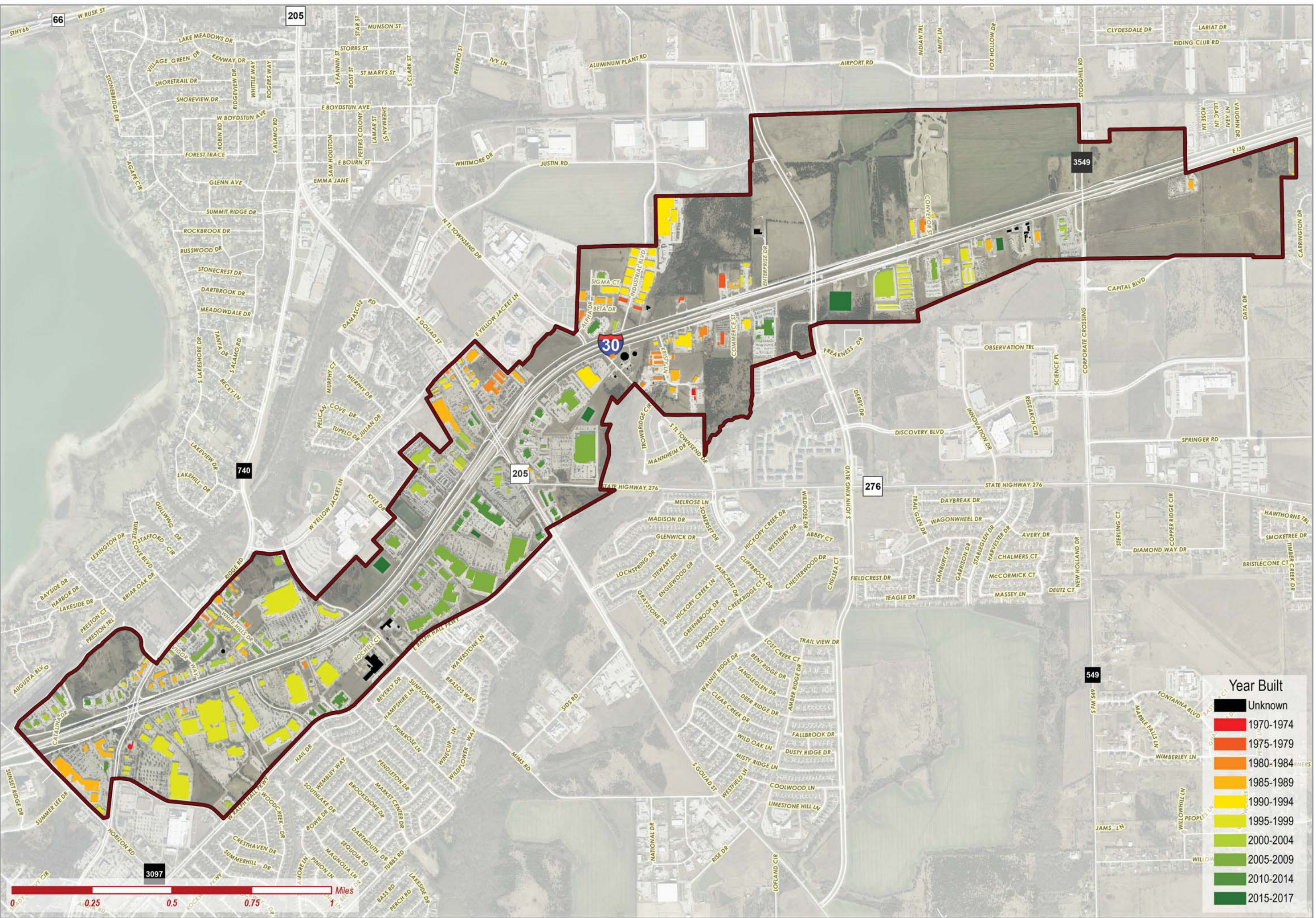
	Agriculture (AG) 16.93%
	Commercial (C) 53.06%
	General Retail (GR) 1.00%
	Heavy Commercial (HC) 0.29%
	Light Industrial (LI) 28.29%
	Planned Development (PD) 0.43%

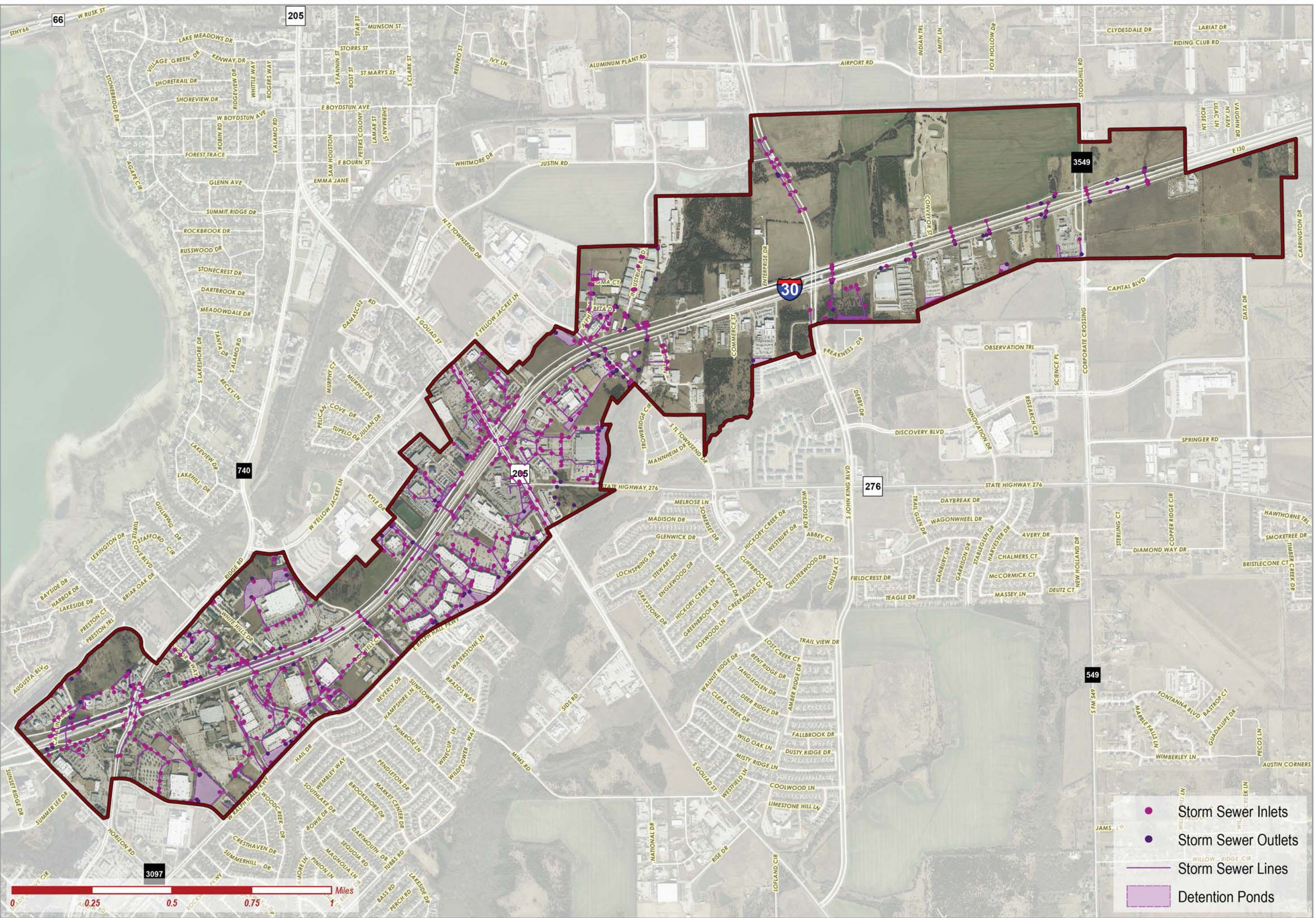




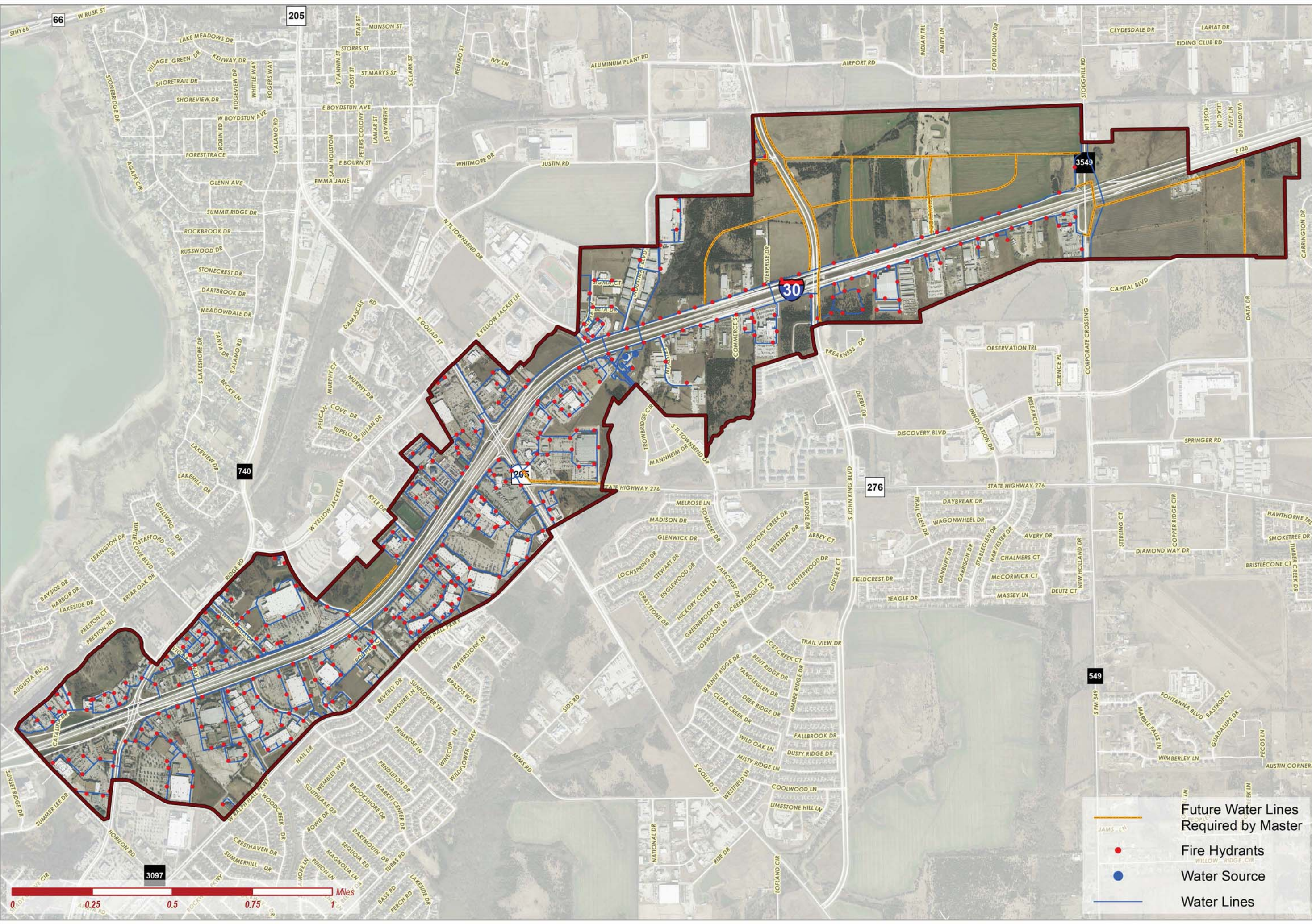
	Special Commercial Corridor 37.56%
	Special District 4.70%
	High Density Residential 0.01%
	Public Uses 3.10%
	Quasi-Public Uses 2.94%
	Parks and Open Space 0.01%
	Commercial 38.35%
	Technology/Light Industrial 13.33%







- Storm Sewer Inlets
- Storm Sewer Outlets
- Storm Sewer Lines
- Detention Ponds



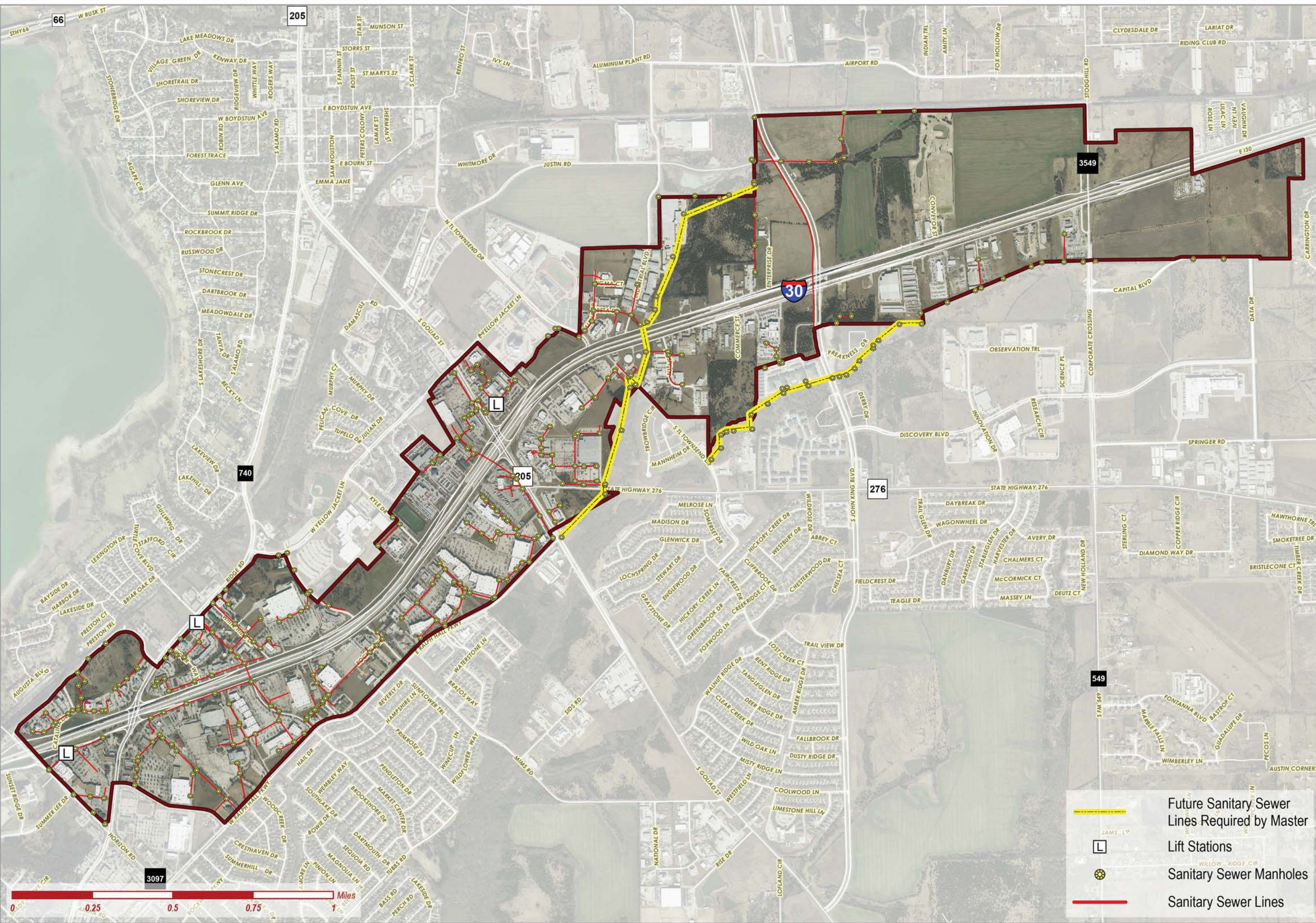
Future Water Lines Required by Master

Fire Hydrants

Water Source

Water Lines





Future Sanitary Sewer Lines Required by Master

Lift Stations

Sanitary Sewer Manholes

Sanitary Sewer Lines

CHAPTER 2 RETAIL TRADE AREA ANALYSIS





SECTION 1 PURPOSE OF TRADE AREA ANALYSIS

As part of the existing conditions assessment, the Staff Planning Committee (SPC) performed an analysis of the retail trade areas for all businesses situated within the IH-30 Corridor study area. In this case, *Trade Area* is defined as the geographic area from which a community generates the majority of its customers. This is typically the geographic area that represents ~75% of all customers shopping in the community. For this study, *Trade Area* was broken down into three (3) categories:

- ☑ *Convenience Trade Area.* The *Convenience Trade Area* is the area that consumers are willing to travel for small convenient goods that are typically sold by strip centers, neighborhood retail centers, or community retail. This area is typically between one (1) to ten (10) miles or a driving time of five (5) to 15-minutes.
- ☑ *Trade Area.* The *Trade Area* is the more traditional idea of what a trade area is. This includes uses like regional centers, power centers, lifestyle restaurants, and some theme/festival businesses. This area is typically between ten (10) to 20-miles or a driving time of 15 to 30-minutes.
- ☑ *Wide Trade Area.* The *Wide Trade Area* is an area that typically contains a regional retail draw like a warehouse club or a super-regional user. These areas are heavily influenced by store availability and regional competition, and are typically between 20 to 30-miles or a drive time of 30 to 45-minutes; however, these areas can extend further depending on the availability of other regional retail uses.

The purpose of this exercise was to understand the corridor's current trade areas, and how changes to the retail mix in the corridor could affect the City in the future.

SECTION 2 RETAIL BUSINESS DEFINITIONS

To begin this process, the SPC needed to establish definitions that could be used to classify each business type within the corridor. To achieve this, the SPC looked at definitions derived from a list prepared by the International Council of Shopping Centers

(ICSC) (i.e. *the global trade organization for the shopping center industry*)¹. From these definitions, the SPC made slight modifications to meet the needs of the study (see *Table 2.1: Retail Designations for a complete breakdown of each retail type*). The resulting set of definitions was then used to classify each business in the corridor for the purpose of projecting their respective trade area (see *Map 2.1: Map of Retail Designations*).

SECTION 3 DATA COLLECTION METHODS AND USE

In calculating a probabilistic retail trade area, staff utilized multiple quantitative inputs (e.g. *distance/travel time, sales tax, population, retail locations road network demographics, etc.*) and some qualitative inputs (e.g. *attractiveness, environment, etc.*). The qualitative variables were weighted using an established set of assumptions provided by the SPC. In addition, staff was required to gather data from several different data sources. A summary of the variables used in this study, their respected data source, and how the information was used to make assumptions by the SPC is as follows:

- ☑ *Sales Tax and Community Attractiveness.* The 2015 gross sales tax data was acquired from the State of Texas Comptroller's Office. This information was also used by the SPC as a measure of a community's attractiveness. The assumption was that the higher the sales tax the more the community offered and thus the more attractive the community was to a consumer. The community's population was used to normalize this variable.
- ☑ *Demographics and Population.* Population data was gathered from the North Central Texas Council of Governments (NCTCOG). In cases where the NCTCOG did not provide population for the particular cities used in this study, the 2010 US Census population estimates were used. In addition, the SPC used the 2010 US Census and the America Community Survey to gather miscellaneous demographic data necessary to complete the study.
- ☑ *Retail Locations/Businesses and Alternatives.* Information concerning store type and locations were gathered from the Rockwall Geographic

Information Systems (GIS) Division, the NCTCOG, and ESRI. This information was also used to establish competition/competitive factors existing between other stores and cities.

- ☑ *Road Network and Traffic.* The roadway network datasets that were used in this study were acquired from the Texas Natural Resources Information System (TNRIS) and the Texas Department of Transportation (TXDOT). TNRIS is the GIS data clearinghouse for the State of Texas, and provides the shapefiles necessary to run a drive time analysis. TXDOT provided information concerning traffic volumes and traffic patterns.

SECTION 4 RETAIL TRADE AREA MODELS

In generating the actual trade areas, staff utilized four (4) different models/methods that could be implemented using the City's GIS software. A summary of these models/methods is as follows:

- ☑ *Thiessen Polygons.* The *Thiessen Polygons* or *Equal Competition Model* is a model that creates polygons defined by individual areas of influence around a set of points. These polygons are created with boundaries that are defined by the area that is closest to each point relative to all other points. They are defined mathematically by the perpendicular bisectors of the lines between all points. In this case, the SPC used ArcGIS to construct the *Thiessen Polygons* around major cities, which define the proximal area for each City's trade area (see *Figure 2.1*).
- ☑ *The Huff Model.* The Huff Model is a model that can be used to predict consumer spatial behavior among other various functions. It was developed in 1963 by David Huff, and is one of the more popular models due to its relative ease of use and applicability to a wide range of problems. The Huff Model is a spatial interaction model that calculates gravity-based probabilities of consumer habits. From these probabilities, the sales potential of a specific location can be calculated based on historic sales tax, population, and/or other variables. Based on the sales potential calculated for each location, the model can generate market

areas for each city being studied (see Figure 2.4).

Utilizing this model to calculate trade area, the SPC utilized [1] a list of stores/shopping centers (ranking their attractiveness and spatial locations); [2] a matrix of distance, drive times, travel costs between each City and the IH-30 Corridor; and [3] various other data sets (e.g. City boundaries, population size, land area, etc.).

- ☑ **Gravity Model.** The Gravity Model (of Trade) is a model used to estimate the amount of interaction between two (2) or more cities. The model is based off of Newton's universal law of gravitation, which measures the attraction of two (2) objects based off their mass and distance. In this case, the model was used utilizing population and the concentration of retail stores as a measure of attractiveness. This means that the larger the population and the higher the concentration of retail options the more attractive the option is to the consumer. For example, in this model Dallas would be one of the most attractive consumer options because of the large population and concentration of businesses (see Figure 2.4).

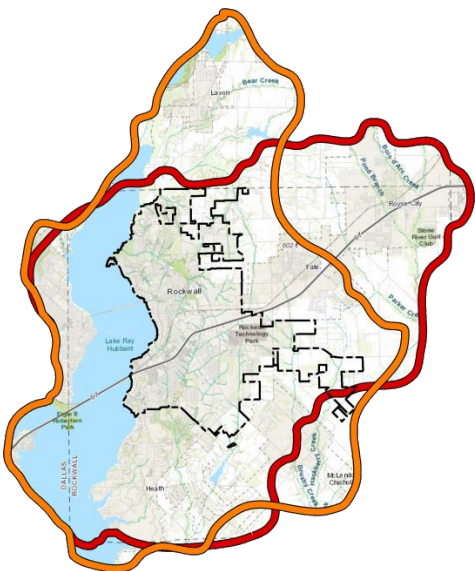


FIGURE 2.4: CONVENIENCE TRADE AREA BY MODEL GRAVITY MODEL & HUFF MODEL

- ☑ **Drive Time Analysis.** Another method that proved to be useful in analyzing trade area was the Drive Time Analysis method. This involved two (2) different approaches to the calculation of drive times. The first involved calculating the

FIGURE 2.1: THIESSEN POLYGONS

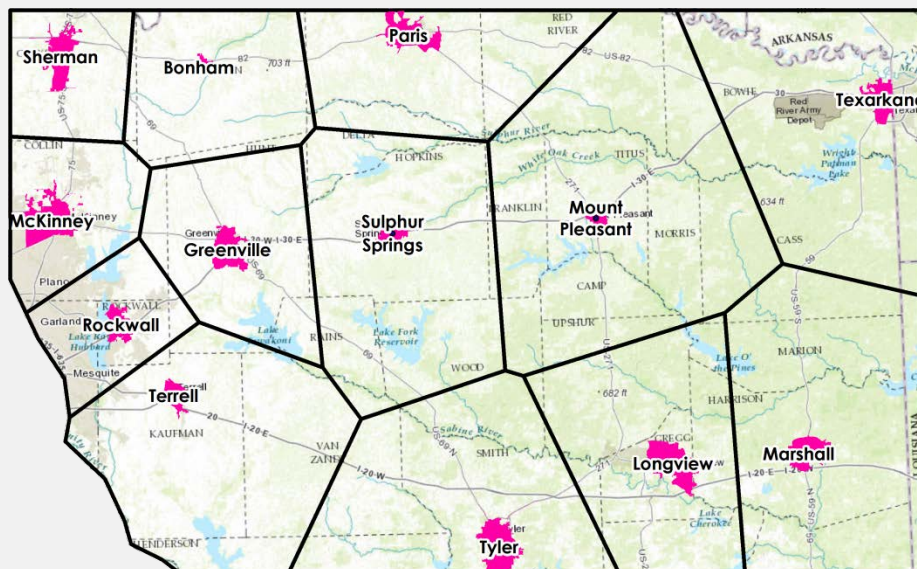


FIGURE 2.2: DRIVE TIME ANALYSIS

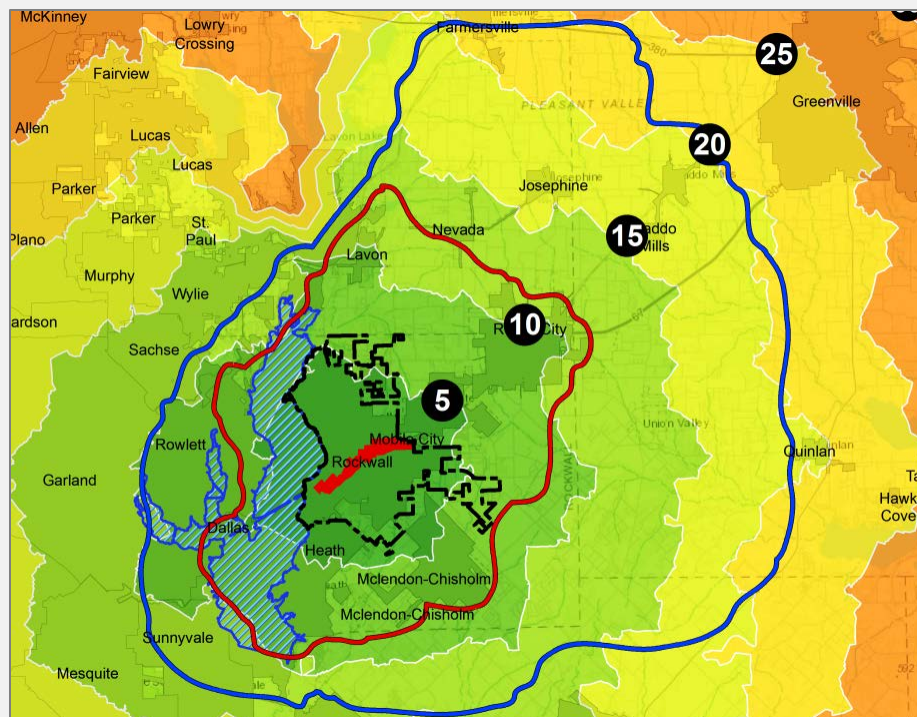


FIGURE 2.3: GENERAL RETAIL TRADE AREA (2015)



drive times at 5, 10, 15, 20, 25, and 30 miles outward from the study area utilizing the *Network Analyst* plugin for ArcGIS. This plugin calculates drive time/distance based on existing roadways (see *Figure 2.2*). This method used the assumption that the average consumer's optimum or preferred driving distance was within 12.75 miles or 17 minutes at a speed of 45 miles per hour². The second use of the *Drive Time Analysis* method was used to establish drive times for the shopping center categories identified in *Table 2.1: Retail Designation*. This model again used the *Network Analyst* plugin to calculate drive times based on the trade areas identified by the ICSC (and modified by the SPC) to project the rough trade area of each *Shopping Center Type*. Maps showing the findings from this analysis can be seen in *Exhibit 2.1: Drive Time Analysis for Shopping Center Categories*.

Despite the Huff Model and the Gravity Model producing very similar results, the SPC -- after examining the outcomes of all models -- choose an aggregate of the four (4) models results. While this was somewhat subjective and user defined, the final product does appear to be an accurate approximation of all models/methods used for this trade area analysis. This final product is depicted in *Map 2.5: Map of the Comprehensive Trade Areas*.

SECTION 5 SUMMARY OF TRADE AREA ANALYSIS

The final trade areas seem to provide a good explanation of the City's high sales tax revenues, rapid retail growth and large personal purchasing power ranking. This information is summarized below. In addition, the wide trade area is similar to the *General Retail Trade Area*³ cited by the Rockwall Economic Development Corporation (REDC). This trade area is depicted in *Figure 2.3: General Retail Trade Area (2015)*.

SECTION 6 ADDITIONAL TRADE AREA ANALYSIS

FIGURE 2.5: PER CAPITA SALES TAX OF COMPARABLE CITIES (2016)

City	Population (01/01/2015)	Per Capita Sales Tax
Allen	91,390	\$193.70
Flower Mound	66,820	\$145.91
Rowlett	56,910	\$101.87
Wylie	45,000	\$86.93
Rockwall	40,620	\$340.41
AVERAGE:	60,148	\$173.77

FIGURE 2.6: PURCHASING POWER NATIONAL RANKINGS (2017)⁴

Rank	County, State	Purchasing Power Index
1	Williamson, TN	100.00
2	Fort Bend, TX	93.34
3	Delaware, OH	91.89
4	Lander, NV	91.80
5	Rockwall, TX	91.72

FIGURE 2.7: RETAIL GROWTH IN TEXAS (2016)⁵

Rank	County	Avg. Annual Growth
1	Brazoria	19.8%
2	Tarrant	12.1%
3	Rockwall	10.7%
4	Guadalupe	10.7%
5	Williamson	10.2%

END NOTES

- ¹ *Shopping Center Definitions (2017)*. Retrieved October 13, 2016, from <http://www.icsc.org/>
- ² 2014 Survey by Bright Local (A Consumer Marketing Company)
- ³ *General Retail Trade Area (2015)*. Retrieved June 27, 2017, from <http://www.rockwalledc.com/wp-content/uploads/2015/05/RETAIL-FLIER3.pdf>
- ⁴ *Purchasing Power Ranking (2017)*. Retrieved from smartasset™ June 27, 2017, from <https://smartasset.com/mortgage/cost-of-living-calculator>
- ⁵ *Texas Retail Survey (2016)*. Retrieved June 27, 2017, from <http://texasretailsurvey.com/>

TABLE INDEX

- (1) *TABLE 2.1: RETAIL DESIGNATIONS*

EXHIBIT INDEX

- (2) *EXHIBIT 2.1: DRIVE TIME ANALYSIS FOR SHOPPING CENTER CATEGORIES*

MAP INDEX

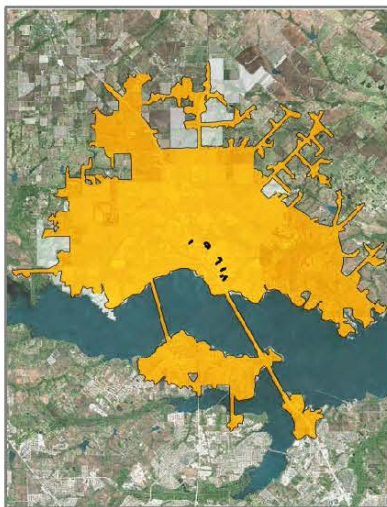
- (1) *MAP 2.1: MAP OF RETAIL DESIGNATIONS*
- (2) *MAP 2.2: MAP OF CONVENIENCE TRADE AREA*
- (3) *MAP 2.3: MAP OF TRADE AREA*
- (4) *MAP 2.4: MAP OF WIDE TRADE AREA*
- (5) *MAP 2.5: MAP OF COMPREHENSIVE TRADE AREAS*

TABLE 2.1: RETAIL DESIGNATIONS

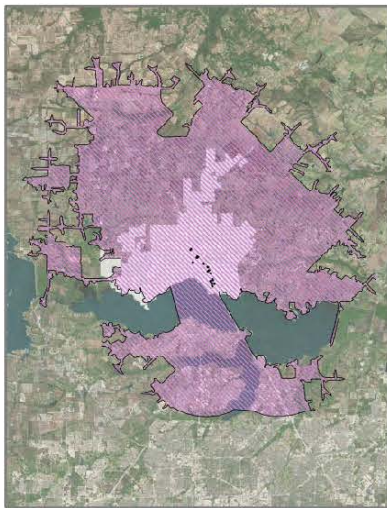
NOTE: THE COLOR DESIGNATIONS BELOW CORRESPOND TO MAP 2.1: RETAIL DESIGNATIONS.

Shopping Center Type		Concept/Description	Typical Anchors/Examples	Trade Area	Acres	Center Count	Store Count	Aggregate GIA (SF)	% of Total GIA
General-Purpose Centers	Super-Regional User	These are similar to a Regional Center, but offer more variety and assortment.	Usually a single large store (e.g. a one stop for everything store)	25-30 Miles	0	0	0	0	0
	Regional Center	These are typically offer general merchandise or fashion-oriented offerings. These centers are enclosed with inward facing stores that are connected by a common walkway with parking surrounding the outside of the perimeter.	These are typically full-line or junior department stores, mass merchant, discount department stores, and/or fashion apparel stores.	5-15 Miles	43 acres	1	40	487,586	10.24%
	Community Retail	These are typically offer general merchandise or convenience-oriented offerings. They have a wider range of apparel and other soft goods offering than a Neighborhood Center. The center is usually configured in a straight line as a strip, or may be laid out in an 'L' or 'U' shape, depending on the site and design.	These typically include discount stores, supermarkets, drug stores, large specialty discount stores (e.g. toys, books, electronics, home improvement, furnishings, sporting goods, etc.).	3-6 Miles	1 – 22 acres	5	128	921,856	20.18%
	Neighborhood Retail Center	These shopping centers are only convenience-oriented.	These typically include supermarkets, small retail banks, and daycares.	3 Miles	.5 – 1.5 acres	15	18	94,440	2.07%
Specialized-Purpose Centers	Strip/Convenience	These are typically built as attached rows of stores or services managed as a coherent retail entity. They typically have on-site parking that fronts onto the store. Open canopies and breezeways may connect the storefronts, but a strip center does not have an enclosed walkway linking the stores. A strip center may be configured in an 'L' or 'U' shape. A convenience center is among the smallest of the centers, whose tenants provide a narrow mix of goods and personal services.	These shopping centers generally consist of convenience stores (e.g. mini-mart, c-stores, fast food restaurants, and other drive-thru stores).	Less Than A Mile	.25 – 11 acres	52	106	536,150	11.74%
	Power Center	These stores are considered to be category-dominant anchors. These include department stores, off-price stores, wholesale clubs, with only a few small tenants.	These are category killers like home improvement stores, off-price and discount stores, department stores, and car dealerships.	5-10 Miles	1 – 25 acres	19	19	1,114,692	24.40%
	Lifestyle/Restaurants	These are national-chain restaurants with dining and/or entertainment.	These are typically large format, national chain restaurants and other dining/social options.	5-10 Miles	.5 – 2.5 acres	24	26	153,436	3.36%
	Warehouse Club	These shopping centers are manufacturers' and retailers' outlet stores selling brand-name goods at a discounted price.	These are manufacturers' and retailers' outlet stores.	25-30 Miles	20 acres	1	1	155,267	3.40%
Other	Theme/Festival	These types of shopping centers are centered around leisure, tourist, retail and service-oriented offerings. They typically use entertainment as a unifying theme. They are often located in urban areas, and may be adapted from older (sometimes historic) buildings and can be part of a mixed use project.	These are restaurants and other service oriented businesses with entertainment as the focus of the business.	5-25 Miles	5 – 7 acres	2	2	77,323	1.69%
	Quasi-Public/Public	These types of uses include any federal, state or local government property and public to semi-public land uses.	These are city and state buildings, churches, schools and other amenities available to the general public.	N/A	N/A	12	N/A	N/A	N/A
	Medical	These are medical service businesses or businesses intended to support medical services.	These are medical buildings.	N/A	.5 – 4 acres	5	9	58,695	1.28%
	Lodging/Residential	These are types of hotel and living accommodations that do not include single-family residential.	These are hotels, motels, apartments, townhomes, assisted living, and all other types of residential or lodging buildings.	N/A	1 – 3 acres	6	6	101,045	2.21%
Other (i.e. Non-Retail)	Office	These are general office types of uses.	These are office buildings that provide a service (i.e. not retail buildings).	N/A	.1 – 1.5 acres	23	26	157,797	3.45%
	Other non-retail land uses.	Other non-retail land uses.	These are other industrial types of buildings not defined above.	N/A	.25 – 18 acres	36	41	729,902	15.98%

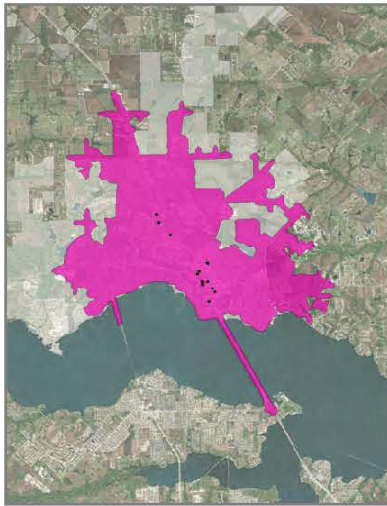
EXHIBIT 2.1: DRIVE TIME ANALYSIS BY SHOPPING CENTER CATEGORIES



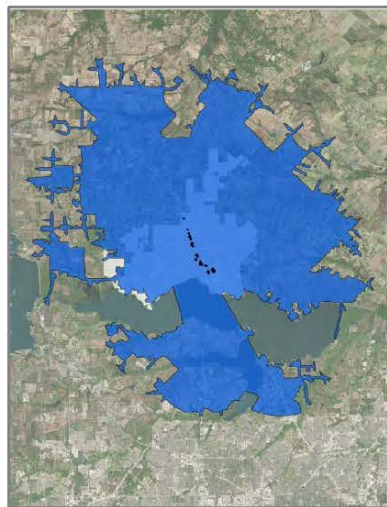
2.1.1: Community Retail Centers



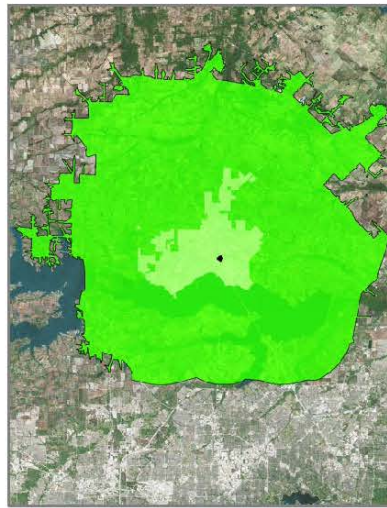
2.1.2: Lifestyle/Restaurants



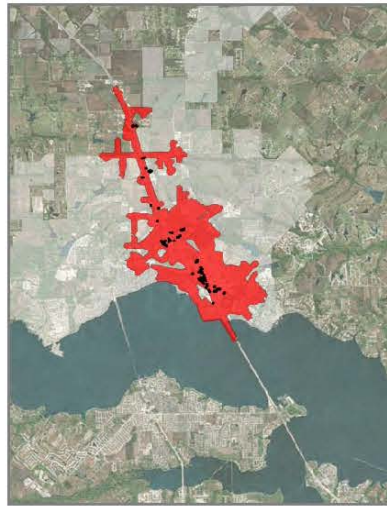
2.1.3: Neighborhood Retail Centers



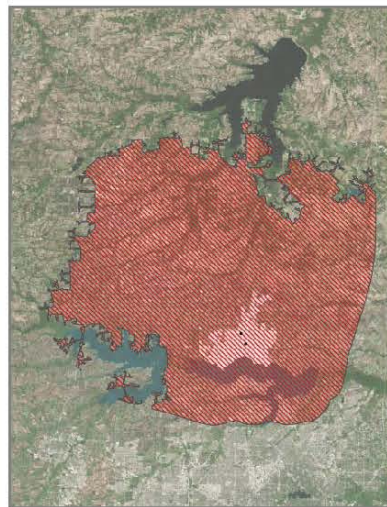
2.1.4: Power Centers



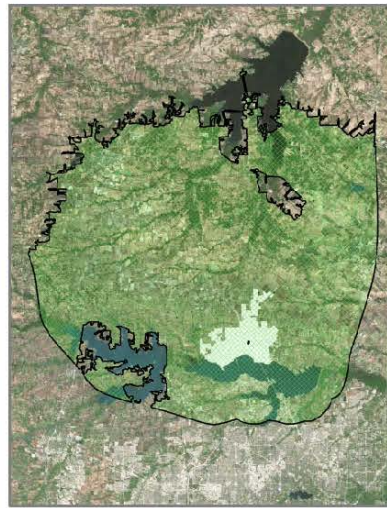
2.1.5: Regional Centers



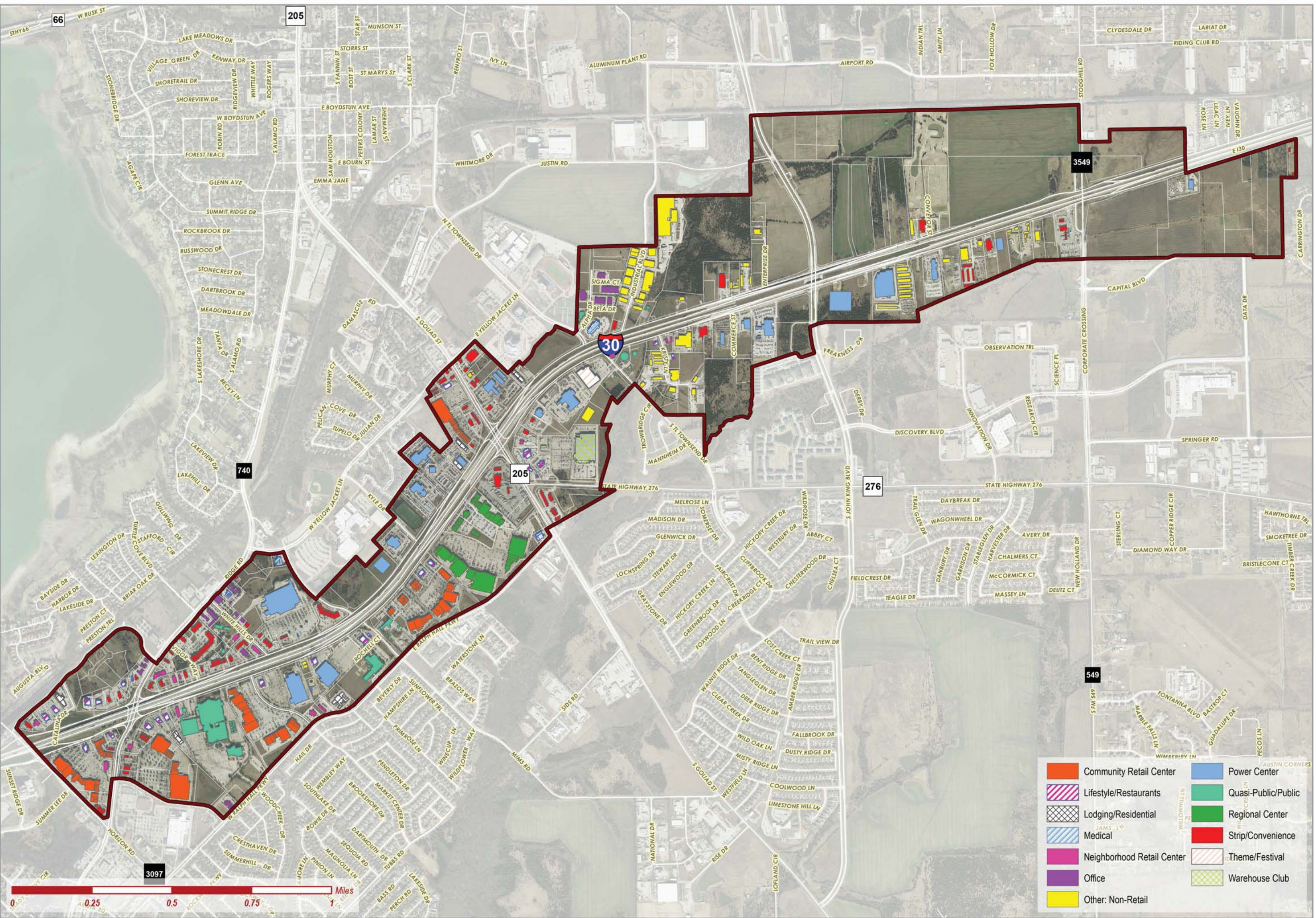
2.1.6: Strip Convenience



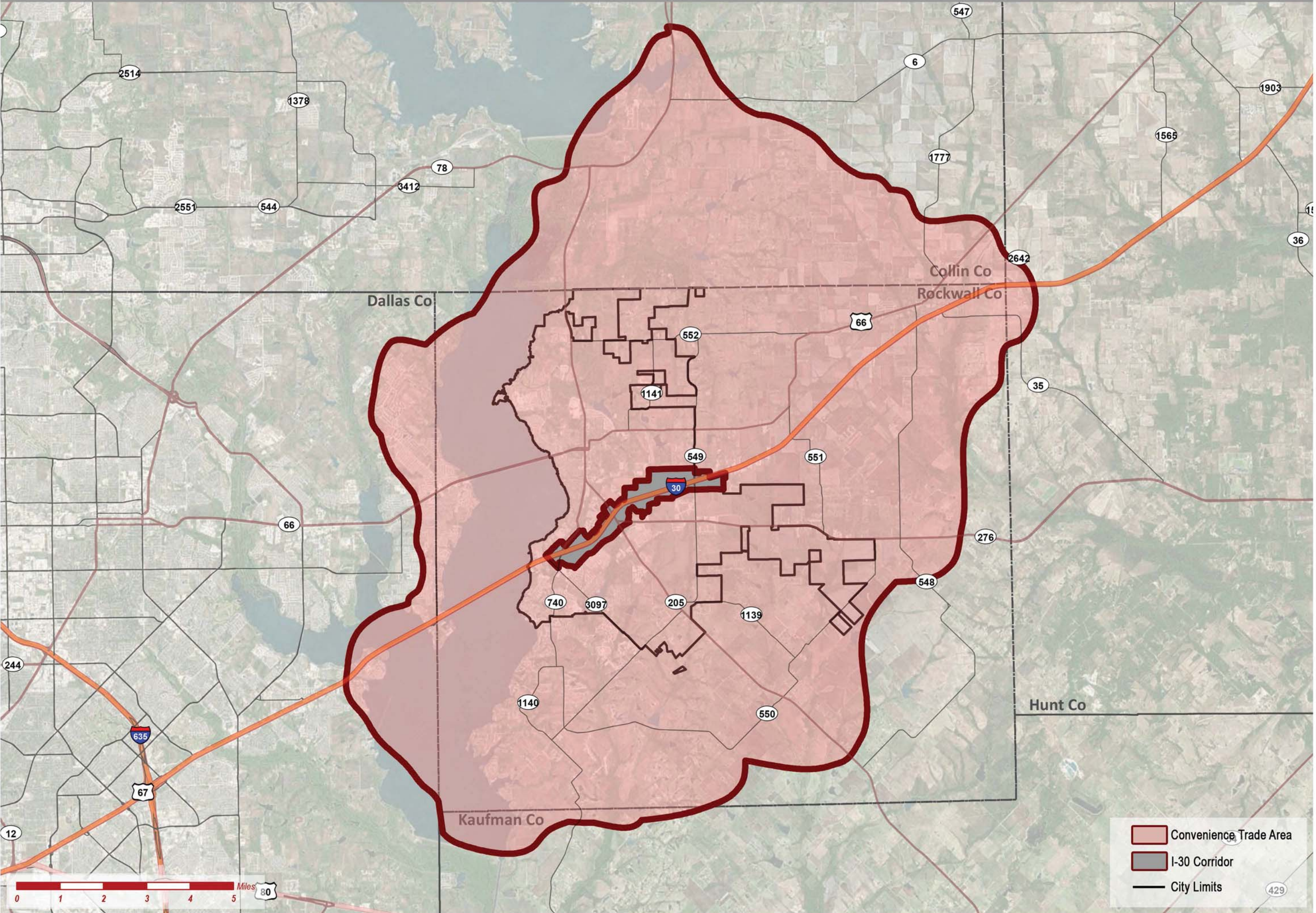
2.1.7: Theme/Festival

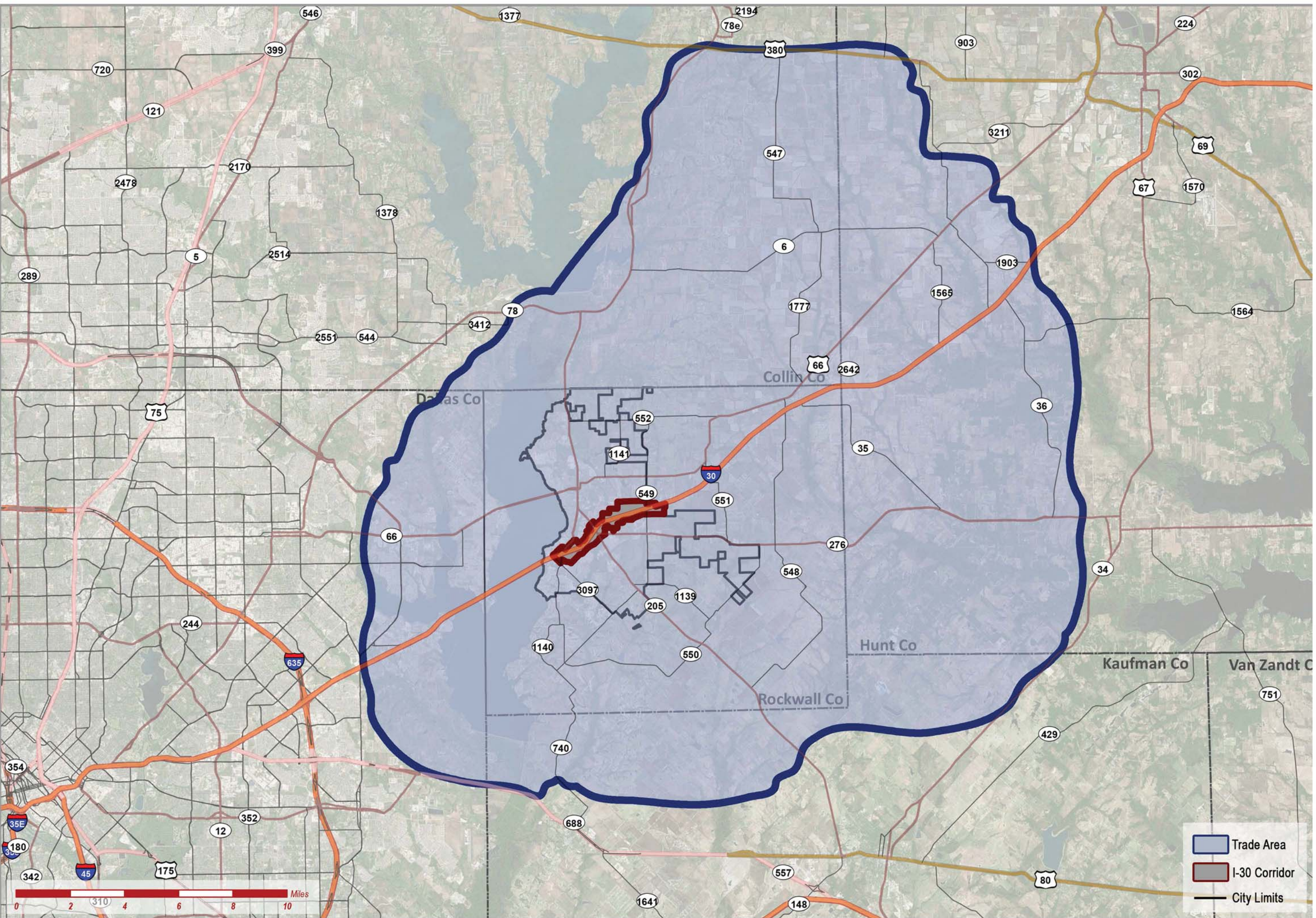


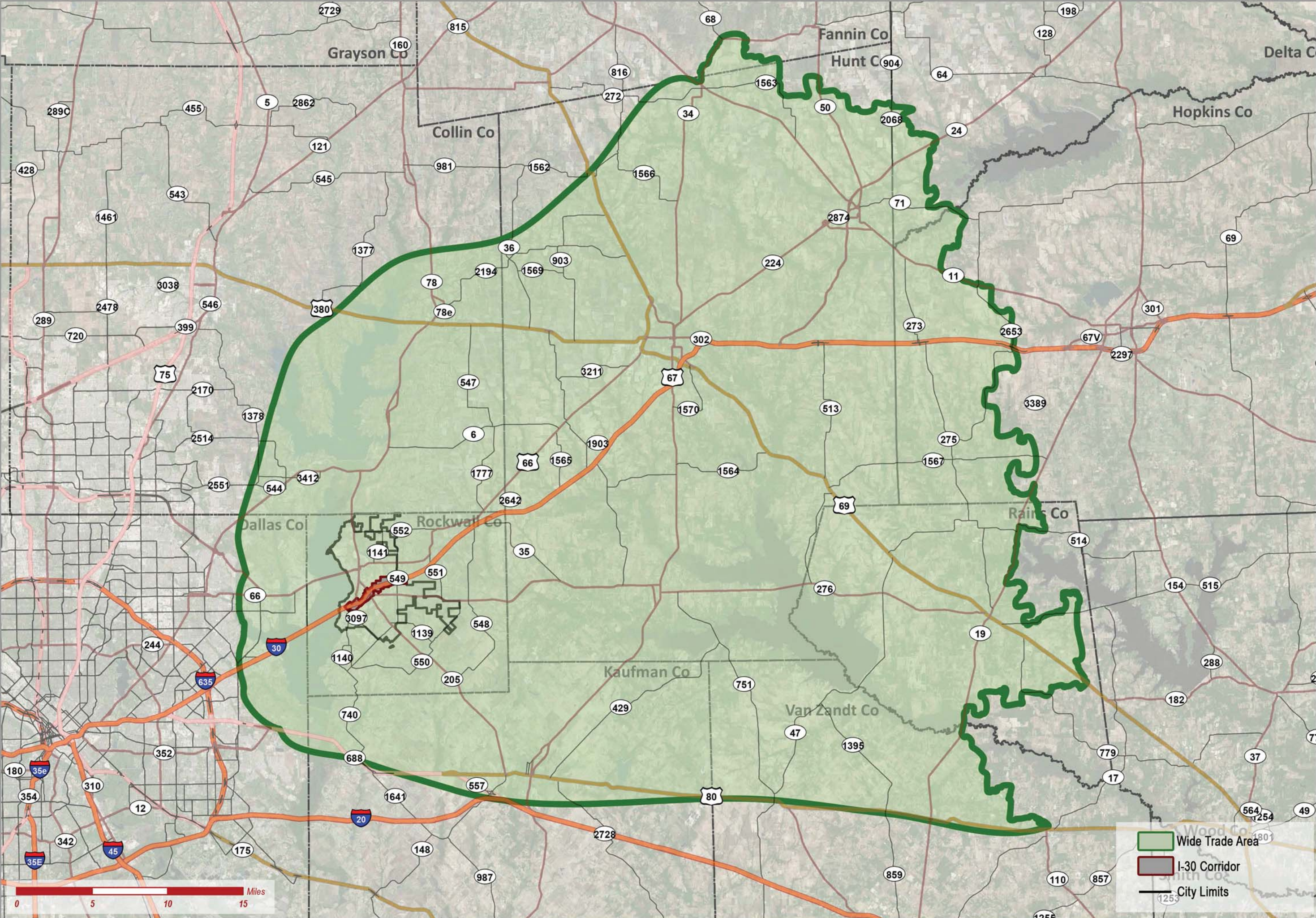
2.1.8: Warehouse Club



- | | | | |
|--|----------------------------|--|---------------------|
| | Community Retail Center | | Power Center |
| | Lifestyle/Restaurants | | Quasi-Public/Public |
| | Lodging/Residential | | Regional Center |
| | Medical | | Strip/Convenience |
| | Neighborhood Retail Center | | Theme/Festival |
| | Office | | Warehouse Club |
| | Other: Non-Retail | | |

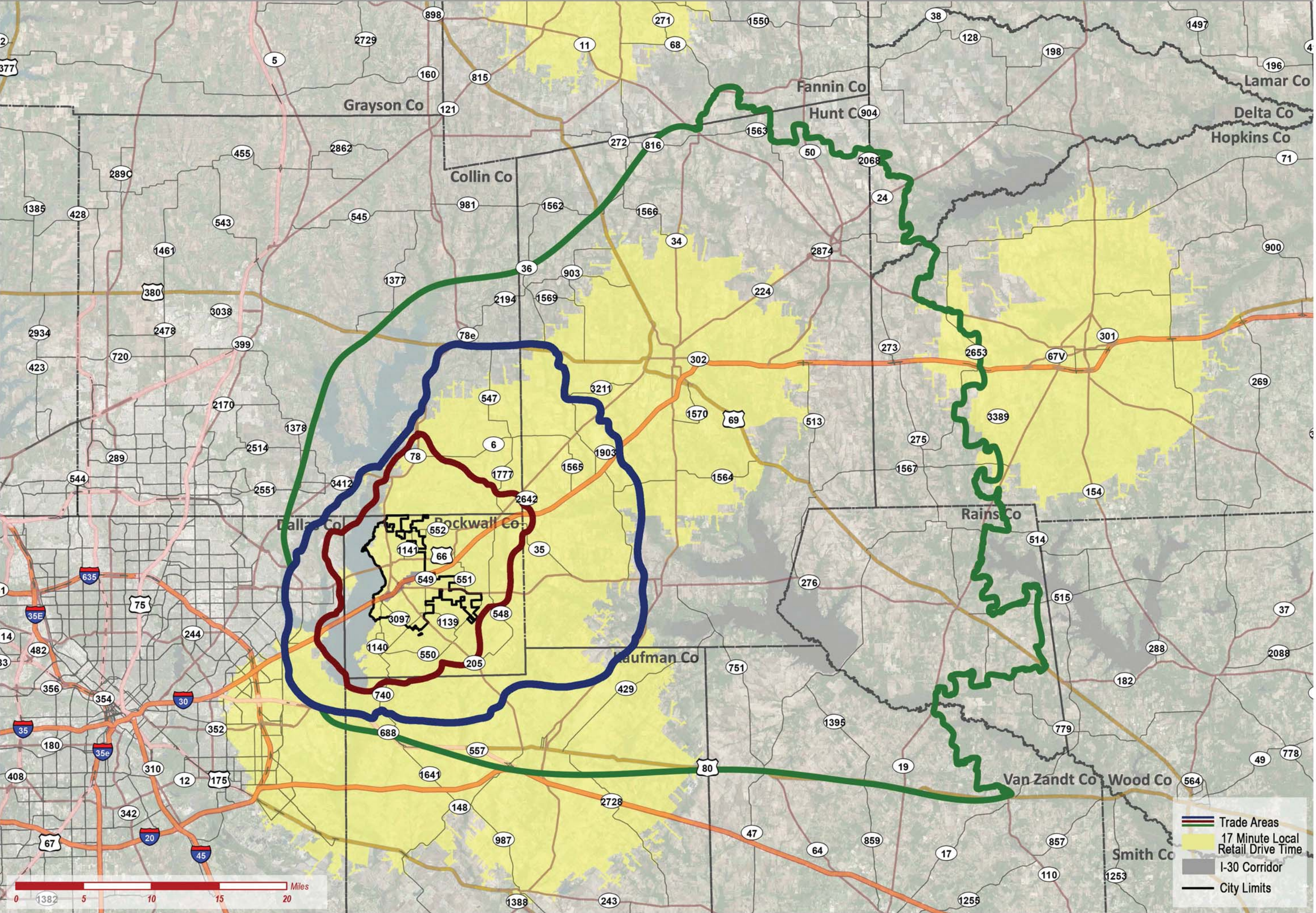






Wide Trade Area
I-30 Corridor
City Limits

0 5 10 15 Miles



A photograph of a rural landscape. In the foreground, a utility pole stands on the right side. The ground is a mix of dirt and sparse vegetation. A white pipe lies on the ground near the base of the pole. In the background, a large, flat field stretches out, with a line of trees and some buildings visible on the horizon under a clear sky.

CHAPTER **3** BENCHMARK ANALYSIS FOR STRATEGICALLY LOCATED PROPERTIES



SECTION 1 STRATEGICALLY LOCATED PROPERTY

As part of this study, the Staff Planning Committee (SPC) examined all properties within the corridor and identified areas that are strategically located for development and/or redevelopment. The purpose of this exercise was to look for opportunities that could support a potential regional land user. *Figure 3.1: Strategically Located Property* depicts the SPC's findings.

SECTION 2 BENCHMARK ANALYSIS

While all communities' needs differ and no two developments are identical, lessons can be learned from other types of regional development. The following *Benchmark Analysis* involved the SPC identifying several regional developments from various communities around the State of Texas, and analyzing the site layouts and land use compositions for each development. All of the developments chosen for this portion of the analysis were selected because of some commonality with the vacant or existing property along the IH-30 Corridor (e.g. they were constructed along a major highway, they involved land uses that have the possibility of generating a high ad valorem tax value, etc.). The purpose of this exercise was to identify design and land use mixes that could be desirable to the

view (i.e. annotated over the aerial imagery) and in a Doughnut chart.

- (3) *Circulation to Arterial Interface.* The circulation network of each development was analyzed and broken down to see the spatial relationship between the various land uses and roadways. This was also intended to look at how the developments circulated traffic to major arterials and highways.
- (4) *Street Cross Sections.* The street design used at the main entry and for internal traffic circulation for each development was broken out into street cross sections and analyzed.

Through these metrics, the SPC observed each of the following developments and made findings concerning the structure and composition of the projects.

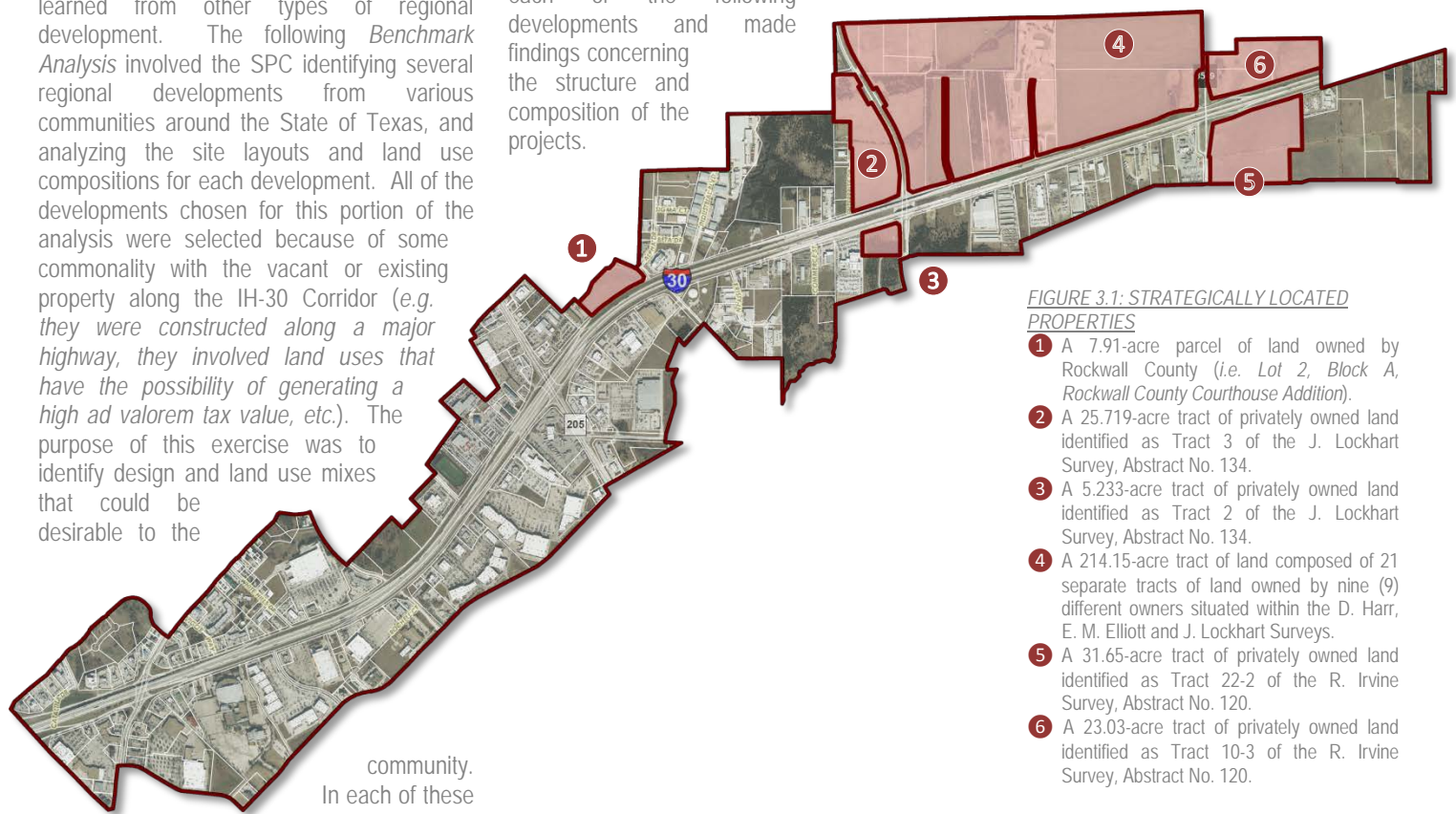


FIGURE 3.1: STRATEGICALLY LOCATED PROPERTIES

- 1 A 7.91-acre parcel of land owned by Rockwall County (i.e. Lot 2, Block A, Rockwall County Courthouse Addition).
- 2 A 25.719-acre tract of privately owned land identified as Tract 3 of the J. Lockhart Survey, Abstract No. 134.
- 3 A 5.233-acre tract of privately owned land identified as Tract 2 of the J. Lockhart Survey, Abstract No. 134.
- 4 A 214.15-acre tract of land composed of 21 separate tracts of land owned by nine (9) different owners situated within the D. Harr, E. M. Elliott and J. Lockhart Surveys.
- 5 A 31.65-acre tract of privately owned land identified as Tract 22-2 of the R. Irvine Survey, Abstract No. 120.
- 6 A 23.03-acre tract of privately owned land identified as Tract 10-3 of the R. Irvine Survey, Abstract No. 120.

community.

In each of these case studies, the following metrics were used to analyze the development:

- (1) *Aerial Imagery.* Aerial imagery was used to observe adjacent land uses and how the development was planned in relation to these uses.
- (2) *Land Use Composition.* Each of the land uses incorporated into each development were broken out into percentages. This information is presented both in a plan

BENCHMARK 1 ALLEN PREMIUM OUTLETS



ALLEN PREMIUM OUTLETS

820 Stacey Road
Allen, Texas 75013

The *Allen Premium Outlets* is a ~48-acre shopping center located adjacent to IH-45 (US-75). It was constructed in 2000 by Simon Property Group and is composed of 100 name brand, designer and sportswear shops totaling 443,000 SF. Recently, Simon Property Group announced an expansion of the shopping center adding an additional 122,000 SF of retail on ~22-acres.

COMMITTEE FINDINGS

☑ The parking is hidden from the roadway; however, the backs of the buildings face towards the Highway making the development less attractive from the roadway (see below).



- ☑ The lack of structured parking means more concrete and further distances for pedestrians to walk.
- ☑ Hotel and retail shops on the south side of the property are physically separated from the rest of the development.
- ☑ The building located in the central part of the loop seems to be undersized and physically separated from the rest of the development.
- ☑ The development should incorporate more green space. Currently, the only green areas are along the outside of the development, which are being used for drainage (i.e. it is not usable open space).
- ☑ The property is well circulated to adjacent roadways; however, the development does not circulate internal traffic very well and only provides limited access points to the majority of the development.
- ☑ Any future expansion of the development will be physically separated from the existing shopping center due to the layout.
- ☑ The center is limited to retail land uses with the exception of the hotel.
- ☑ The architecture is homogenous and does not have much variation.

1 AERIAL IMAGE

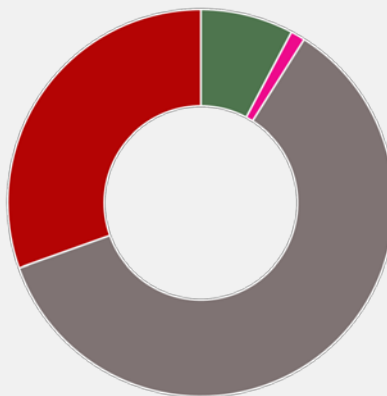


2 LAND USE MAP

OPEN SPACE: 8%; HOTEL: 1%; RETAIL & RESTAURANT: 30%; PARKING: 61%

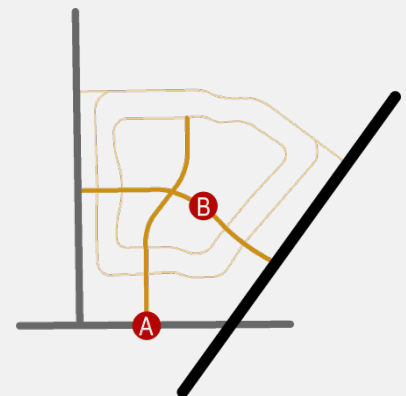


3 LAND USE BREAKDOWN



4 CIRCULATION TO ARTERIAL INTERFACE

BLACK: HIGHWAY; GREY: ARTERIAL; ORANGE: PRIMARY ARTERIALS/INTERNAL CIRCULATION



BENCHMARK 2 ARLINGTON HIGHLANDS



ARLINGTON HIGHLANDS

225 Merchants Row
Arlington, Texas 76018

A 100-acre development located along IH-20 at *Restaurant Row at Matlock Road*, the Arlington Highlands shopping center offers 735,000 SF of retail shopping and restaurants. This outdoor shopping center, which was completed in mid-2007, also offers a movie theater, comedy improv theater and an office park.

COMMITTEE FINDINGS

- ☑ The development mimics the characteristics of a Town Center development with the layout of a *Strip Development Center*.
- ☑ The development incorporates surface parking creating long walking distances for pedestrians due to the separation of land uses (*i.e. buildings*).
- ☑ The shopping center incorporates limited open space/green space; however, it does incorporate a small central green space.
- ☑ Smaller pad sites have been incorporated on the exterior of the development and the larger, big box buildings have been incorporated on the interior. This leads to a non-contiguous development and a feeling of separation (*i.e. gives the appearance of several unrelated developments*).
- ☑ The development incorporates a major roadway that physically separates the phases of the shopping center.
- ☑ Traditional town center architecture was used (*i.e. brick, cast stone, tri-partite architecture – see below*).



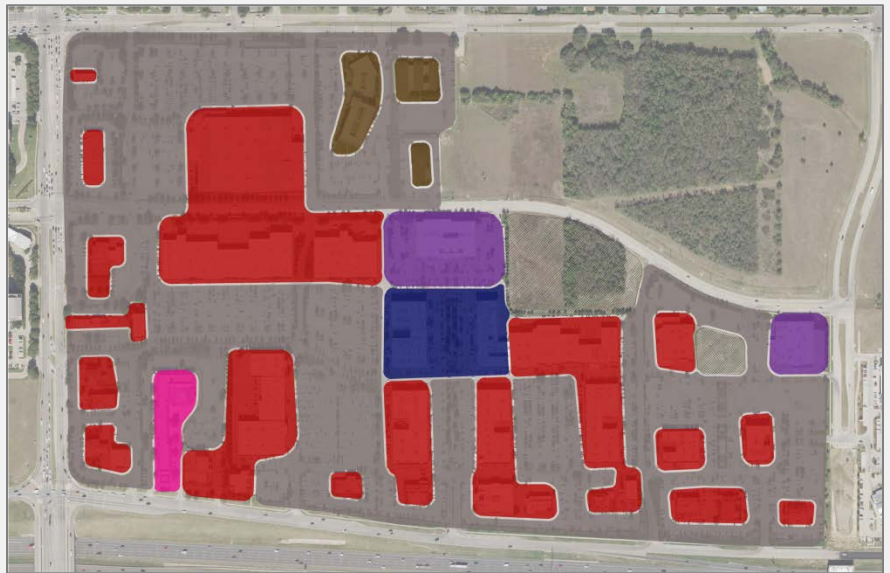
- ☑ Many of the buildings incorporate faux second stories, which represent a missed opportunity to blend additional land uses into the center.
- ☑ The majority of the buildings have a uniform height, which creates an overly homogenous development.
- ☑ The entry roadway lacks street trees, while the internal streets utilize them throughout the development.

1 AERIAL IMAGE

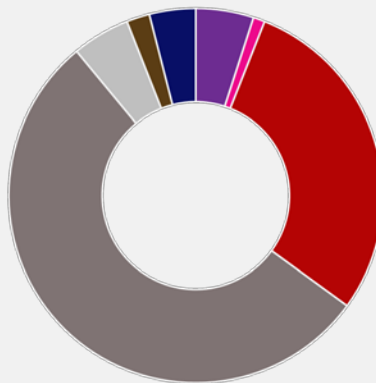


2 LAND USE MAP

ENTERTAINMENT: 5% HOTEL: 1% RETAIL & RESTAURANT: 29% PARKING: 54% FUTURE DEVELOPMENT: 5% MEDICAL: 2% MIXED USE/OFFICE: 4%

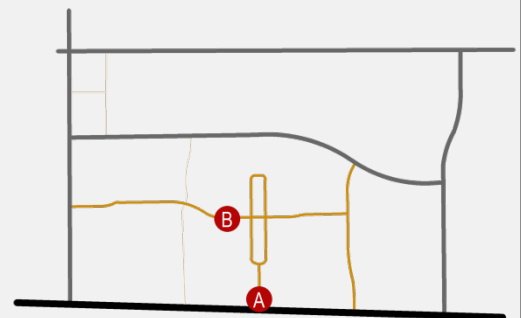


3 LAND USE BREAKDOWN



4 CIRCULATION TO ARTERIAL INTERFACE

BLACK: HIGHWAY; GREY: ARTERIAL; ORANGE: PRIMARY ARTERIALS/INTERNAL CIRCULATION



5 STREET CROSS SECTIONS

NOTE: A AND B CORRESPOND TO THE CIRCULATION TO ARTERIAL INTERFACE ABOVE.



BENCHMARK 3 CITY LINE



CITY LINE

3661 N. Plano Road
Richardson, Texas 75082

The *City Line* is a ~186-acre mixed-use development located adjacent to IH-45 (US-75). It incorporates 230,000 SF of retail, restaurant and entertainment land uses; 2,600,000 SF of office space; 150 hotel rooms; 3,925 urban residential units; and 125,000 SF of specialty grocery store space. The developer is KDC.

COMMITTEE FINDINGS

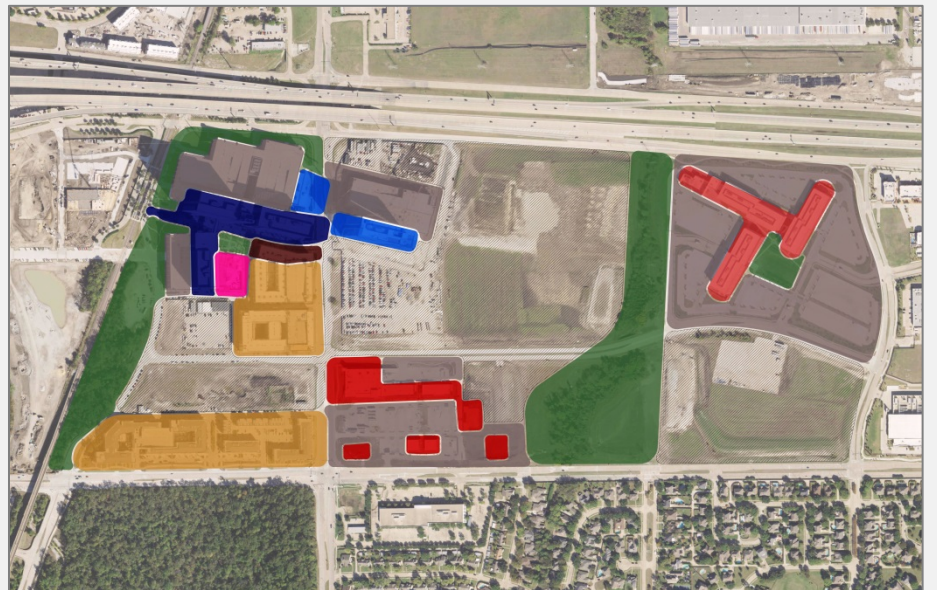
- ☑ Large green spaces are used to create linear parks and central greens.
- ☑ Structured parking is used to consolidate parking fields.
- ☑ The development is connected to DART creating a Transit Oriented Design (TOD) District.
- ☑ The tallest buildings are adjacent to the highway. In addition, the scale of the buildings decreases as the development moves further away from the highway. This leads to better noise attenuation, but lowers building visibility from the highway.
- ☑ The development was created to be a self-sustaining node (*i.e. it incorporates all land uses -- e.g. residential, commercial, office, entertainment*). This is also considered to be a live, work and play center.
- ☑ The development has good circulation for internal traffic.
- ☑ The parking garages adjacent to the highway are poorly screened, which does not create an attractive highway frontage.
- ☑ The interior of the development incorporates pedestrian friendly sidewalks and streetscapes (*i.e. wider sidewalks and buildings pulled closer to the street*). In addition, the interior street section incorporates smaller travel lanes, which are used to calm traffic.
- ☑ The surface parking is located in the interior of the development and is screened from the highway.
- ☑ A major roadway divides the development.
- ☑ The development is highly accessible from all major roadways.
- ☑ The development is adjacent to a single-family subdivision and uses multi-family land uses to transition to more intense office and retail land uses.
- ☑ The development incorporates interior landscaping and pedestrian scale elements on the interior, softening the heights of the buildings.

1 AERIAL IMAGE

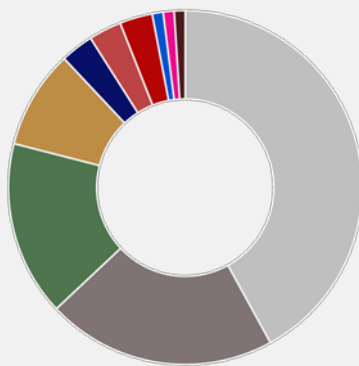


2 LAND USE MAP

OPENSOURCE: 16%; HOTEL: 1%; RETAIL & RESTAURANT: 3%; PARKING: 21%; FUTURE DEVELOPMENT: 42%; MIXED USE/RESIDENTIAL: 1%; MIXED USE/OFFICE: 3%; OFFICE: 1%; RESIDENTIAL: 9%; CORPORATE CAMPUS: 3%

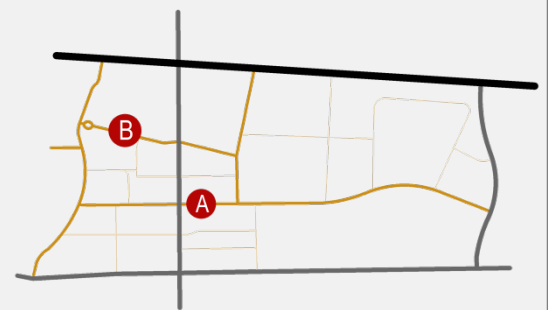


3 LAND USE BREAKDOWN



4 CIRCULATION TO ARTERIAL INTERFACE

BLACK: HIGHWAY; GREY: ARTERIAL; ORANGE: PRIMARY ARTERIALS/INTERNAL CIRCULATION



5 STREET CROSS SECTIONS

NOTE: A AND B CORRESPOND TO THE CIRCULATION TO ARTERIAL INTERFACE ABOVE.



BENCHMARK 4 FIREWHEEL TOWN CENTER



FIREWHEEL TOWN CENTER

245 Cedar Sage Drive
Garland, Texas 75040

Firewheel Town Center is a 1,004,000 SF main-street style development that offers shopping, dining and entertainment options. Located off Highway 78 (i.e. *President George Bush*) in Garland, Texas, the shopping center opened on October 7, 2005 with construction beginning in 2003. The developer was Simon Property Group. The mall was designed using *new urbanism* principles. Major stores in the mall include Dillard's, Macy's, DSW Shoe Warehouse, Dick's Sporting Goods, Barnes & Nobel, Men's Warehouse, Ethan Allen, Old Navy, Pier One Imports, AMC Theaters and World Market.

COMMITTEE FINDINGS

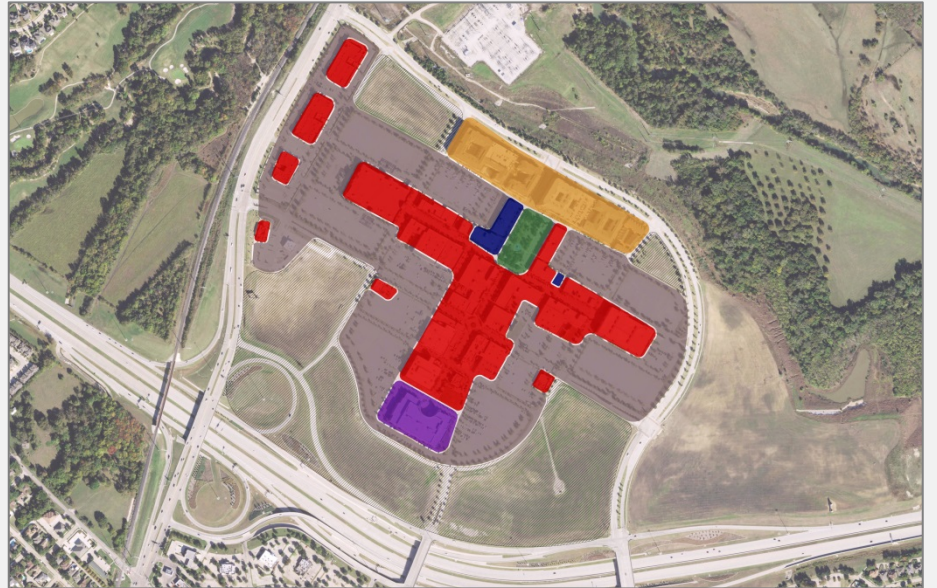
- ☑ The development is an example of retail destination/town center type of land use.
- ☑ The office land use appears to be vacant in the images that were provided. This may be due to the limited visibility of these areas to the adjacent roadways.
- ☑ The residential areas are located at the back of the development and are not visible from the highway.
- ☑ The development appears to be anchored by an entertainment land use (i.e. AMC Movie Theater).
- ☑ The development uses linear strips of retail as opposed to a typical block style development.
- ☑ The parking areas are located around the buildings and have high visibility from the adjacent roadways.
- ☑ The development appears to accommodate several bigger box stores.
- ☑ The majority of the development is single use stores with very little vertical integration.
- ☑ The development uses a central park idea to connect the retail, residential and office areas.
- ☑ The development is not extremely pedestrian friendly due to large parking fields and wide street sections.
- ☑ The buildings incorporate an increased height or a faux second story to give the appearance of height/vertical use integration.
- ☑ The development uses a good mixture of architecture throughout the center to break up building facades and create a town center feel.
- ☑ The development uses smaller varieties of trees (i.e. *accent trees*) that do not have the same presence of larger canopy trees.

1 AERIAL IMAGE

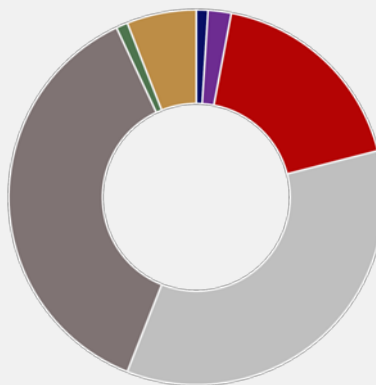


2 LAND USE MAP

OPEN SPACE: 1%; MIXED USE/OFFICE: 1%; RETAIL & RESTAURANT: 18%; PARKING: 35%; FUTURE DEVELOPMENT: 37%; ENTERTAINMENT: 2%; RESIDENTIAL: 6%



3 LAND USE BREAKDOWN



4 CIRCULATION TO ARTERIAL INTERFACE

BLACK: HIGHWAY; GREY: ARTERIAL; ORANGE: PRIMARY ARTERIALS/INTERNAL CIRCULATION



5 STREET CROSS SECTIONS

NOTE: A AND B CORRESPOND TO THE CIRCULATION TO ARTERIAL INTERFACE ABOVE.



BENCHMARK **5** GAYLORD TEXAN RESORT



GAYLORD TEXAN RESORT

1501 Gaylord Trail
Grapevine, Texas 76051

The Gaylord Texan Resort is a ten (10) acre development featuring a nine (9) story 1,511-room hotel (with 127 suites), the Paradise Springs water park, Glass Cactus nightclub, and other various accommodations and amenities. The Texan Hotel was originally developed in 2003-2004 by Nashville based Ryman Hospitality Properties, Inc. and operated by Marriott International.

In 2016, Ryman Hospitality Properties, Inc. announced a \$120 million expansion that will add 300 guest rooms to the property and 86,000 SF of carpeted meeting space (*bringing the total meeting space to 490,000 SF*). This addition will make the Gaylord Texan Resort the second largest hotel in the state. It is currently the third largest hotel behind the Sheraton Dallas Hotel and the Hilton Anatole.

COMMITTEE FINDINGS

- ☑ The development is a hotel/resort.
- ☑ The development incorporates a large amount of open space that ties it into its surroundings (*i.e. Lake Grapevine*). This open space provides additional amenity to the development.



- ☑ The development utilizes a mix of structured and surface parking.
- ☑ All of the retail/restaurant uses are on the interior of the hotel and are exclusive to the hotel (*see below*).



- ☑ The development is directly adjacent to a single-family subdivision.
- ☑ Provides conference and event space.
- ☑ Incorporates entertainment uses (*i.e. Water Park, restaurant/retail options, etc.*).

1 AERIAL IMAGE

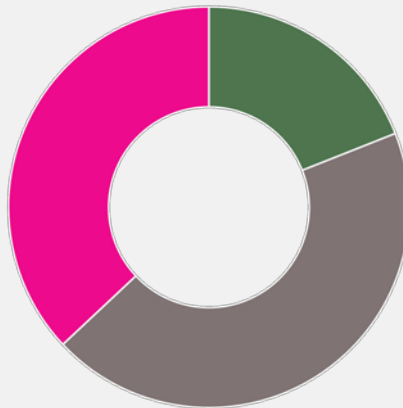


2 LAND USE MAP

OPEN SPACE: 19%; HOTEL: 37%; PARKING: 44%

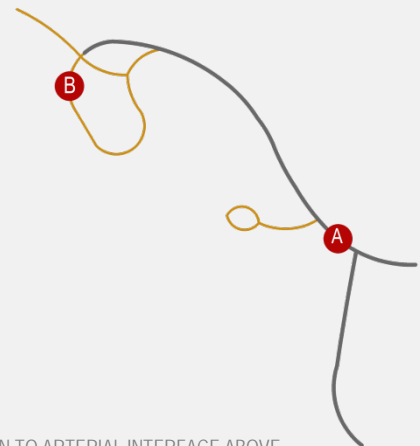


3 LAND USE BREAKDOWN



4 CIRCULATION TO ARTERIAL INTERFACE

BLACK: HIGHWAY; GREY: ARTERIAL; ORANGE: PRIMARY ARTERIALS/INTERNAL CIRCULATION



5 STREET CROSS SECTIONS

NOTE: A AND B CORRESPOND TO THE CIRCULATION TO ARTERIAL INTERFACE ABOVE.



BENCHMARK **6** GRANDSCAPE



GRANDSCAPE

4390 Texas 121
The Colony, Texas 75056

Grandscape is a \$1.5 billion mixed-use development on a 433-acre tract of land in the Colony. The development will be anchored by Nebraska Furniture Mart and feature a 1,800-seat concert venue called Lava Cantina. The first phase of this project is anticipated to have 3,900,000 SF of retail, entertainment, dining and attractions. This project will also include a convention center, hotel and spa, as well as, townhomes and a high percentage of green space.

COMMITTEE FINDINGS

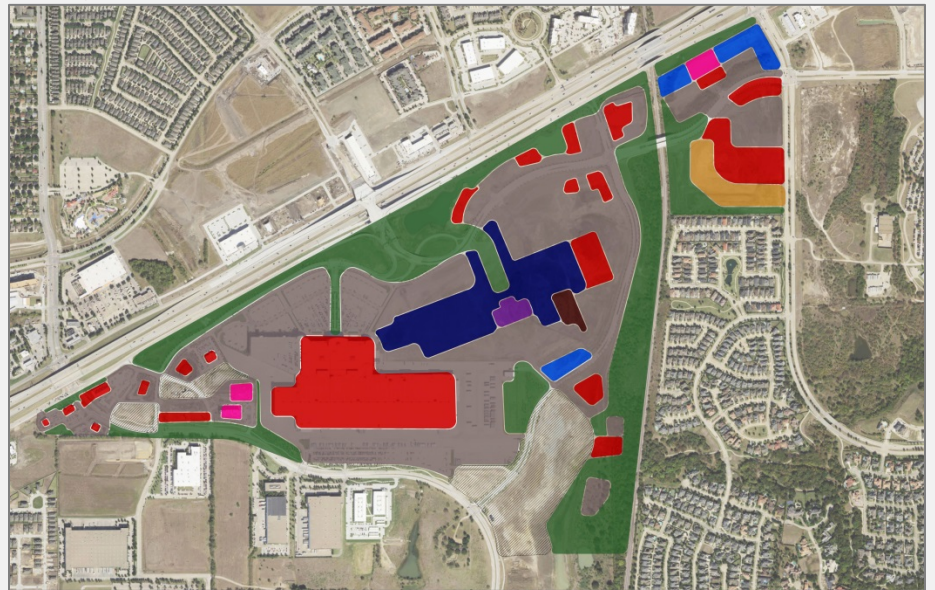
- ☑ The development is an example of a regional retail/entertainment center.
- ☑ The development incorporates a wide range of land uses.
- ☑ The townhomes on the eastern side of the development are used to transition the existing single-family homes to the retail/office north of the subdivision. On the western side of the subdivision, the development incorporates increased green space to create separation from the development.
- ☑ The development incorporates both structured and surface parking.
- ☑ Future development will incorporate a central green space with a music venue.
- ☑ The development does a poor job of incorporating street trees.
- ☑ The development is built around a big box store and is dependent on this space to support the adjacent land uses.
- ☑ The parking fields are located between the building and highway frontage, which detracts from the look of the shopping center.
- ☑ This development is similar to strip development.
- ☑ The land uses are contiguous. In addition, a pedestrian scale central area has been added to facilitate the movement of pedestrians outside of the parking areas.
- ☑ The development has good access and internal circulation.
- ☑ The development incorporates a large amount of greenspace, which helps add to its attractiveness.
- ☑ Commercial retail/restaurant pad sites towards the highway were used to screen parking areas in certain locations.
- ☑ The incorporation of varying heights in the buildings creates movement throughout the development.

1 AERIAL IMAGE

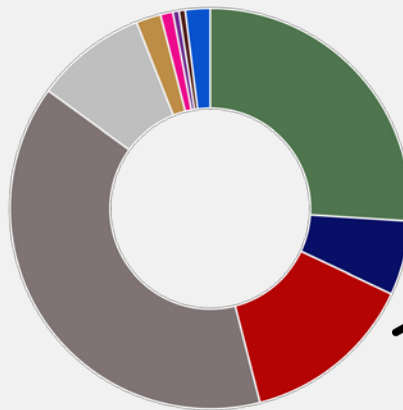


2 LAND USE MAP

OPEN SPACE: 26%; MIXED USE/OFFICE: 6%; RETAIL & RESTAURANT: 14%; PARKING: 39%; FUTURE DEVELOPMENT: 9%; RESIDENTIAL: 2%; HOTEL: 1%; ENTERTAINMENT: 1/2%; MIXED USE/RESIDENTIAL: 1/2%; OFFICE 2%

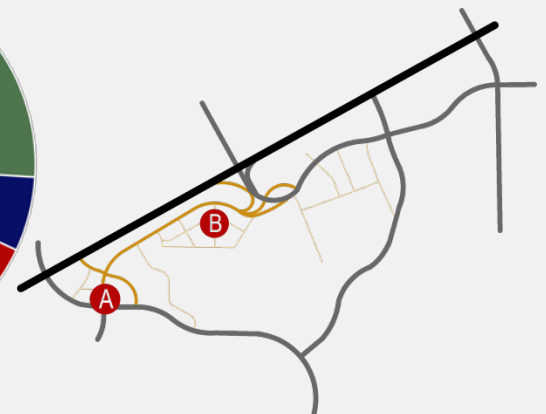


3 LAND USE BREAKDOWN



4 CIRCULATION TO ARTERIAL INTERFACE

BLACK: HIGHWAY; GREY: ARTERIAL; ORANGE: PRIMARY ARTERIALS/INTERNAL CIRCULATION



5 STREET CROSS SECTIONS

NOTE: A AND B CORRESPOND TO THE CIRCULATION TO ARTERIAL INTERFACE ABOVE.



BENCHMARK 7 HILL COUNTRY GALLERIA



HILL COUNTRY GALLERIA

12700 Hill Country Boulevard
Bee Cave, Texas 78738

The 152-acre development incorporates shopping, dining and entertainment, mixed with office and residential space. The non-residential portion of the center incorporates 285,938 SF of office and 565,432 SF of retail for a gross total leasable area of 851,370 SF. The residential portion of the development includes 300,000 SF containing 309 units of luxury apartments. Opus West originally developed the property and opened the first phase in 2007.

COMMITTEE FINDINGS

- ☑ The development is an example of a mixed-use center.
- ☑ The buildings are contiguous and easily accessible by pedestrian traffic. This is furthered through the use of a central passage, which acts as the majority of the buildings' entryways.
- ☑ The highway is at grade, which increases the visibility of the pad sites that are situated towards the front of the development screening the parking areas.
- ☑ The development incorporates berms, landscape screening, screening walls and open space to hide the surface parking areas adjacent to the highway.
- ☑ The development uses a combination of surface and structured parking.
- ☑ The development is built to a pedestrian scale and utilizes a central green space for pedestrian interaction.
- ☑ The residential land uses are located adjacent to a major roadway and are the furthest land use away from the highway.
- ☑ The development uses narrower travel lanes, street trees and landscape medians on the interior of the shopping center to encourage traffic calming.
- ☑ The central green area incorporates seating and a fountain that doubles as a stage creating a concert venue.
- ☑ Good use of stonework and brickwork on the roadways and in the sidewalk areas create an interesting streetscape.
- ☑ The development incorporates the city of Bee Cave's City Hall and other public uses into its mixed-use scheme.
- ☑ The architecture mixes a Texas Hill Country look, a modern scheme and a more traditional architecture to create a visually interesting development.
- ☑ Good use of pedestrian scale elements (e.g. benches, signage, planters, etc.).

1 AERIAL IMAGE

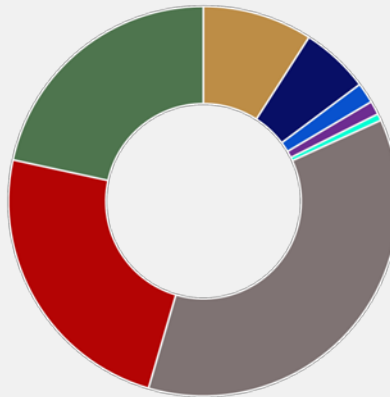


2 LAND USE MAP

OPEN SPACE: 19% MIXED USE/OFFICE: 8% RETAIL & RESTAURANT: 21% PARKING: 32%
RESIDENTIAL: 12% MEDICAL: ½% ENTERTAINMENT: 1½% GOVERNMENT: 1% OFFICE 5%



3 LAND USE BREAKDOWN



4 CIRCULATION TO ARTERIAL INTERFACE

BLACK: HIGHWAY; GREY: ARTERIAL; ORANGE: PRIMARY ARTERIALS/INTERNAL CIRCULATION



5 STREET CROSS SECTIONS

NOTE: A AND B CORRESPOND TO THE CIRCULATION TO ARTERIAL INTERFACE ABOVE.



BENCHMARK 8 MARKET STREET



MARKET STREET

9595 Six Pines Drive
The Woodlands, Texas 77380

Market Street is a 34-acre, 454,000 SF mixed-use/main street styled town center featuring retail, restaurant, entertainment, office and hotel all in a master planned community. This includes 60,000 SF of restaurants, a 78,000 SF specialty grocer and 92,000 SF of office space. The Market Street development, which was constructed by Trademark (a Fort Worth based development company), opened in 2004.

COMMITTEE FINDINGS

- ☑ The development is an example of a mixed-use/town center.
- ☑ The development is built around a central green that acts as a public park space.



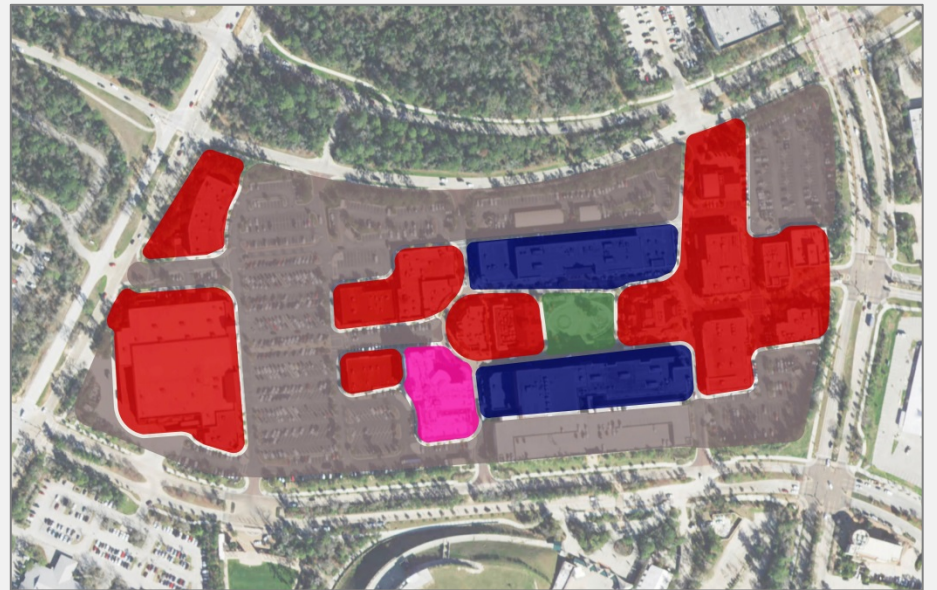
- ☑ The development uses a combination of surface parking and structured parking; however, the surface parking is placed strategically between land uses to reduce the distance pedestrians are required to walk.
- ☑ The interior of the development incorporates a small travel lane to promote traffic calming. This is also achieved through the use of niche parking.
- ☑ The development incorporates varying architecture and building heights to create a non-homogenous development.
- ☑ The development provides a mix of land uses in a compact development that does not have a residential component.
- ☑ The development is well circulated.
- ☑ The shopping center benefits from its adjacency to a large concert venue and public land uses like the library and community center. In addition, the Woodlands Mall is directly adjacent to the development.
- ☑ The exterior of the development screens the parking areas with large mature trees.
- ☑ The structured parking garage is highly visible from the adjacent street.
- ☑ The development is not on a major roadway.

1 AERIAL IMAGE

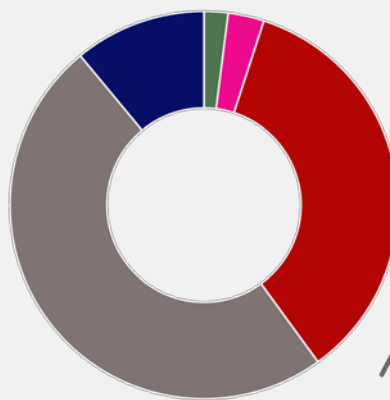


2 LAND USE MAP

OPEN SPACE: 2%; HOTEL: 3%; RETAIL & RESTAURANT: 35%; PARKING: 49%; MIXED USE/OFFICE: 11%

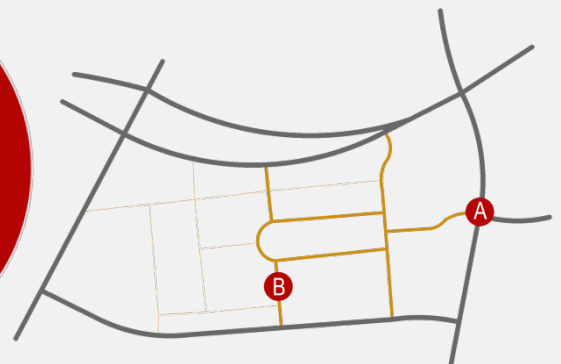


3 LAND USE BREAKDOWN



4 CIRCULATION TO ARTERIAL INTERFACE

BLACK: HIGHWAY; GREY: ARTERIAL; ORANGE: PRIMARY ARTERIALS/INTERNAL CIRCULATION



5 STREET CROSS SECTIONS

NOTE: A AND B CORRESPOND TO THE CIRCULATION TO ARTERIAL INTERFACE ABOVE.



BENCHMARK **9** SHOPS AT LEGACY



SHOPS AT LEGACY

5741 Legacy Drive
Plano, Texas 75024

The Shops at Legacy is a 180-acre master planned development composed of boutique retail, restaurants, urban style housing, corporate headquarters, a full service hotel and an eight (8) acre public park and trail system. The development also has a host of entertainment type uses like the Angelika Film Center, which is a theater devoted to independent and specialty films. In addition, the development has an estimated 60,000 people that now live and work in the legacy area. The total office space in the area stands at about 17 million SF. Construction on this development began in the late 1990's and was created by Fehmi Karahan, CEO and President of the Karahan Companies.

COMMITTEE FINDINGS

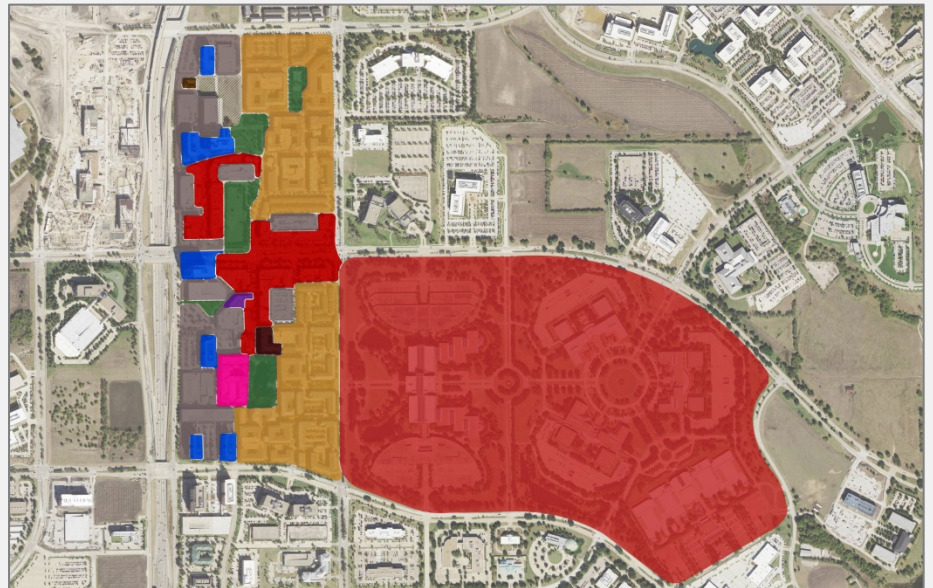
- ☑ The Shops of Legacy is largely seen as a destination type of development despite incorporating a large amount of residential units.
- ☑ The development utilizes large roadway cross sections that divide the shopping areas and may not be pedestrian friendly.
- ☑ The development utilizes wrapped parking garages to hide the parking areas.
- ☑ The development locates the high-density residential land uses behind the shopping areas creating a buffer between the highway and the residences. This also hides the residential areas from the highway giving the center more of a retail look.
- ☑ The townhomes, incorporated into the development, use rear entry garages to hide the parking areas.
- ☑ The decorative brickwork used in the street design and in the sidewalks creates a nice neighborhood feel.
- ☑ The use of boulevards in the residential areas breaks up the large street cross sections with open space. This also clearly delineates the residential areas from the shopping areas, and provides a different feeling in each area.
- ☑ The use of drop offs and outdoor seating in the restaurants creates a curb appeal and adds to the pedestrian feel of the district.
- ☑ The development does a good job of incorporating decorative streetscape elements.
- ☑ The development utilizes a mixture of architectural styles breaking up the look of the buildings and provides variety within the development (*i.e. avoids monotony*).

1 AERIAL IMAGE

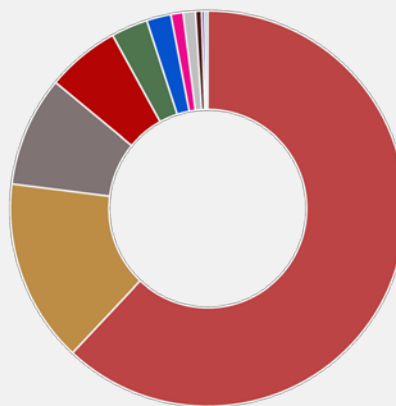


2 LAND USE MAP

OPEN SPACE: 3%; HOTEL: 1%; RETAIL & RESTAURANT: 6%; PARKING: 9%; RESIDENTIAL: 15%; CORPORATE CAMPUS: 62%; ENTERTAINMENT: ¼%; MIXED USE/RESIDENTIAL: ½%; FUTURE DEVELOPMENT: 1%; OFFICE: 2%; MEDICAL ¼%

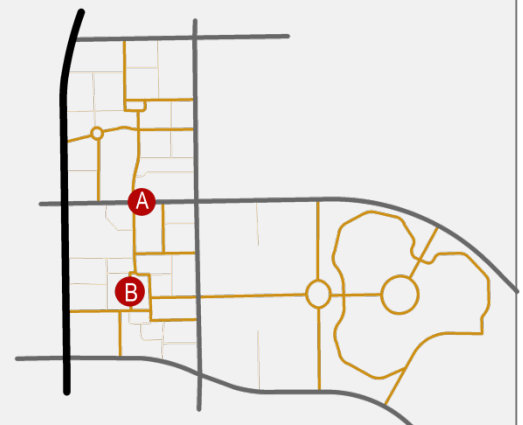


3 LAND USE BREAKDOWN



4 CIRCULATION TO ARTERIAL INTERFACE

BLACK: HIGHWAY; GREY: ARTERIAL; ORANGE: PRIMARY ARTERIALS/INTERNAL CIRCULATION



5 STREET CROSS SECTIONS

NOTE: A AND B CORRESPOND TO THE CIRCULATION TO ARTERIAL INTERFACE ABOVE.



BENCHMARK **10** SOUTHLAKE TOWN SQUARE



SOUTHLAKE TOWN SQUARE

1560 E. Southlake Boulevard
Southlake, Texas 76092

Southlake Town Square is an 840,288 SF shopping center that was constructed in 1999 by RPAI Southwest Management, LLC. This development includes 95 stores that consist of name brand retail and high-end boutiques, 27 eateries/fine-dining restaurants, three (3) parks, various medical offices, Harkins Theater and the Hilton Luxury Boutique and Hotel. Centered around Southlake's Town Hall are several public buildings including Southlake's Municipal Courts, Public Library, and DPS Headquarters. The development integrates several blocks of townhome/single-family residential units throughout this 130-acre shopping center/downtown.

COMMITTEE FINDINGS

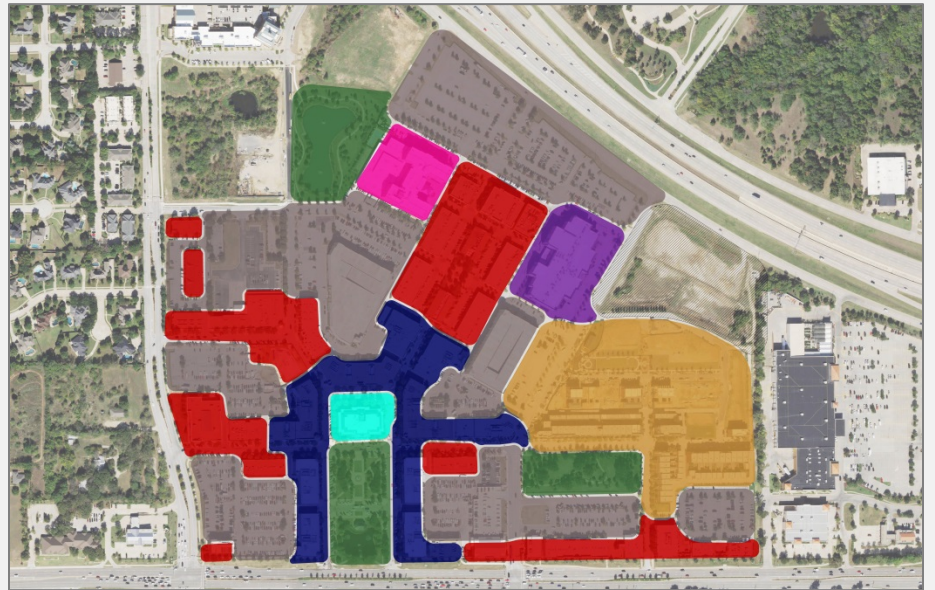
- ☑ The development is a destination type of land use; however, the development is facing onto a major arterial as opposed to the highway (i.e. parking areas are adjacent to the highway).
- ☑ The development uses large buffers with street trees spread out evenly along the frontage.
- ☑ The development utilizes mostly surface parking, which uses the buildings to screen parking from the internal development. This does cause parking to face onto the adjacent arterials and highway.
- ☑ In the residential area, the development makes good use of an internal greenspace/park to front load townhomes.
- ☑ The parking areas for the townhomes are located at the rear of the buildings.
- ☑ The development uses a good mixture of traditional architecture to create a town center feel.
- ☑ The development is centered around a government building (i.e. City Hall) that has two (2) park/plaza areas leading up to it.
- ☑ The development utilizes a mixture of street sizes to facilitate the flow of traffic while protecting the pedestrian; however, the sidewalks seem to be undersized throughout the development.
- ☑ The development makes good use of street trees.
- ☑ The development incorporates pocket parks and parklets to create a classic downtown feel. No parks are adjacent to retail uses, only office, residential and hotels.

1 AERIAL IMAGE

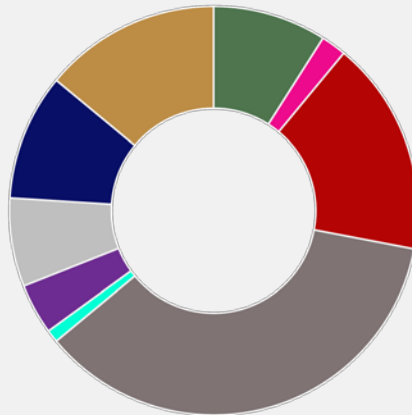


2 LAND USE MAP

OPEN SPACE: 9%; HOTEL: 2%; RETAIL & RESTAURANT: 17%; PARKING: 36%; GOVERNMENT: 1%; ENTERTAINMENT: 4%; FUTURE DEVELOPMENT: 7%; MIXED USE/OFFICE: 10%; RESIDENTIAL: 14%

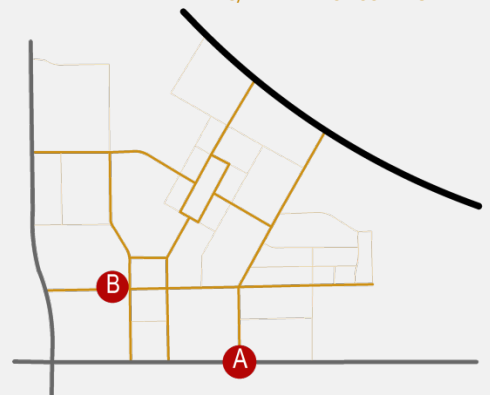


3 LAND USE BREAKDOWN



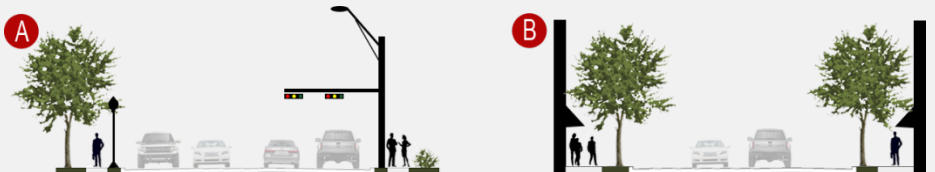
4 CIRCULATION TO ARTERIAL INTERFACE

BLACK: HIGHWAY; GREY: ARTERIAL; ORANGE: PRIMARY ARTERIALS/INTERNAL CIRCULATION



5 STREET CROSS SECTIONS

NOTE: A AND B CORRESPOND TO THE CIRCULATION TO ARTERIAL INTERFACE ABOVE.



BENCHMARK **11** THE DOMAIN



THE DOMAIN

11410 Century Oaks Terrace
Austin, Texas 78758

The Domain is a high-density business, retail, and residential center located within the high-tech corridor of northwest Austin. The initial phase of the development -- which opened in 2007 -- incorporated 57-acres and includes 700,000 SF of restaurants, office space, upscale retail stores, apartments and a hotel. The second phase of the development -- which opened in 2008 -- added an additional 350,000 SF of retail stores, restaurants, apartments, a theater and various other entertainment options. These entertainment options include a lawn venue that hosts live bands and food trucks on weekends. The third phase of the project will consist of 1.4 million SF of retail, residential, office and hotel space. This phase will include a separate district called Rock Rose, which is intended to be mostly populated with local businesses. The project was a joint venture between Endeavor Real Estate Group and Simon Property Group.

COMMITTEE FINDINGS

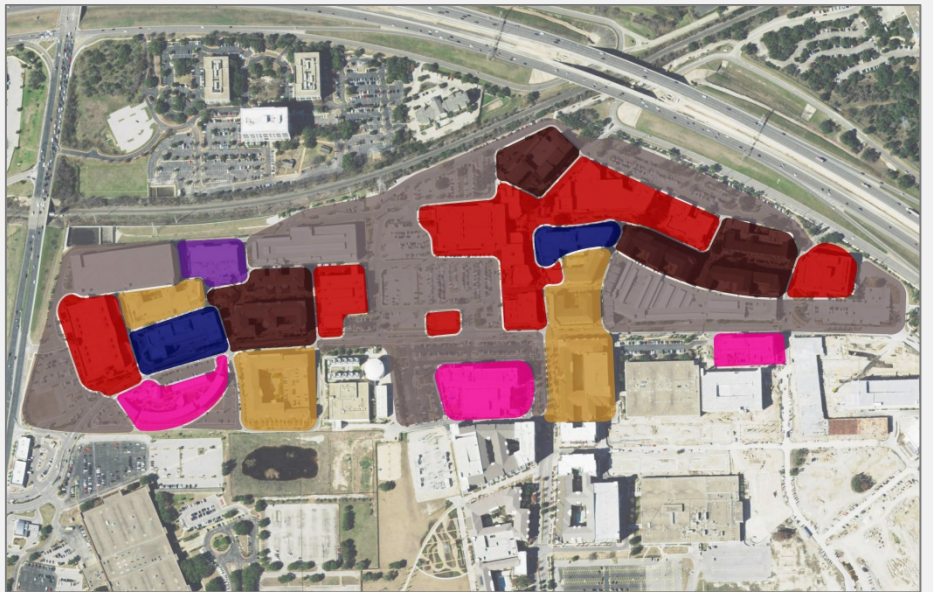
- ☑ The Domain is a good example of a live, work, and play mixed-use center.
- ☑ The development incorporates a wide blend of land uses.
- ☑ The development has both surface and structured parking. The surface parking is mostly screened from the roadway by the buildings adjacent to the highway and by landscape buffers adjacent to the roadways. The structured parking is placed at the center of the blocks and adjacent to the railroad tracks which reduces visibility.
- ☑ The development incorporates a central green space (*i.e. central park*) and concert venue (*i.e. Amy Donovan Plaza*).
- ☑ The residential land uses are separated from the highway and major roadways.
- ☑ The development utilizes wayfinding signage and pedestrian scale elements on the interior to facilitate a pedestrian friendly atmosphere.
- ☑ A mix of architectures utilizing similar themes ties the development together and avoids a homogenous feel. In addition, variations of building heights were used to create vertical movement throughout the development.
- ☑ The development utilizes retail first floors with office and residential second floors.
- ☑ Buildings face onto large pedestrian only plazas that connect retail land uses.

1 AERIAL IMAGE

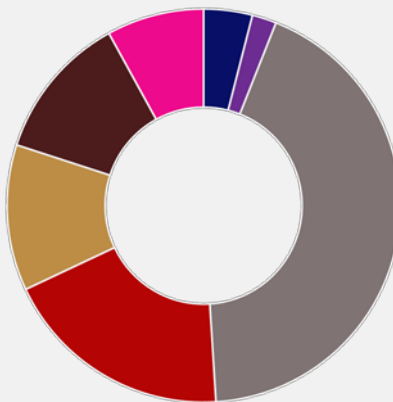


2 LAND USE MAP

ENTERTAINMENT: 2%; HOTEL: 8%; RETAIL & RESTAURANT: 19%; PARKING: 43%; MIXED USE/RESIDENTIAL: 12%; RESIDENTIAL: 12%; MIXED USE/OFFICE: 4%

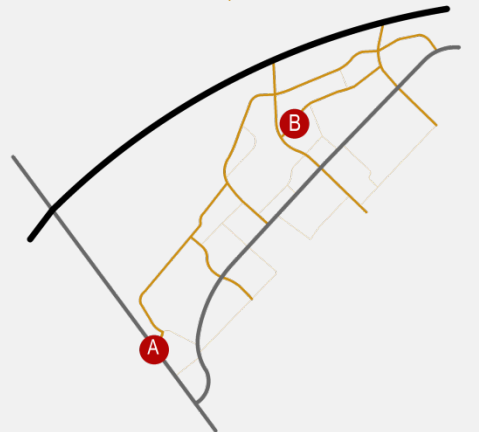


3 LAND USE BREAKDOWN



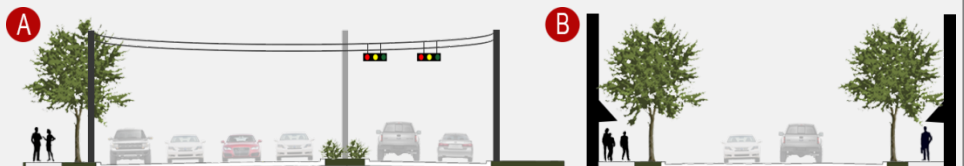
4 CIRCULATION TO ARTERIAL INTERFACE

BLACK: HIGHWAY; GREY: ARTERIAL; ORANGE: PRIMARY ARTERIALS/INTERNAL CIRCULATION



5 STREET CROSS SECTIONS

NOTE: A AND B CORRESPOND TO THE CIRCULATION TO ARTERIAL INTERFACE ABOVE.



BENCHMARK **12** THE VILLAGE AT FAIRVIEW



THE VILLAGE AT FAIRVIEW

329 Town Place
Fairview, Texas 75069

The Village at Fairview is a 200-acre lifestyle center composed of one (1) million SF of retail, entertainment and dining. In addition, the development incorporates a 275-room hotel, 75,000 SF convention center, 300,000 SF of office space, and over 1,000 residential apartments.

COMMITTEE FINDINGS

- ☑ The development is an example of a town center development.
- ☑ The development incorporates only surface parking and some covered parking. These parking areas surround the development and are not screened from adjacent roadways. In addition, parking directly in front of the buildings on the interior of the shopping center have been provided.
- ☑ The majority of the multifamily is pushed out to the periphery and is not incorporated into the retail/restaurant development. This creates a separation of uses within the shopping center.
- ☑ Across Stacy Road is the Village at Allen, which acts like another phase of this development.
- ☑ Public land uses (*i.e. City of Fairview City Hall*) have been incorporated into the development.
- ☑ Interior roadways use smaller travel lanes and traffic circles to calm traffic, and provide a pedestrian friendly atmosphere.
- ☑ Some of the buildings adjacent to Stacy Road back to the roadway without providing four (4) sided architecture.
- ☑ The brickwork in the streets and other pedestrian scale elements creates attractive streetscapes. In addition, the incorporation of public fountains and gathering spaces spread out throughout the development allows for interaction among patrons.



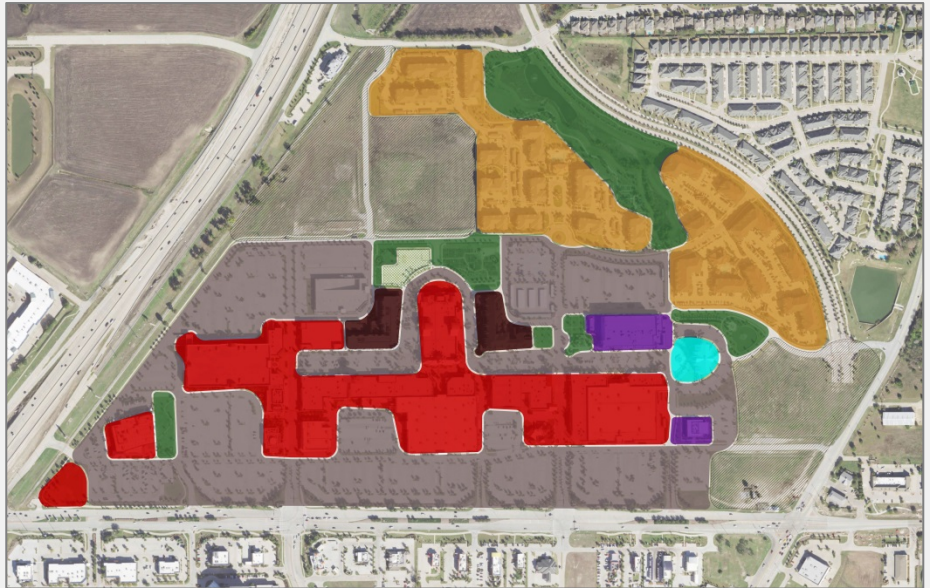
- ☑ The development uses a traditional first floor retail/second and third floor residential scheme.
- ☑ Good use of varying architecture and building heights to create a visually interesting development.

1 AERIAL IMAGE

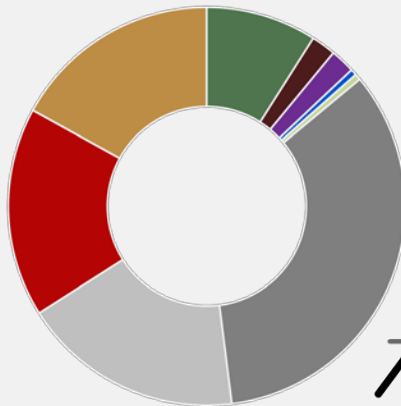


2 LAND USE MAP

OPEN SPACE: 9%; SPORTS FIELD: ½%; RETAIL & RESTAURANT: 17%; PARKING: 34%; FUTURE DEVELOPMENT: 18%; RESIDENTIAL: 17%; MIXED USE/RESIDENTIAL: 2%; ENTERTAINMENT: 2%; GOVERNMENT: ½%

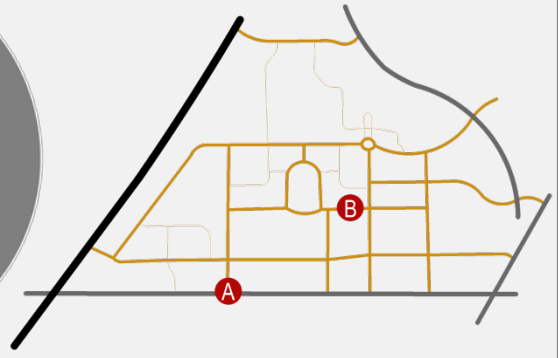


3 LAND USE BREAKDOWN



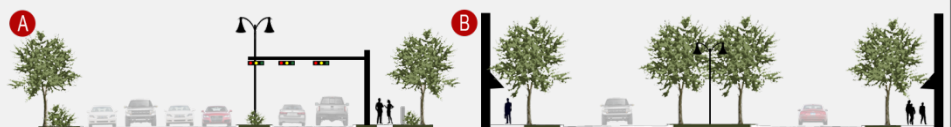
4 CIRCULATION TO ARTERIAL INTERFACE

BLACK: HIGHWAY; GREY: ARTERIAL; ORANGE: PRIMARY ARTERIALS/INTERNAL CIRCULATION



5 STREET CROSS SECTIONS

NOTE: A AND B CORRESPOND TO THE CIRCULATION TO ARTERIAL INTERFACE ABOVE.



BENCHMARK **13** TOYOTA STADIUM



TOYOTA STADIUM

9200 World Cup Way
Frisco, Texas 75033

The Toyota Stadium project included a \$39 Million renovation of the existing development, which was originally built as Pizza Hut Park in 2005. The original project included a 20,500-seat stadium with 18 luxury suites and 6,000 SF of stadium club area. 17-regulation size fields were incorporated on the grounds around the stadium and that host youth soccer tournaments. The proposed changes to the project will include 100,000 SF of renovated space, new locker rooms, premium seats, a private club, and the National Soccer Hall of Fame Museum.

COMMITTEE FINDINGS

- ☑ The development is built around a stadium and incorporates public/private soccer fields adjacent to the stadium.
- ☑ This sports complex consists entirely of surface parking.
- ☑ Retail/restaurant pad sites along with a hotel adjacent to the highway have been incorporated.
- ☑ The development is supported by Frisco Square, which is a mixed-use center containing retail and residential land uses. In addition, Frisco's City Hall is located in Frisco Square.



- ☑ The soccer center (i.e. the adjacent soccer fields) provides space for a soccer/sports complex for youth and community use.



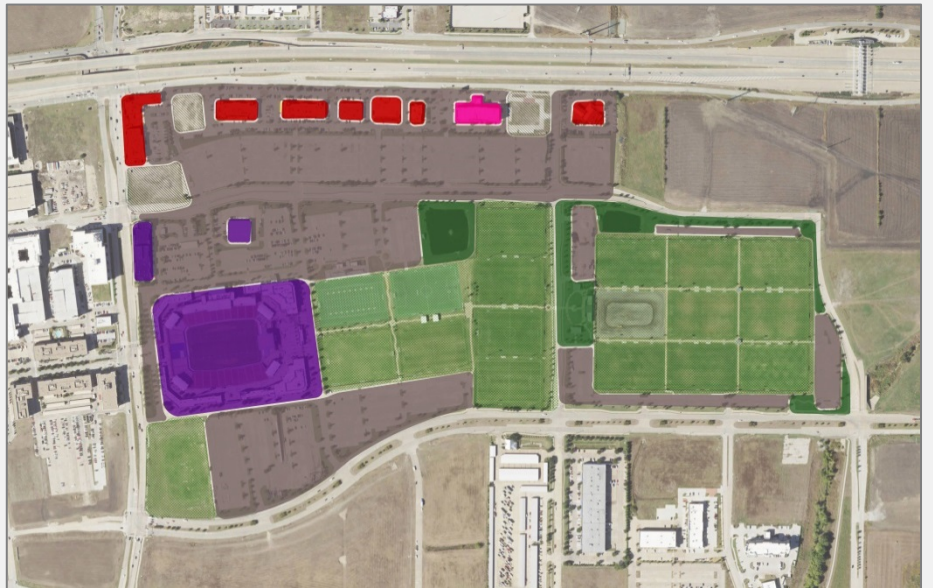
- ☑ Beyond the soccer stadium and soccer related uses, this development has a limited draw and takes up a large acreage adjacent to the highway (i.e. highway frontage may not be necessary for this land use to be successful since it is a destination type land use).

1 AERIAL IMAGE

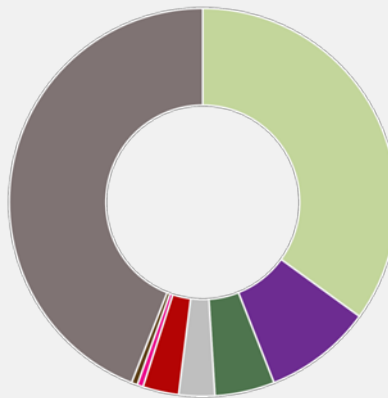


2 LAND USE MAP

OPEN SPACE: 5%; HOTEL: ½%; RETAIL & RESTAURANT: 3%; PARKING: 44%; MEDICAL: ½%; FUTURE DEVELOPMENT: 3%; ENTERTAINMENT: 9%; SPORTS FIELD: 35%

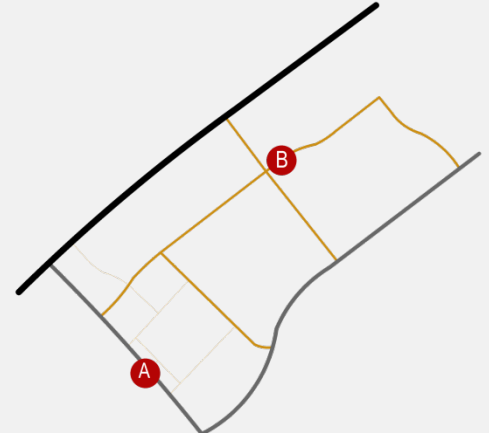


3 LAND USE BREAKDOWN



4 CIRCULATION TO ARTERIAL INTERFACE

BLACK: HIGHWAY; GREY: ARTERIAL; ORANGE: PRIMARY ARTERIALS/INTERNAL CIRCULATION



5 STREET CROSS SECTIONS

NOTE: A AND B CORRESPOND TO THE CIRCULATION TO ARTERIAL INTERFACE ABOVE.



BENCHMARK **14** WATTERS CREEK



WATTERS CREEK

970 Garden Park Drive
Allen, Texas 75013

Watters Creek at Montgomery Farm is a 52-acre, 1.15 million SF resort-style, mixed-use development that opened in 2008. This project is intended to serve as the town center for the 500-acre master planned community known as Montgomery Farms. Watters Creek offers 750,000 SF of retail and restaurants that incorporate outdoor seating, 230 urban multi-family residential units, 90,000 SF of office space, and a natural greenbelt that runs through the middle of the project. Recently, in 2016 the third phase of the development opened adding 109 residential units and 3,000 SF of additional retail and restaurants. The next phase of the development is planned for 2018 and will add an Aloft Hotel.

COMMITTEE FINDINGS

- ☑ The development uses narrow internal streets to create a town center feel.
- ☑ The development uses a narrow greenbelt that extends from the highway through the development. This park acts as a central meeting/area and connects residential, office and commercial uses.
- ☑ The streets use niche parking and parallel/angled on street parking to provide a barrier between the pedestrian and street traffic.
- ☑ The development utilizes lots of street trees and landscaping.
- ☑ The buildings uses various architectural types to create a unique, town center feel.
- ☑ The development is oriented toward the center putting parking to the outside (*i.e. adjacent to the major arterial*). This means the highway faces the backs of the buildings and the parking garages.
- ☑ A combination of surface and structured parking is used. This also includes pay parking spaces on the internal development adjacent to the shopping areas.
- ☑ The development uses the classic mix-use development scheme of retail bottom floors with residential located on the next two (2) to three (3) stories.
- ☑ The development is pedestrian oriented once the pedestrian enters the shopping center.



1 AERIAL IMAGE

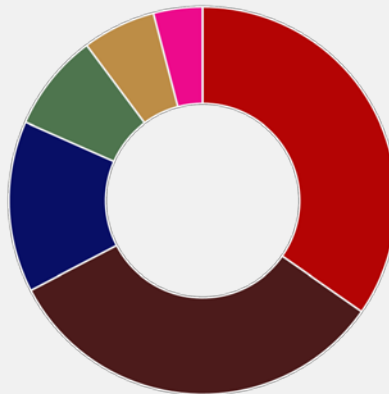


2 LAND USE MAP

OPEN SPACE: 6%; HOTEL: 2%; RETAIL & RESTAURANT: 32%; PARKING: 34%; RESIDENTIAL: 4%; MIXED USE/OFFICE: 8%; MIXED USE/RESIDENTIAL: 14%

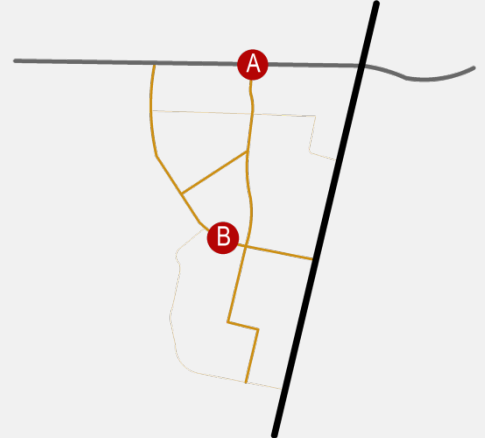


3 LAND USE BREAKDOWN



4 CIRCULATION TO ARTERIAL INTERFACE

BLACK: HIGHWAY; GREY: ARTERIAL; ORANGE: PRIMARY ARTERIALS/INTERNAL CIRCULATION



5 STREET CROSS SECTIONS

NOTE: A AND B CORRESPOND TO THE CIRCULATION TO ARTERIAL INTERFACE ABOVE.



SECTION 3 BENCHMARK ANALYSIS FINDINGS

Based on the analysis of the 14 regional developments identified by the SPC, the following models for regional centers and their characteristics were created:

☑ *Strip Retail Center Model.* The *Strip Retail Center Model* is the more traditional regional center model. These centers became predominate with the shift from indoor malls to outdoor centers. They currently can be seen along most major highways across the country. The general traits for these developments are as follows:

- (a) They typically are heavily weighted towards retail land uses and generally do not contain many other land uses. If they do incorporate other land uses they are supportive land uses (e.g. hotels, restaurants, etc.), which are generally separated on pad sites adjacent to a highway or major roadways.
- (b) *Strip Retail Centers* typically involve linear development that parallels the highway; however, this is not always the case.
- (c) They generally only incorporate surface parking, which is usually positioned between the highway and the development. This creates a highly visible parking field.
- (d) The buildings are typically one (1) to two (2) story in height -- mostly one (1) story -- and are more likely to use a faux second story to create a sense of height in the buildings. This also creates the look of mixed land uses.

Examples of these types of centers from the list surveyed by the SPC include (1) Allen Premium Outlets and (2) Arlington Highlands. To a lesser degree, an argument could be made that the Grandscape development has similar characteristics to the *Strip Retail Center Model*.

☑ *Mixed-Use Center Model.* The *Mixed-Use Center Model* is a model built around old design principals typically implemented in dense pockets of land along major corridors. These centers have become a popular regional model in recent years. The SPC identified the following common traits of this type of center:

- (a) These centers are typically compact, utilizing less acreage than the *Strip Retail Model*, due to the use of vertical integration of land uses as opposed to horizontal integration.
- (b) These centers typically utilize primarily structured parking; however, some centers incorporate a limited number of on-street parking spaces adjacent to shops and restaurants.
- (c) The developments are usually designed to be walkable and pedestrian friendly. They incorporate a high percentage of public space/open space for the purpose of encouraging pedestrian interaction. The use of a central green or park has been a central theme in many of the developments looked at by the SPC.
- (d) The buildings range in height and architecture. Retail and restaurant uses are typically located on the ground floor of buildings and residential, office and hotel uses are integrated into the higher floors.
- (e) The developments are usually built towards a central pedestrian mall, with the backs or secondary entrances facing towards major roadways.

Examples of the *Mixed-Use Center Model* from the developments surveyed by the SPC include (1) Watters Creek, (2) City Line, (3) Shops at Legacy, and (4) the Domain. Some of the developments that fit the *Mix-Use Center Model* also incorporate characteristics of the *Town Center Model*.

☑ *Town Center Model.* The *Town Center Model* creates a mixed-use development that utilizes architecture that is more traditional and is generally considered a horizontal mixed-use development; however, it is not uncommon for the centers to integrate uses vertically up to three (3) stories. These centers typically mimic a downtown style of development. Common characteristics of this models include:

- (a) These centers are typically spread out and incorporate a larger area; however, they can be built in more compact areas to a smaller scale.
- (b) These centers very rarely incorporate structured parking, and nearly all parking is surface parking. These centers incorporate on street parking and narrow travel lanes as a traffic-calming device.

- (c) These centers tend to mix a variety of land uses including public land uses (i.e. City Halls). They also tend to be spread out over a large area, but incorporate contiguous building structure to encourage pedestrian mobility.
- (d) Buildings are usually 2-3 stories, but vary in size/height and architecture. Structures with multiple stories tend to have retail first floors, and office and residential second floors. Standalone residential land uses are typically in clusters away from highways or major roadways.

Examples of the *Town Center Model* from the developments surveyed by the SPC include (1) the Southlake Town Square, (2) Fire Wheel Town Center, (3) the Village at Fairview, and (4) Market Street. To a lesser degree, the Hill Country Galleria could qualify under the *Town Center Model* or the *Mixed-Use Center Model*.

☑ *Regional Destination Center Model.* The *Regional Destination Center Model* is reserved for land uses that can drive a regional demand as a standalone use. This demand is sometimes furthered by an adjacent or integrated retail shopping center or restaurant pads, but is not dependent on these land uses. This includes large recreational land uses, the new mega-hotel concepts, entertainment venues/large concert venues, sporting complexes, etc. Examples of this model that were surveyed by the SPC include (1) Toyota Stadium and (2) Gaylord Texan Hotel & Resort.



CHAPTER 4 STAKEHOLDER ENGAGEMENT & PUBLIC PARTICIPATION



SECTION 1 STAKEHOLDER ENGAGEMENT AND PUBLIC PARTICIPATION

The hallmark of any successful planning effort is its collaboration with citizens and stakeholders. To solicit participation, the Staff Planning Committee (SPC) held a workshop on April 18, 2017 and prepared an online survey that was made available through the City's social media accounts. To help ensure participation, property owners and tenants within the study area were sent letters informing them about the workshop and inviting them to participate. Staff also posted the meeting online inviting the general public to participate.

SECTION 2 CITIZEN AND STAKEHOLDER SURVEY

Prior to the workshop, the SPC created a short five (5) question survey, which was intended to learn more about consumer habits in the corridor and to help identify what land uses the public wanted to see in the corridor in the future.

SURVEY QUESTIONS

The survey asked the following questions:

- (1) What is your zip code?
- (2) How frequently do you shop along IH-30?
 - (a) Every Day
 - (b) A Few Times a Week
 - (c) A Few Times a Month
 - (d) A Few Times a Year
 - (e) Never
- (3) How frequently do you leave Rockwall for dining, entertainment and/or retail purchases?
 - (a) Every Day
 - (b) A Few Times a Week
 - (c) A Few Times a Month
 - (d) A Few Times a Year
 - (e) Never
- (4A) For what reasons do you leave Rockwall?
 - (a) Dining
 - (b) Entertainment
 - (c) Medical
 - (d) Retail
 - (e) Work
 - (f) Other
- (4B) If you selected an option for Question 4, please provide examples.
- (5) What dining, retail and/or entertainment uses do you want to see in Rockwall?

This survey was posted online approximately one (1) week prior to the workshop (i.e. April 12, 2017) and was taken offline approximately one (1) week after the workshop (i.e. April 24,

2017). During this time, the SPC received 542 responses. On the right hand side of this page, is a summary of the answers received for Questions 1 - 4A. For Questions 4B and 5 the answers that were received were put into general categories and are as follows:

Figure 4.5: Question #4B
If you selected an option for Question 4, please provide examples.

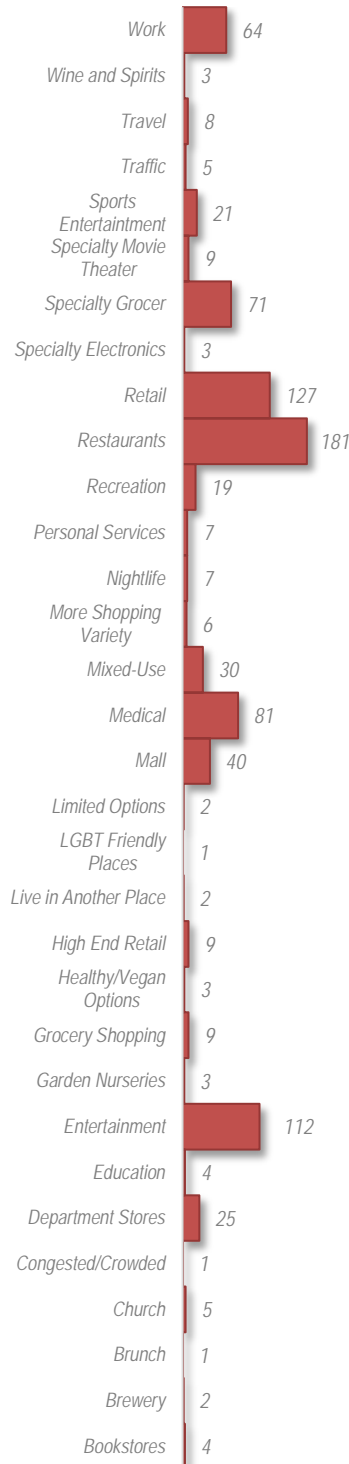


FIGURE 4.1: QUESTION #1
What is your Zip Code?

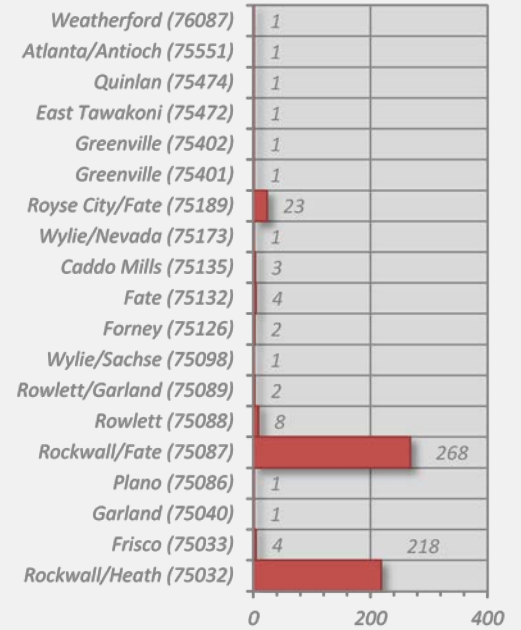


FIGURE 4.2: QUESTION #2
How frequently do you shop along IH-30?

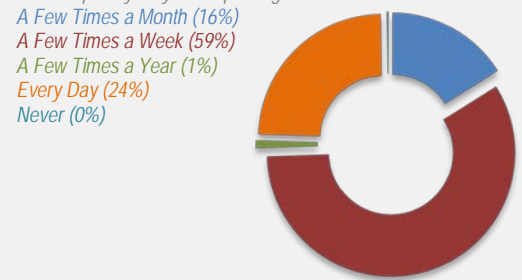


FIGURE 4.3: QUESTION #3
How frequently do you leave Rockwall for dining, entertainment and/or retail purchases?

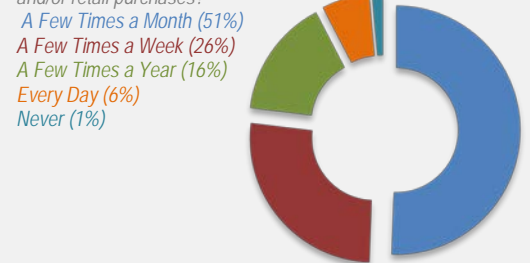


FIGURE 4.4: QUESTION #4A
For what reasons do you leave Rockwall?

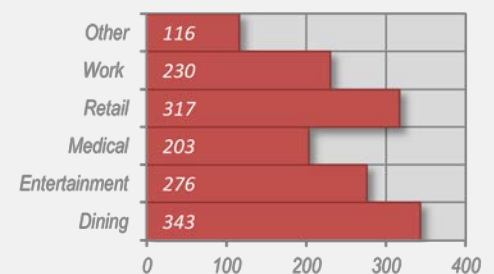
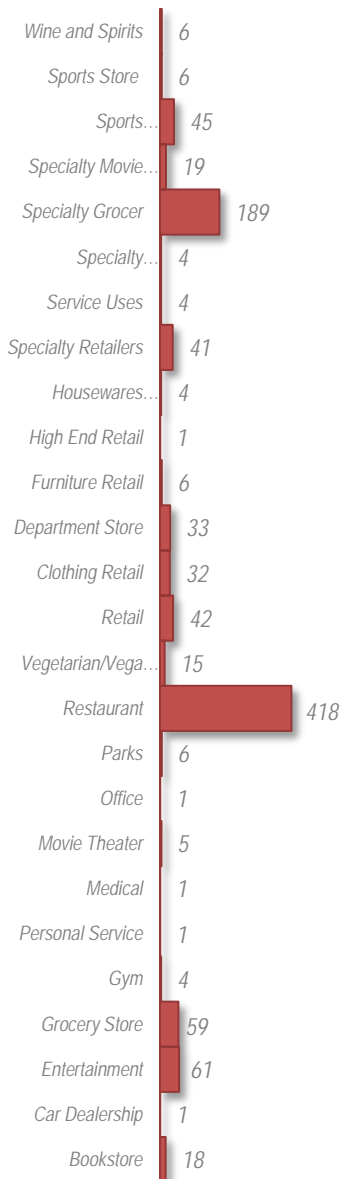


Figure 4.6: Question #5

What dining, retail and/or entertainment uses do you want to see in Rockwall?



SURVEY RESULTS

A majority of the respondents that answered the survey were in the Rockwall/Heath/Fate areas and indicated they use the corridor on a fairly regular basis. Based on the reply's the largest reason cited for leaving Rockwall was for a larger variety of restaurants, retail or entertainment options. A breakdown of these responses is as follows: restaurants received 184 replies (i.e. 181 for Restaurants and three [3] for Vegetarian/Vegan restaurants), retail uses received 204 replies (i.e. three [3] for Specialty Electronics, 127 for Retail, 40 for Mall, nine [9] for High End Retail and 25 for Department Stores) and entertainment received 133 replies (i.e. 21 responses for

Sports Entertainment and 112 for Entertainment). Another highly cited reason for leaving the city was medical, which received 81 mentions. These were also some of the more popular replies to questions asking what people would like to see in the future. It is also worth noting that Specialty Grocery Stores (i.e. Whole Foods, Trader Joes, Central Market, etc.) received a high number of replies for reasons people leave the corridor (i.e. 71 replies) and uses that people want to see in the future (i.e. 189 replies).

(For a complete list of all survey results -- including a list of specific retailers mentioned in the survey --, please see Appendix B, Survey Results, of this document)

SECTION 3 WORKSHOP

At the April 18, 2017 workshop meeting, the SPC explained the purpose of the study and presented findings from the existing condition and benchmark analyses. Once this information was conveyed, the SPC asked the estimated 50 people in attendance (35 people signed-in on the provided sign-in sheets) what they perceived the major issues/priorities for the IH-30 Corridor are currently and what they will be in the future. The participants identified the following:

- (1) Traffic
- (2) Parking Requirements
- (3) Increased Open Space
- (4) Abundance of Automotive Uses
- (5) Above Ground Utilities
- (6) Eastern Entry Portal
- (7) Screening of Utilities
- (8) Parks/Trail/Walkability
- (9) Low-End Lodging
- (10) Beautification
- (11) Business Park/Corporate Park
- (12) Overly Restrictive Signage Requirements
- (13) Balance of Development Regulations
- (14) Small Business Friendly
- (15) Sports Complex

After the conversation subsided, the SPC introduced the workshop exercises, which were broken down into the following six (6) stations:

STATION 1: EXISTING CONDITIONS MAPS

The purpose of Station 1 was to display the Existing Conditions Boards and allow participants to review the conditions that were explained in the presentation. This area also included boards showing the market analysis, which was not covered in the opening presentation.

STATION 2: EXISTING CORRIDOR

Station 2 asked participants to look at pictures of existing structures in the IH-30 Corridor and

identify five (5) structures they found to be aesthetically pleasing. Part two (2) of this exercise asked the participant to explain why they choose the structures they did. The purpose of this exercise was to provide insight into the City's current architectural standards, which are contained in the City's IH-30 Overlay (IH-30 OV) District.

The buildings identified in this exercise in ranked order -- followed by the year built, the address and the number of votes received -- are as follows:

- (1) Baylor/Emerus Emergency Care Facility (2013)
Address: 1975 E. IH-30
Votes: 4



- (2) Mid-South Bank (2013) at
Address: 1102 E. IH-30
Votes: 3



- (3) JC Penney (2007)
Address: 1015 E. IH-30
Votes: 3



- (4) *Honda of Rockwall (2013)*
 Address: 1550 E. IH-30
 Votes: 3



- (5) *Lazy-Boy (2013)*
 Address: 1154 E. IH-30
 Votes: 3



NOTE: Staff excluded all entries with less than three (3) votes.

Based on the results of this exercise, all the buildings receiving three (3) votes or more where constructed within the last decade (*i.e. they were constructed under the City's current ordinances, which would include the IH-30 Overlay [IH-30 OV] District standards for architecture and landscaping*).

The second question in this exercise asked participants to list why they found these structures aesthetically pleasing. In this section, participants cited many physical elements like stone, building materials, color, height, and landscaping. In addition, aspects about the design of the buildings were also cited (*e.g. traditional architecture, modern architecture, contrast, diversity, etc.*). Participants also listed qualitative responses like *contributes to the small town feel and lasting design*.

STATION 3: PLAN FRAMEWORK

The plan framework exercises in *Station 3* were used as a comparison to the plan framework created by the SPC. The first exercise asked participants to break down the corridor into one (1) of three (3) different

corridor zones. These zones were described on the board as follows:

- ☑ *Preservation Zone.* A *Preservation Zone* is a segment of the existing corridor that is being utilized with the highest and best uses for the properties in that zone, and should be maintained and supported moving forward.
- ☑ *Transition Zone.* A *Transition Zone* is a segment of the existing corridor that is currently underutilized due to incompatible land uses, building design, commercial densities, and/or land uses that do not maximize the City's *Ad Valorem* tax potential. This area may contain uses that should be preserved; however, the majority of the land uses are considered transitional.
- ☑ *Opportunity Zone.* An *Opportunity Zone* is a segment of the existing corridor with vacant or strategically placed or underutilized land that could be developed or redeveloped with the highest and best use for the corridor.

The results from this study were very similar to the SPC's findings and indicated how citizens view existing development, areas in need of redevelopment and future opportunities in the study area. *Map 4.1: Corridor Zones Exercise Results* depicts the results from this exercise.

The second exercise asked participants to place dots on a map over property that they identified as strategic or opportunities for the city in the future. The results of this exercise again were very similar to the SPC's results. The only major discrepancy between the SPC's findings and the citizen's findings was the citizen's map indicated Carlisle Plaza as an opportunity in the future.

STATION 4: CITIZEN AND STAKEHOLDER SURVEY

Station 4 allowed participants in the workshop who had not taken the survey mentioned in Section 2, *Citizen and Stakeholder Survey*, of this chapter a chance to do so. This was done electronically using iPads.

STATION 5: BENCHMARK ANALYSIS AND VISUAL PREFERENCE SURVEY

The purpose of *Station 5* was to provide activities targeted at soliciting what type of regional land uses participants were interested in seeing along the IH-30 Corridor. This was a sort of *micro-design-activity/visual preference survey*.

The first of these activities were two (2) visual preference survey boards involving the 14 regional developments identified by the SPC in the *Benchmark Analysis*. The pictures on the boards showed aerial imagery, land use breakdowns (*i.e. visually and chart forms*), and the circulation to arterial interface of each of the regional developments. None of the pictures were labeled. This was done to avoid any bias that the participants may have towards a shopping center based on personal experience. Participants were given dots and asked to select what they felt was the most desirable development on the two (2) boards.

The results of this exercise in ranking order -- *followed by the number of votes received* -- are as follows (*see Exhibits 4.1 & 4.2*):

- (1) Toyota Stadium [10]
- (2) Grandscape [9]
- (3) The Domain [8]
- (4) Watters Creek [8]
- (5) Hill Country Galleria [7]
- (6) The Shops of Legacy [5]
- (7) City Line [4]
- (8) Market Street [4]
- (9) Arlington Highlands [1]
- (10) Allen Outlets [1]
- (11) The Village at Fairview [1]
- (12) Firewheel [0]
- (13) Southlake Town Center [0]
- (14) Gaylor Texan [0]

The second exercise again used the information collected from 14 regional developments identified by the SPC, and asked participants to identify the most desirable entrance and internal street cross sections. Participants were given a dot to make each selection. Again, none of the choices were labeled to give any indication of which development the roadways represented. The outcome of this exercise in ranking order - *followed by the number of votes received* - is as follows (*see Exhibit 4.5*):

Entrance Street Cross Sections

- (1) Watters Creek [4]
- (2) Allen Outlets [4]
- (3) Toyota Stadium [1]
- (4) The Village at Fairview [1]
- (5) Shops at Legacy [1]
- (6) Gaylord Texan [1]

Internal Street Cross Sections

- (1) The Village at Fairview [6]
- (2) Toyota Stadium [3]
- (3) Firewheel [2]
- (4) City Line [2]
- (5) The Shops at Legacy [1]



The remainder of the developments not mentioned did not receive any votes.

The final exercise of *Station 5* was a visual preference survey that involved pictures from each of the various 14 regional developments. Again none of the pictures were labeled and participants were given two (2) dots to choose what they felt was the most appropriate development for the IH-30 Corridor.

The results of this exercise in ranking order -- followed by the number of votes received -- are as follows (see Exhibits 4.5):

- (1) Grandscape [15]
- (2) Watters Creek [12]
- (3) City Line [8]
- (4) Southlake Town Center [8]
- (5) Market Street [6]
- (6) Hill Country Galleria [5]
- (7) The Domain [4]
- (8) The Village at Fairview [2]
- (9) Firewheel [1]
- (10) Arlington Highlands [1]

The remainder of the developments not mentioned did not receive any votes.

STATION 6: ISSUE AND PRIORITY VOTING AND PARTICIPANT FEEDBACK

The final station, *Station 6*, used the list of issues and priorities compiled by participants at the beginning of the workshop. Each participant was given one (1) dot and asked to identify the most pressing issue/top priority for the IH-30 Corridor moving forward. The outcome of this exercise in ranking order -- followed by the number of votes received -- is as follows:

- (1) Eastern Entry Portal [3]
- (2) Parks/Trail/Walkability [3]
- (3) Traffic [2]
- (4) Parking Requirements [1]
- (5) Increased Open Space [1]
- (6) Abundance of Automotive Uses [1]
- (7) Above Ground Utilities [1]
- (8) Beautification [1]
- (9) Small Business Friendly [1]
- (10) Screening of Utilities [0]
- (11) Low-End Lodging [0]
- (12) Business Park/Corporate Park [0]
- (13) Overly Restrictive Signage Standards [0]
- (14) Balance of Development Regulations [0]
- (15) Sports Complex [0]

As part of *Station 6*, staff also placed a piece of paper encouraging people to leave notes or provide feedback concerning the exercises, the study, the corridor, etc. The following ten (10) responses were received:

- (1) Need a Baseball/Sports Complex like the facility at Craig Ranch in Plano to attract tournaments that fill up all the hotels on Friday and Saturday nights. Field of Dreams in Mansfield is another baseball field to look at.
- (2) Need action and people when you drive into town.
- (3) An Entertainment Venue for Music
- (4) Existing and older buildings need to be grandfathered from any retroactive zoning/building requirements that may be added.
- (5) The number of required parking spaces is too high for older buildings on limited property sizes.
- (6) City needs a performance hall.
- (7) City needs a sports complex.

- (8) Would like to see Rockwall have a facility big enough to draw large convention or trade shows. The City could also use existing facilities and smaller venues that are currently in place to attract smaller events.

SECTION 4 SUMMARY OF FINDINGS FROM PUBLIC INPUT

Based on the participation of the stakeholders and the general public, the SPC was able to construct a profile/framework for current and future development and land use within the corridor. The findings from the first exercise seem to indicate that citizens are generally content with the current development standards from an architectural perspective, and through the open response section of this exercise the SPC identified several aspects of the current codes that seem to be important to citizens and stakeholders (*i.e. natural stone, trees, four [4] sided architecture, etc.*). Through the plan framework exercises, the public helped identified additional properties that could be opportunities in the future. This also gave a good indication of how the public currently views the corridor. The benchmark exercise helped the SPC identify potential regional land uses and characteristics that are important to citizens and stakeholders. From these exercises, the SPC was able to surmise the following about regional development:

- (1) The public seems to prefer developments that incorporate a large amount of open space (*i.e. 25%+*).
- (2) Street trees are very important to the aesthetics of a streetscape.
- (3) Public art and entry monumentation is important to entry roadways.
- (4) The public appears to be in favor of a town center look that incorporates buildings that are 1-3 stories in height and that maintain a traditional architecture.
- (5) Developments that incorporate structured parking or that hide surface parking from the highway appear to be more preferable.
- (6) Regional centers that incorporate a large range/mix of land uses are much more preferable to traditional retail only shopping centers (*i.e. more preferable to traditional strip development*).
- (7) The majority of the regional centers that were preferred by citizens and stakeholders incorporated some dimension of residential housing (*i.e. townhomes, condos and/or multi-family*).

Finally, the survey helped the SPC understand the wants and needs of the community. This also helped to identify a good cross section of land uses currently missing in the corridor and the land uses that the public wants to see in the future.

EXHIBIT INDEX

- (1) EXHIBITS 4.1 & 4.2: EXERCISE 1 -- VISUAL PREFERENCE SURVEY BOARDS FOR THE BENCHMARKING DEVELOPMENT'S LAND USE
- (2) EXHIBITS 4.3 & 4.4: EXERCISE 3 -- VISUAL PREFERENCE SURVEY BOARDS S
- (3) EXHIBIT 4.5: EXERCISE 2 -- STREET CROSS SECTIONS

MAP INDEX

- (1) MAP 4.1: CORRIDOR ZONES EXERCISE RESULTS
- (2) MAP 4.2: STRATEGICALLY LOCATED PROPERTIES EXERCISE RESULTS

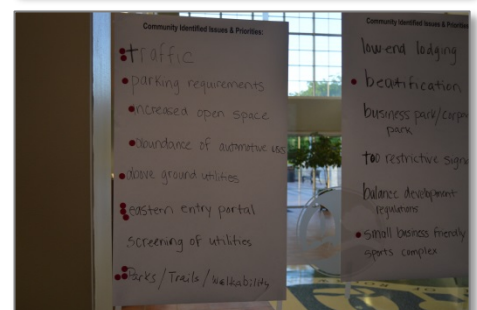
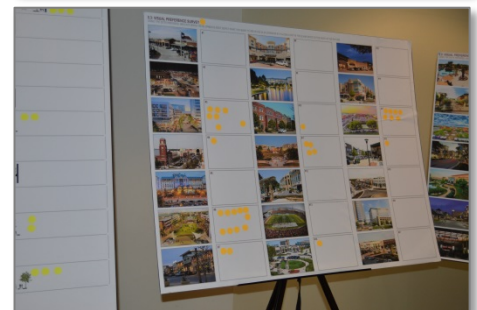


Exhibit 4.1: Exercise 1 -- Visual Preference Survey Boards for the Benchmark Development's Land Use Mix

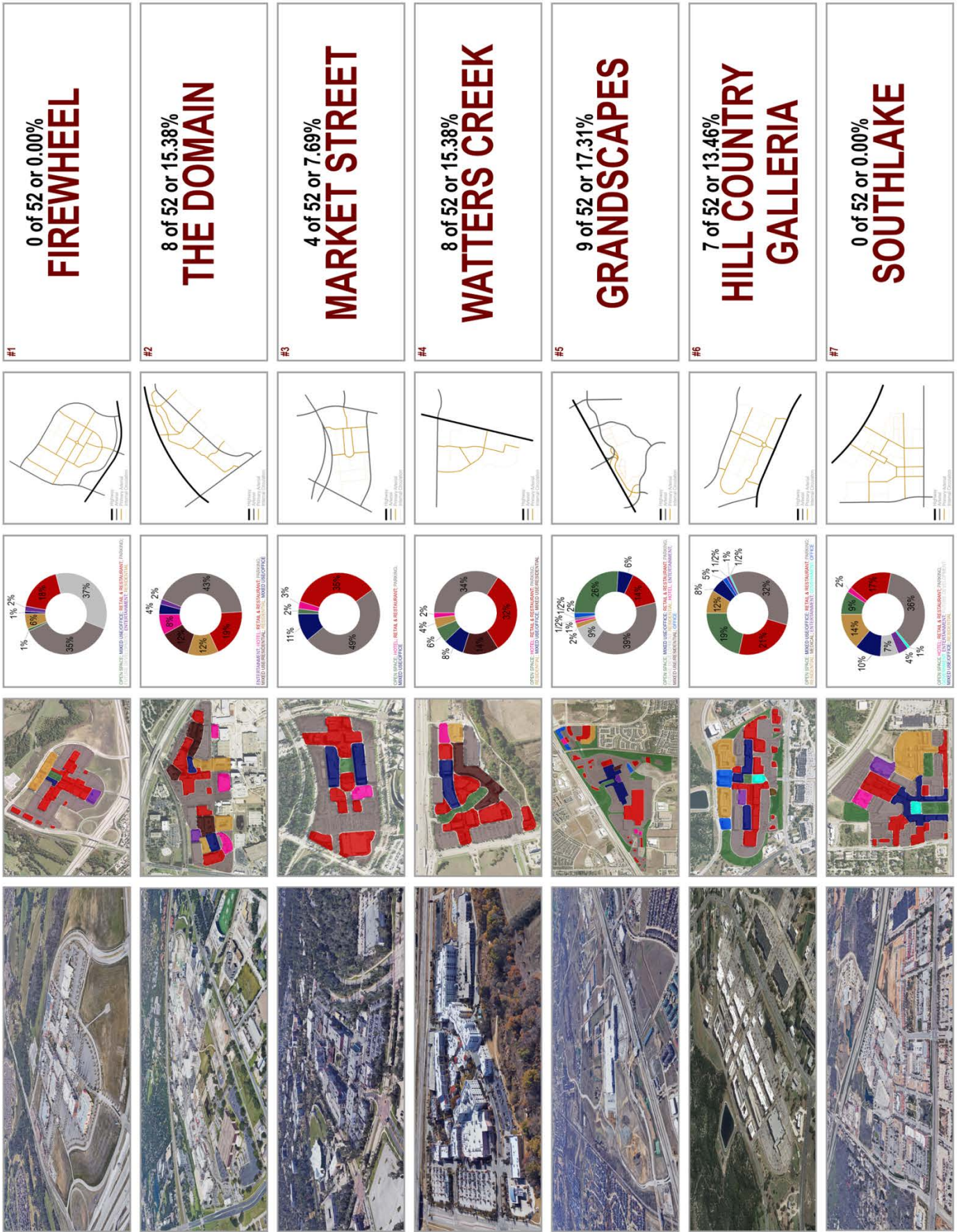


Exhibit 4.2: Exercise 1 -- Visual Preference Survey Boards for the Benchmark Development's Land Use Mix

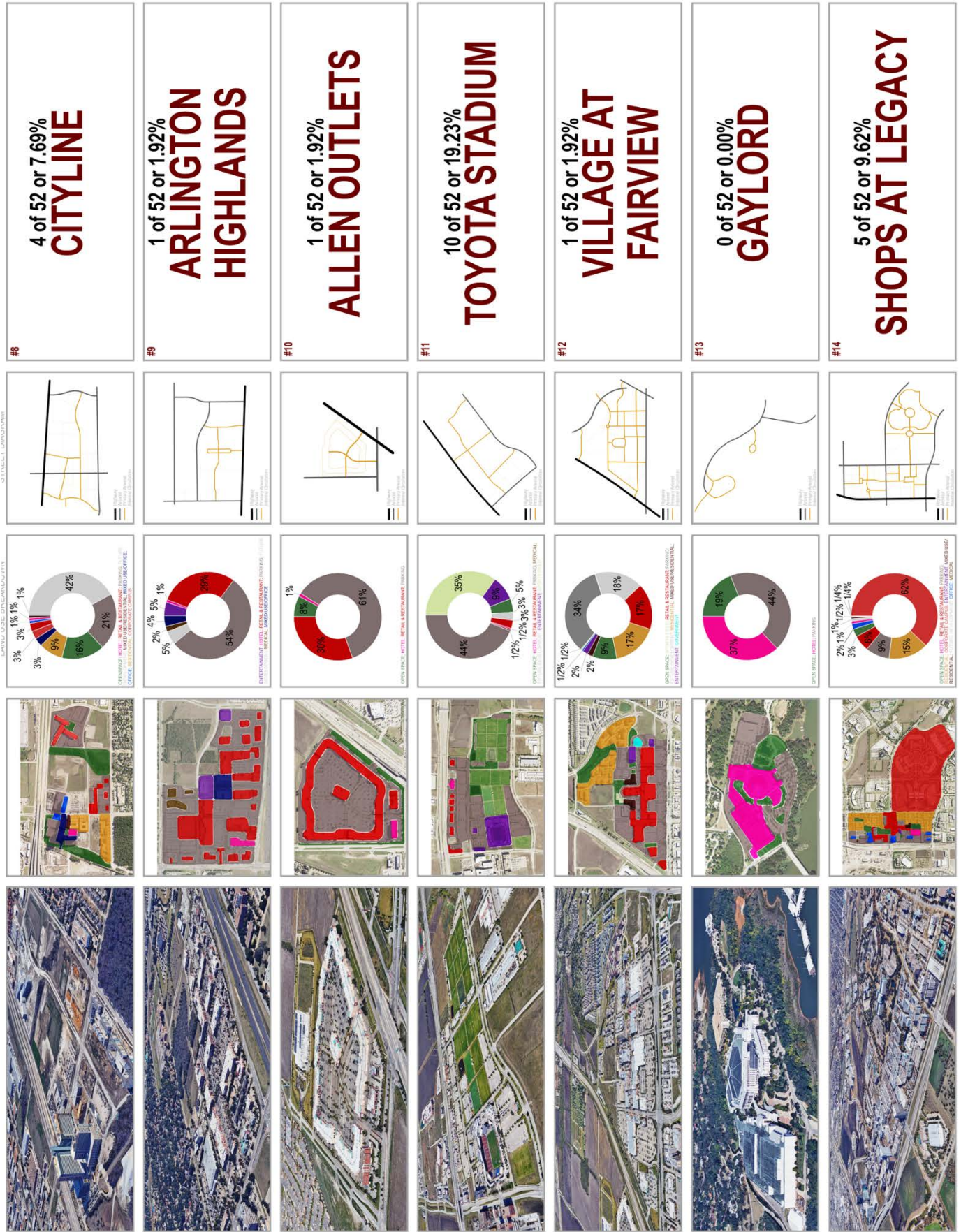
















Exhibit 4.3: Exercise 3 -- Visual Preference Survey Boards Showing Pictures of Benchmark Developments

			
#1 0 of 62 or 0% ALLEN OUTLET	#8 0 of 62 or 0% MARKET STREET	#15 0 of 62 or 0% ALLEN OUTLETS	#18 1 of 62 or 1.61% HILL COUNTRY GALLERIA
			
#2 0 of 62 or 0% ARLINGTON HIGHLANDS	#9 0 of 62 or 0% SHOPS AT LEGACY	#16 0 of 62 or 0% VILLAGE AT FAIRVIEW	#18 1 of 62 or 1.61% HILL COUNTRY GALLERIA
			
#3 7 of 62 or 11.29% CITYLINE	#10 1 of 62 or 1.61% SOUTHLAKE TOWN CENTER	#17 7 of 62 or 11.29% SOUTHLAKE TOWN CENTER	#17 7 of 62 or 11.29% SOUTHLAKE TOWN CENTER
			
#4 1 of 62 or 1.61% FIREWHEEL	#11 4 of 62 or 6.45% WATTERS CREEK	#18 1 of 62 or 1.61% HILL COUNTRY GALLERIA	#18 1 of 62 or 1.61% HILL COUNTRY GALLERIA
			
#5 0 of 62 or 0% GAYLORD	#12 0 of 62 or 0% THE DOMAIN	#19 0 of 62 or 0% FIREWHEEL	#19 0 of 62 or 0% FIREWHEEL
			
#6 10 of 62 or 16.13% GRANDSCAPE	#13 0 of 62 or 0% TOYOTA STADIUM	#20 0 of 62 or 0% CITYLINE	#20 0 of 62 or 0% CITYLINE
			
#7 3 of 62 or 4.84% HILL COUNTRY GALLERIA	#14 1 of 62 or 1.61% VILLAGE AT FAIRVIEW	#21 0 of 62 or 0% ARLINGTON HIGHLANDS	#21 0 of 62 or 0% ARLINGTON HIGHLANDS













Exhibit 4.4: Exercise 3 -- Visual Preference Survey Boards Showing Pictures of Benchmark Developments

	<p>#22</p> <p>0 of 62 or 0% GAYLORD</p>		<p>#29</p> <p>1 of 62 or 1.61% HILL COUNTRY GALLERIA</p>		<p>#36</p> <p>0 of 62 or 0% FIREWHEEL</p>
	<p>#23</p> <p>3 of 62 or 4.84% GRANDSCAPE</p>		<p>#30</p> <p>0 of 62 or 0% SHOPS AT LEGACY</p>		<p>#37</p> <p>0 of 62 or 0% GAYLORD</p>
	<p>#24</p> <p>0 of 62 or 0% MARKET STREET</p>		<p>#31</p> <p>1 of 62 or 1.61% CITYLINE</p>		<p>#38</p> <p>6 of 62 or 9.68% MARKET STREET</p>
	<p>#25</p> <p>2 of 62 or 3.23% THE DOMAIN</p>		<p>#32</p> <p>2 of 62 or 3.23% GRANDSCAPE</p>		<p>#39</p> <p>0 of 62 or 0% SOUTHLAKE TOWN CENTER</p>
	<p>#26</p> <p>7 of 62 or 11.29% WATTERS CREEK</p>		<p>#33</p> <p>1 of 62 or 1.61% ARLINGTON HIGHLANDS</p>		<p>#40</p> <p>1 of 62 or 1.61% VILLAGE AT FAIRVIEW</p>
	<p>#27</p> <p>0 of 62 or 0% SHOPS AT LEGACY</p>		<p>#34</p> <p>0 of 62 or 0% ALLEN OUTLET</p>		<p>#41</p> <p>0 of 62 or 0% TOYOTA STADIUM</p>
	<p>#28</p> <p>0 of 62 or 0% TOYOTA STADIUM</p>		<p>#35</p> <p>2 of 62 or 3.23% THE DOMAIN</p>		<p>#42</p> <p>1 of 62 or 1.61% WATTERS CREEK</p>

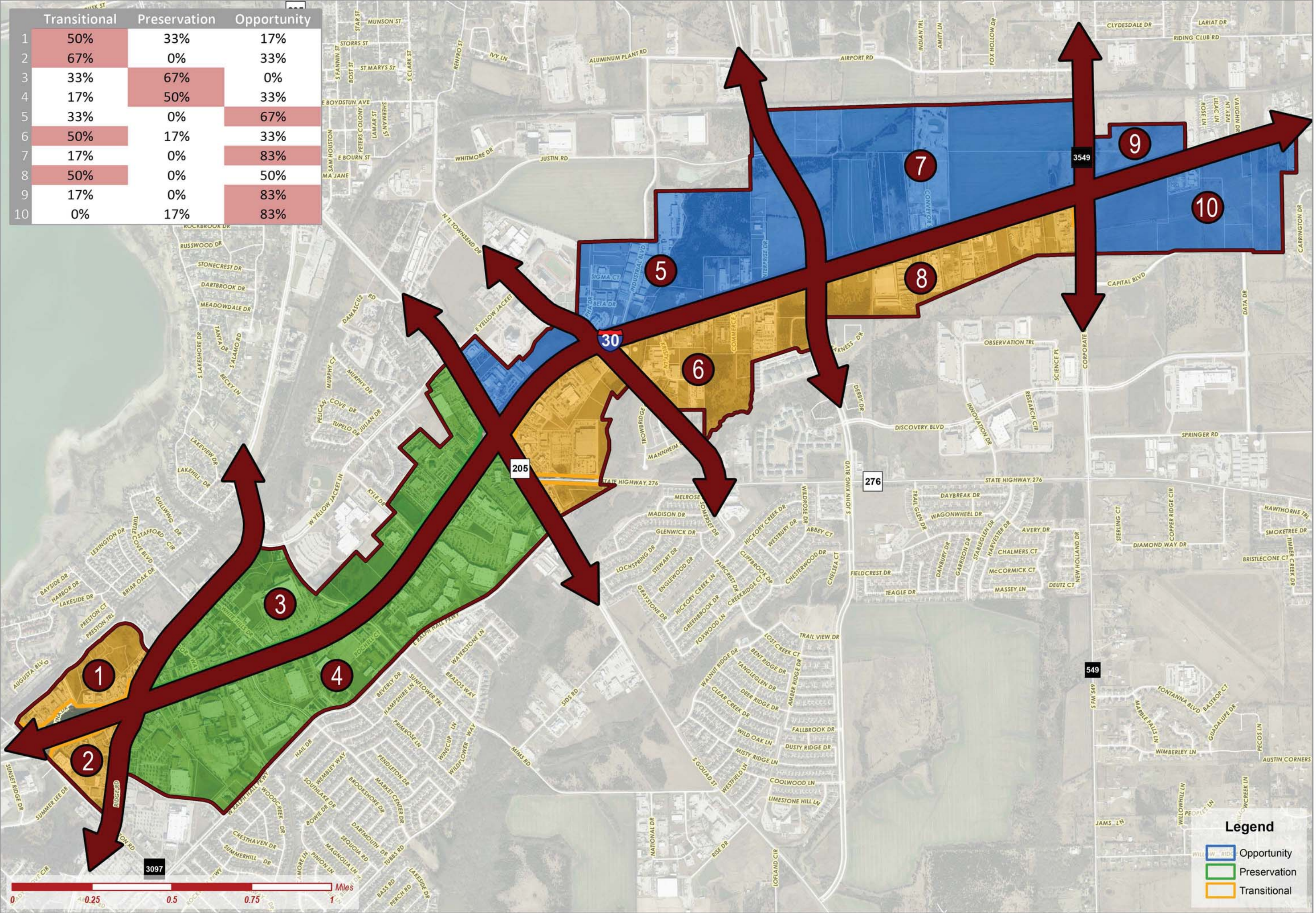
ENTRANCE STREET CROSS SECTIONS

	1 of 26 or 3.85% TOYOTA STADIUM
	1 of 26 or 3.85% THE VILLAGE AT FAIRVIEW
	0 of 26 or 0.00% THE DOMAIN - AUSTIN
	0 of 26 or 0.00% SOUTHLAKE TOWN CENTER
	1 of 26 or 3.85% SHOPS AT LEGACY
	0 of 26 or 0.00% MARKET STREET
	0 of 26 or 0.00% HILL COUNTRY GALLERIA
	0 of 26 or 0.00% GRANDSCAPE
	1 of 26 or 3.85% GAYLORD
	0 of 26 or 0.00% FIREWHEEL TOWN CENTER
	0 of 26 or 0.00% CITYLINE
	0 of 26 or 0.00% ARLINGTON HIGHLANDS
	4 of 26 or 15.38% ALLEN OUTLETS
	4 of 26 or 15.38% WATTERS CREEK

INTERNAL STREET CROSS SECTIONS

	6 of 26 or 23.08% THE VILLAGE AT FAIRVIEW
	0 of 26 or 0.00% THE DOMAIN - AUSTIN
	0 of 26 or 0.00% GAYLORD
	0 of 26 or 0.00% GRANDSCAPE
	0 of 26 or 0.00% SOUTHLAKE TOWN CENTER WATTERS CREEK
	2 of 26 or 7.70% CITYLINE
	0 of 26 or 0.00% MARKET STREET
	1 of 26 or 3.85% SHOPS AT LEGACY
	0 of 26 or 0.00% HILL COUNTRY GALLERIA
	2 of 26 or 7.70% FIREWHEEL TOWN CENTER
	0 of 26 or 0.00% ARLINGTON HIGHLANDS ALLEN OUTLETS
	3 of 26 or 11.54% TOYOTA STADIUM

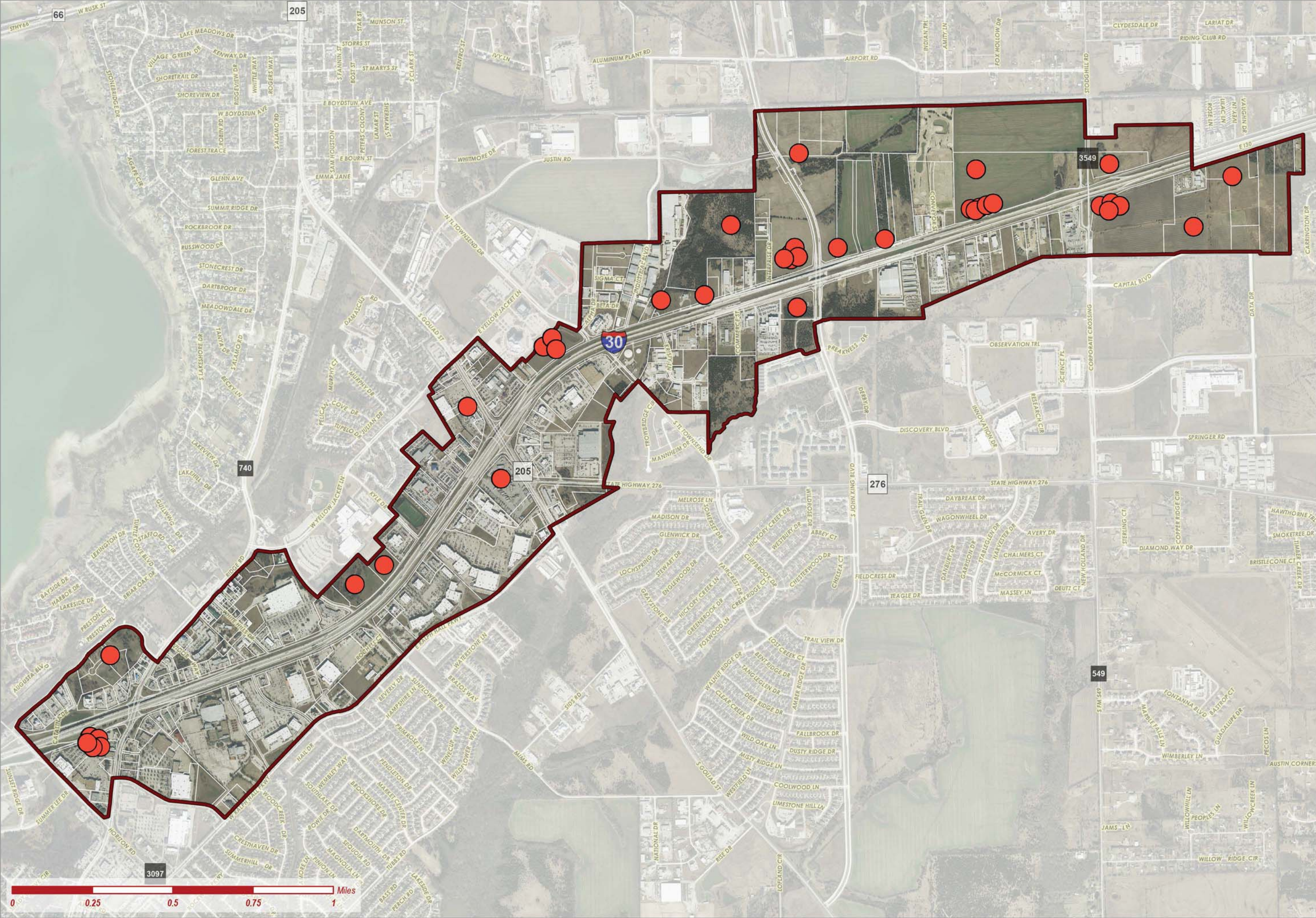
	Transitional	Preservation	Opportunity
1	50%	33%	17%
2	67%	0%	33%
3	33%	67%	0%
4	17%	50%	33%
5	33%	0%	67%
6	50%	17%	33%
7	17%	0%	83%
8	50%	0%	50%
9	17%	0%	83%
10	0%	17%	83%



Legend

- Opportunity
- Preservation
- Transitional





CHAPTER 5 PLAN FRAMEWORK



PUSH
BUTTON
FOR



SECTION 1 PLAN FRAMEWORK

Broad planning ideas, goals and objectives form the framework used to develop strategies intended to support existing land uses and to target and attract new regional land uses. From the existing conditions analysis, the retail trade area analysis, the benchmark analysis and the stakeholder engagement workshop, the Staff Planning Committee (SPC) created the broad framework depicted in Figure 5.1: Plan Framework below and in Map 5.6: Plan Framework Map. This framework was later used to identify strategies for business retention/attraction in the corridor and to draft an implementation plan. This framework includes:

CORRIDOR ZONES

The Corridor Zones (i.e. Preservation, Transition and Opportunity Zones) -- which were established by citizens and stakeholders as part of Station 3: Plan Framework of the stakeholder engagement workshop -- were reviewed by the SPC. For the most part the SPC agreed with the findings from the stakeholder engagement workshop; however, they identified three (3) clarifications in the way the zones were broken down. Specifically, the SPC identified the following: [1] Zone #3 should be broken down into two (2) parts and the portion between Greencrest Boulevard and S. Goliad Street (SH-205) be identified as a Transition Zone as opposed to a Preservation Zone; [2] Zone #7 (i.e. Zone #'s 5 & 7 below) be broken into two (2) parts and the portion between T. L. Townsend Drive and John King Boulevard be identified as Transition Zone as opposed to an Opportunity Zone; and, [3] Zone #6 (i.e. Zone #'s 6 & 8 below) be broken into two (2) parts and the portion in between S. Goliad Street (SH-205) and T. L. Townsend Drive be identified as a Preservation Zone as opposed to a Transition Zone. By breaking the corridor

down into these zones, the SPC was better able to look at specific strategies that could be applied to each individual area.

NOTE: See Station #3: Plan Framework in Section 3, Workshop, of Chapter 4, Stakeholder Engagement & Public Participation, of this document for definitions of each zone (i.e. Preservation, Transition, and Opportunity).

The final corridor zones are as follows (and depicted in Map 5.1: Corridor Zones Map):

- ☑ **Corridor Zone #1:** This zone is situated between Horizon Road (FM-3097) and Ridge Road (FM-740) on the north side of IH-30 and is designated as a *Transitional Zone*. This designation is due to the large amount of vacant property that currently exists in this area, and the uncertainty of how the development of this land will affect adjacent/existing land uses.
- ☑ **Corridor Zone #2:** This triangular shaped zone is situated within the bounds of Ridge Road (FM-740), Horizon Road (FM-3097), and IH-30, and is identified as a *Transition Zone*. This area contains an older shopping center (i.e. *Carlisle Plaza*) that is currently in the process of transitioning. The public also identified this area as a *Strategically Located Property* in the stakeholder engagement meeting. Due to its redevelopment opportunity.

- ☑ **Corridor Zone #3:** This zone is divided between two (2) designations due to discrepancies between the public's map and the SPC's map. The portion from Ridge Road (FM-740) to Greencrest Boulevard is identified as a *Preservation Zone*, and the area between Greencrest Boulevard and N. Goliad Street (SH-205) is identified as a *Transition Zone*. The split designation indicates a difference in the development of these two (2) areas, and of how these businesses have changed overtime. This split is also attributed to the new development currently taking place in the area between Greencrest Boulevard and S. Goliad Street (SH-205).
- ☑ **Corridor Zone #4:** This zone is directly south of Corridor Zone #3 and extends from Ridge Road (FM-740) to N. Goliad Street (SH-205). This area is identified as a *Preservation Zone*, which is primarily attributed to recently developed shopping centers in this zone. These properties are currently considered highly performing commercial/retail properties.
- ☑ **Corridor Zone #5:** This zone extends from N. Goliad Street (SH-205) to T. L. Townsend Drive and is identified as an *Opportunity Zone*.

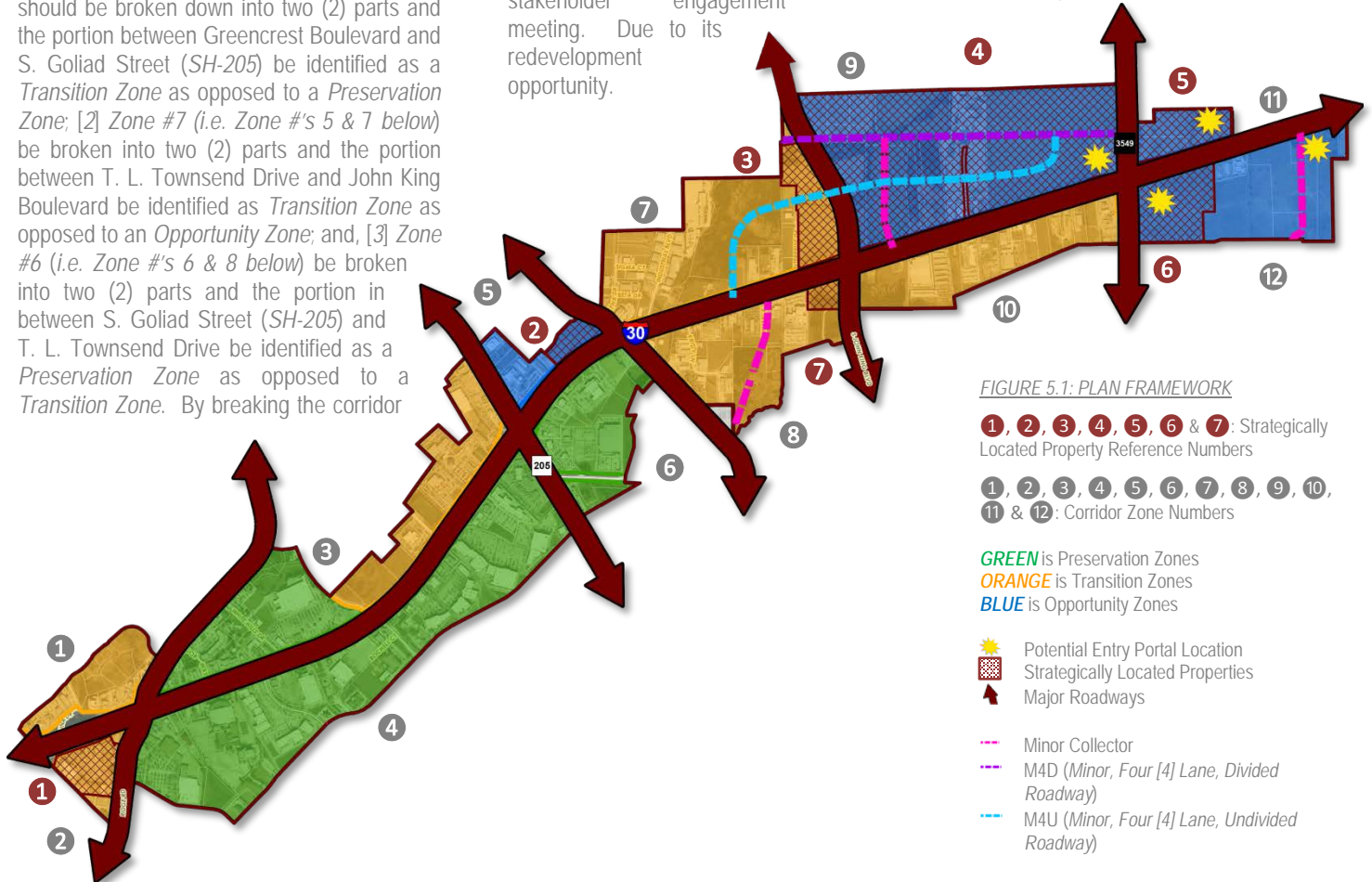


FIGURE 5.1: PLAN FRAMEWORK

①, ②, ③, ④, ⑤, ⑥ & ⑦: Strategically Located Property Reference Numbers

①, ②, ③, ④, ⑤, ⑥, ⑦, ⑧, ⑨, ⑩, ⑪ & ⑫: Corridor Zone Numbers

GREEN is Preservation Zones

ORANGE is Transition Zones

BLUE is Opportunity Zones

★ Potential Entry Portal Location
 ★ Strategically Located Properties
 ↗ Major Roadways

--- Minor Collector
 --- M4D (Minor, Four [4] Lane, Divided Roadway)
 --- M4U (Minor, Four [4] Lane, Undivided Roadway)

The purpose of this designation is tied to the large vacant property in front of the County Courthouse, and to other potential redevelopment opportunities within this area.

- ☑ Corridor Zone #6: This zone extends from S. Goliad Street (SH-205) to T. L. Townsend Drive and is identified as a *Preservation Zone*. This area includes newer development in the IH-30 corridor (i.e. the *CostCo shopping center and adjacent land uses*) that should be preserved moving forward.
- ☑ Corridor Zone #7: This zone is identified as a *Transition Zone* and extends from T. L. Townsend Drive to John King Boulevard. This area incorporates industrial and interim land uses that are considered to be transitioning. In addition, this land also incorporates strategically located vacant property adjacent to the John King Boulevard.
- ☑ Corridor Zone #8: This zone is also situated between T. L. Townsend Drive and John King Boulevard, south of IH-30. The area is identified as a *Transition Zone*, due to the large amount of transitional or interim land uses along the IH-30 frontage road. In addition, the property has several large tracts of land that are currently vacant. When developed these properties could change the land use pattern for the area. This zone also has a strategically located, vacant property at the southwest corner of John King Boulevard and IH-30.
- ☑ Corridor Zone #9: This corridor zone extends from John King Boulevard to Stodgell Road (FM-3549). Since the majority of these tracts are currently vacant, this zone is identified as an *Opportunity Zone* and all property in this area is identified as strategically located property.
- ☑ Corridor Zone #10: This zone is situated between John King Boulevard and Corporate Crossing, and is identified as a *Transitional Zone*. The purpose of this designation is tied to the existing land uses and parcelization pattern of the area (i.e. *the way the property has been subdivided over time*).
- ☑ Corridor Zone #11: This corridor zone is identified as an *Opportunity Zone* and is located north of IH-30, east of Stodgell Road (FM-3549). This zone is vacant and is directly adjacent to the City's eastern City limit line. This entire zone is

considered to be a strategically located property.

- ☑ Corridor Zone #12: The final corridor zone is south of IH-30, east of Corporate Crossing. This zone is primarily vacant and only contains a few interim land uses. Due to the largely undeveloped area in this zone, it is identified as an *Opportunity Zone*. In addition, the zone contains strategically located property at the southeast corner of the intersection of John King Boulevard and IH-30.

STRATEGICALLY LOCATED PROPERTIES

Using the findings from the *Benchmark Analysis -- detailed in Chapter 3, Benchmark Analysis for Strategically Located Properties, of this document* -- the SPC identified potentially appropriate developments for each of the strategically located properties. The models used in this exercise are as follows:

- (1) Strip Retail Center Model
- (2) Mixed-Use Center Model
- (3) Town Center Model
- (4) Regional Destination Center Model

NOTE: See Section 3, Benchmark Analysis Findings, of Chapter 3, Benchmark Analysis for Strategically Located Properties, of this document for definitions/characteristics of each model.

The findings by the SPC are as follows (and depicted in Map 5.2: *Strategically Located Properties*):

- ☑ Strategically Located Property #1: The first strategically located property represents the only redevelopment possibility that was identified by the SPC and/or the public, and could benefit from an adaptive reuse or redevelopment plan. Taking this into consideration the SPC did not apply any of the models to this property. It was simply identified as a *redevelopment opportunity*.
- ☑ Strategically Located Property #2: This strategically located property is situated at the southwest corner of T. L. Townsend Drive and the IH-30 frontage road, and is currently owned by Rockwall County. The SPC unanimously identified this property as being suitable for a *Strip Retail Center*. It should also be pointed out that this property is currently entitled for this type of development under the Commercial (C) District as defined by the UDC. The SPC felt that despite being a highly visible site this model was appropriate due to the limited access caused by the location of the on/off ramps at John King Boulevard and S. Goliad Street (SH-205).

- ☑ Strategically Located Property #3: This strategic area is located adjacent to the western right-of-way line of John King Boulevard, and is partially zoned Commercial (C) District with the remainder being zoned Light Industrial (LI) District. The SPC identified this property as being suitable for a *Mixed-Use Center* or a *Town Center*. This designation is due to the location and visibility of the property, and that it is located near and accessible from two (2) major roadways (i.e. *John King Boulevard and Justin Road*) and a major highway (i.e. *IH-30*). With this being said the property is situated below the highway overpass and as a result the site has limited visibility for a single story structure. Structures that are two (2) to three (3) stories in height would be better suited for this property.

- ☑ Strategically Located Property #4: This area is located between John King Boulevard and Stodgell Road (FM-3549), north of IH-30. The properties in this area are zoned as Commercial (C), Light Industrial (LI) and Agricultural (AG) Districts. Due to the large acreage of these strategic properties, the SPC broke the designation of this area into three (3) zones. The first was directly adjacent to John King Boulevard and was identified as being suitable for *Strip Retail Center* by the SPC. The second area was located between Security Drive and the golf course (i.e. *A1 Golf*) and was identified as being suitable for a *Town Center* development. The third area was the remainder of the property and was identified as being suitable for a *Regional Destination Center*. These designations stem from the good visibility and close proximity to major roadways. In addition, this property is in an ideal location for a large commercial/retail development/regional center.

- ☑ Strategically Located Property #5: This property is located at the northeast corner of Stodgell Road (FM-3549) and IH-30 and is zoned Commercial (C) District. Due to the linear nature of this strategically located property, the SPC identified the *Mixed-Use Center* and *Strip Retail Center* as being potentially appropriate models for development. This property does have limited access and poor visibility from east bound traffic, but is located directly adjacent to *Strategically Located Property # 4* making the possibility for a major

intersection at IH-30 and Stodgehill Road (FM-3549) highly likely.

- ☑ Strategically Located Property #6: This strategically located property is situated at the southeast corner of Corporate Crossing and IH-30 and is currently zoned Commercial (C) District. The SPC identified this property as being appropriate for both a *Mixed-Use Center* or a *Town Center* based on the location, acreage and its relation to the highway and Corporate Crossing. A *Strip Retail Center* and *Regional Destination Center* were also identified by the SPC as being viable alternatives for this property.
- ☑ Strategically Located Property #7: The final strategically located property is situated at the southwest corner of John King Boulevard and IH-30. The SPC identified this property as predominantly being suitable for a *Strip Retail Center*; however, it was also thought to be a suitable location for a *Mixed-Use Center*. It was ultimately decided by the SPC that this property has the acreage and carrying capacity for both types of centers, but is probably best suited for a *Strip Retail Center* that incorporates a grocery store or other large neighborhood service retailer as a primary anchor. The purpose of this designation is due to the poor visibility caused by the highway overpass and the close proximity to a large amount of residential homes and apartment units. The property is currently zoned Commercial (C) District.

ENTRY PORTALS

Entry portals are an essential element to creating a sense of place and distinguishing a City's boundaries. Currently, the City's western boundary is well defined by Lake Ray Hubbard and the Harbor District. The portals create a defined natural and built edge to the City. The eastern boundary of the City, on the other hand, is undefined. When the SPC examined this area it was decided that an entry portal was an important element in the plan moving forward; however, the SPC was of the opinion that it was somewhat difficult to define what an entry portal in this area should look like since these properties remain largely undeveloped. With this the SPC choose several locations where an eastern entry portal could be incorporated at the time the adjacent properties develop. The thinking behind this was that the portal would match the architecture of future development if constructed at the same time as the properties.

Map 5.5: Entry Portal Locations shows the four (4) possible portal locations identified by the SPC along with all existing and proposed monumentation throughout the corridor.

TRANSPORTATION FACILITIES

Looking at the existing and proposed roadway facilities, the corridor is already well circulated, and the future facilities are a good approximation of what will be needed to circulate any future development; however, without knowing exactly what will be developed on these parcels the SPC felt that the current number of roadways depicted on the property between John King Boulevard and Stodgehill Road (FM-3549) could be a deterrent to development. With Justin Road extending through the property from east to west and a M4U (*minor, four [4] lane, undivided roadway*) curving through the property from east to west, two (2) Minor Collectors extending north to south were deemed unnecessary. The SPC was also of the opinion that Commerce Street should be continue in a southwardly direction connecting the IH-30 Frontage Road to T. L. Townsend Drive. These were the only changes to the existing and proposed transportation facilities that appeared to be necessary as a result of this study. *Map 5.3: Transportation Facilities* depicts the proposed roadway amendments.

Staff should point out that these changes were incorporated into the revised Master Thoroughfare Plan contained in the proposed OURHOMETOWN Vision 2040 Comprehensive Plan, and that no additional actions would be required with regard to transportation facilities. This was incorporated after the Comprehensive Plan Advisory Committee (CPAC) made similar findings about these areas.

LAND USE PLAN

Looking at the current Future Land Use Plan for the IH-30 Corridor, only about 37.56% of the corridor is identified as a *Special Commercial Corridor*. The remainder of the corridor is scheduled for *Commercial* (38.35%), *Technology/Light Industrial* (13.33%), *Special District* (4.70%), and to a lesser degree *Parks and Open Space*, *High Density Residential*, *Public Uses* and *Quasi-Public Uses*. After reviewing the goals and objectives of this study, the SPC recommended that the majority of the corridor should be designated as a *Special Commercial Corridor*. The only area that the SPC wanted to deviate from this land use scheme, was the area directly adjacent to the railroad tracks

between John King Boulevard and Stodgehill Road (FM-3549). The SPC felt that this area should be flexible in nature and be designated for either *Technology/Employment Center* and/or *Special Commercial Corridor*. The purpose of this flexibility was to allow industrial or technology firms the ability to locate within the corridor, adjacent to the existing railroad facilities; however, the flexibility would provide for an easy transition to commercial uses should a regional land use be identify for this area. *Map 5.4: Future Land Use Map* shows the SPC's recommendations concerning land use. As a note, the OURHOMETOWN Vision 2040 Comprehensive Plan incorporated this land use change into the revised Future Land Use Plan, after the Comprehensive Plan Advisory Committee (CPAC) made a similar finding with this area.

SECTION 2 SUMMARY

Putting all this information together forms the *Plan Framework* of this study. A map of this framework is depicted in *Map 5.6: Plan Framework Map*. A summary of the recommendations provided by this framework are as follows:

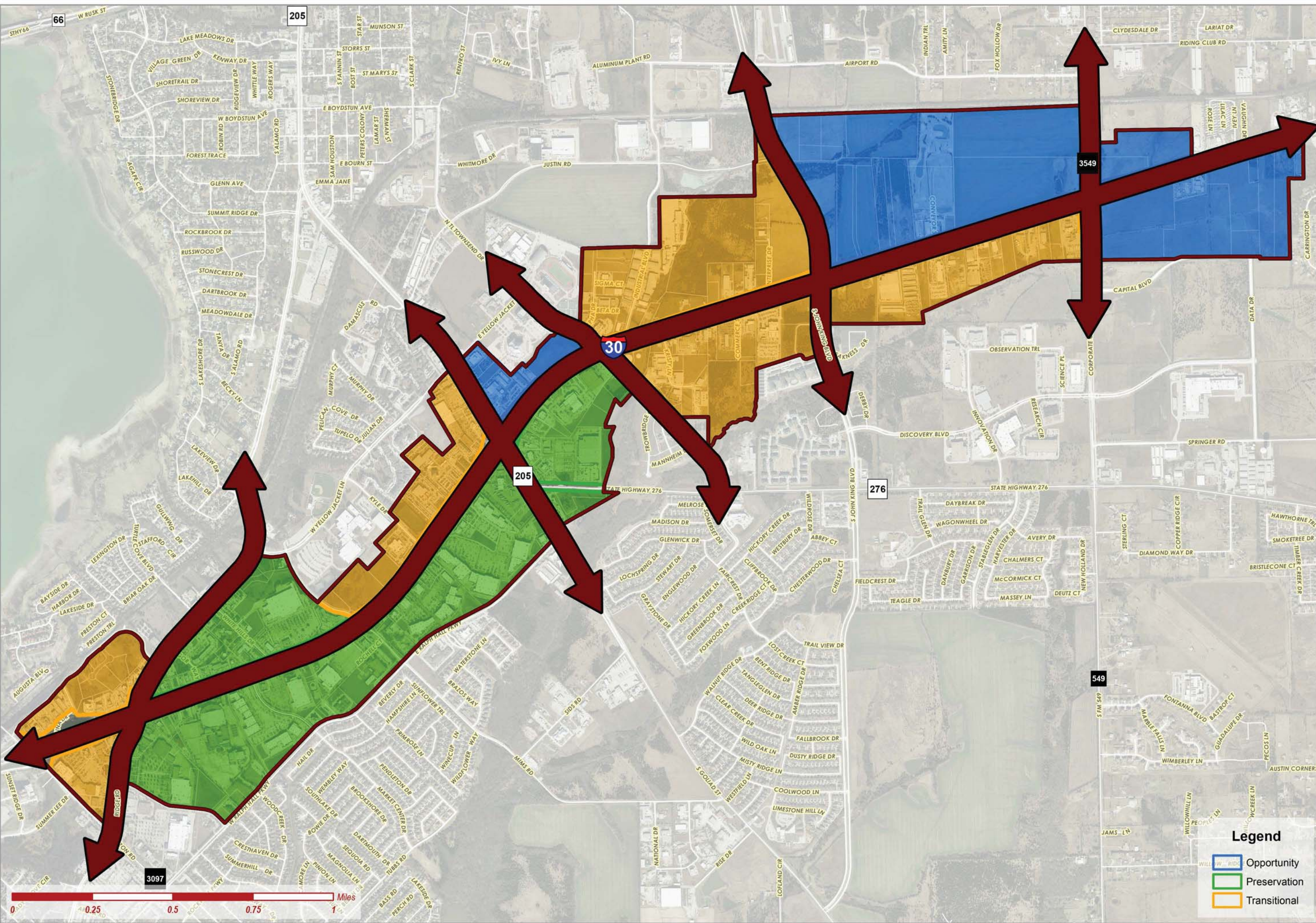
- (1) The corridor zones that were established as part of this study are intended to guide policy decisions for the final recommendations contained in Chapter 6, *Corridor Strategies & Implementation Plan*, of this document.
- (2) The strategically located properties identified by the SPC were classified based on their potential carrying capacity for retail/regional land uses. This part of the plan framework was to draw attention to these properties and provide various possibilities that would fit the City's desire for regional development.
- (3) Monumentation locations were identified for the purpose of creating an eastern entry portal. The design of these monumentation markers should be incorporated into the site plan approval process to allow for review prior to adoption by the City's Planning and Zoning Commission and City Council.
- (4) The SPC identified potential changes to two (2) roadways on the Master Thoroughfare Plan. This involves an extension of Commerce Street and the removal of a proposed street running parallel to Security Drive.
- (5) Finally, a coherent land use plan that is tied to the goals of this study was laid out. This plan primarily promotes the future of the corridor being zoned and developed in

accordance with the *Special Commercial Corridor* designation in the Comprehensive Plan; however, it does make some allowances for flexible land use (i.e. *office/industrial*).

As previously mentioned the OURHOMETOWN Vision 2040 Comprehensive Plan incorporated the changes to the Future Land Use Plan and Master Thoroughfare Plan; however, the recommendations contained in this framework would still need to be adopted into the appendices of the Comprehensive Plan in order to draft model policies targeted at attracting the desired regional commercial/retail centers. The adoption of this plan will be covered in the implementation section of this document.

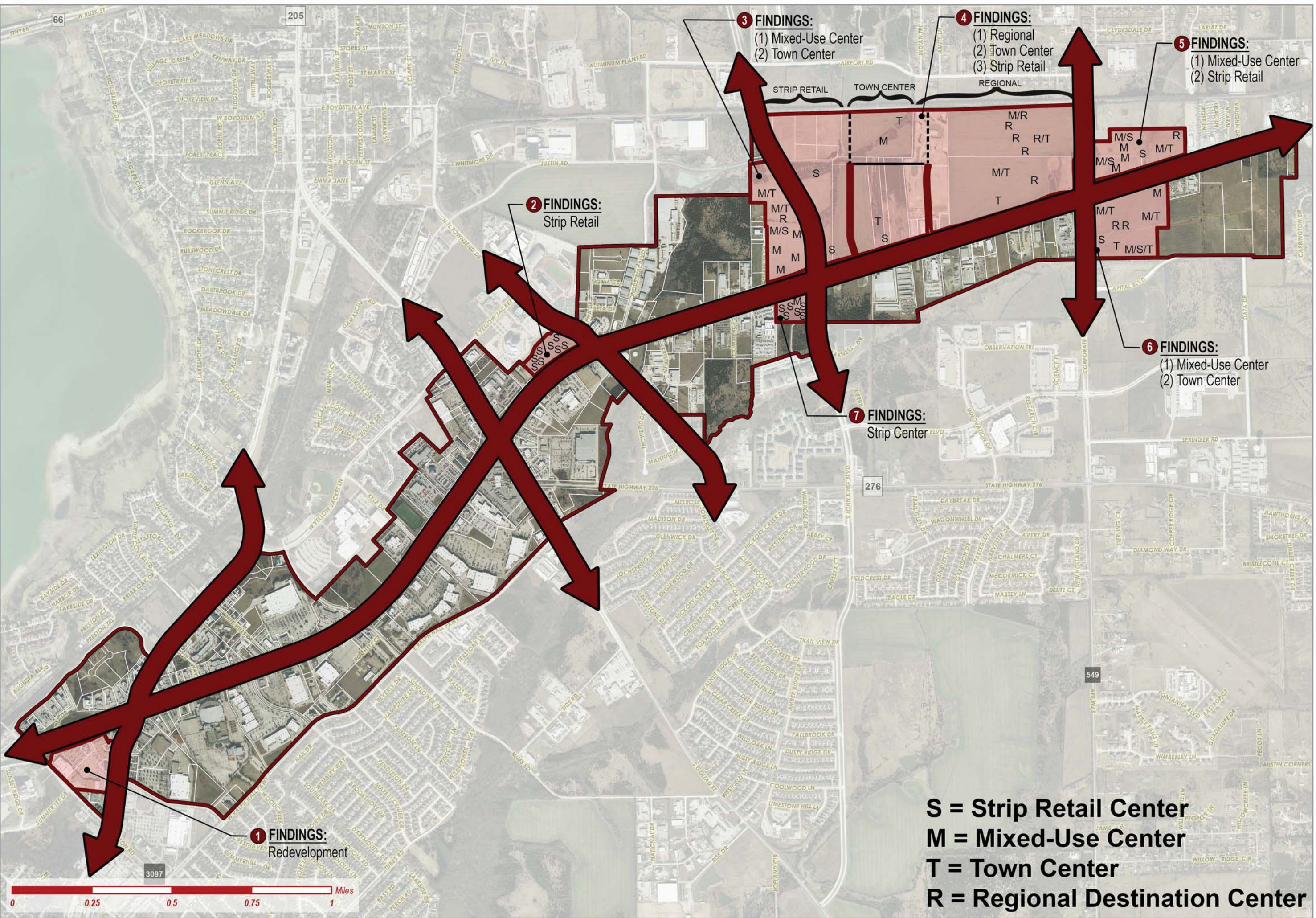
MAP INDEX

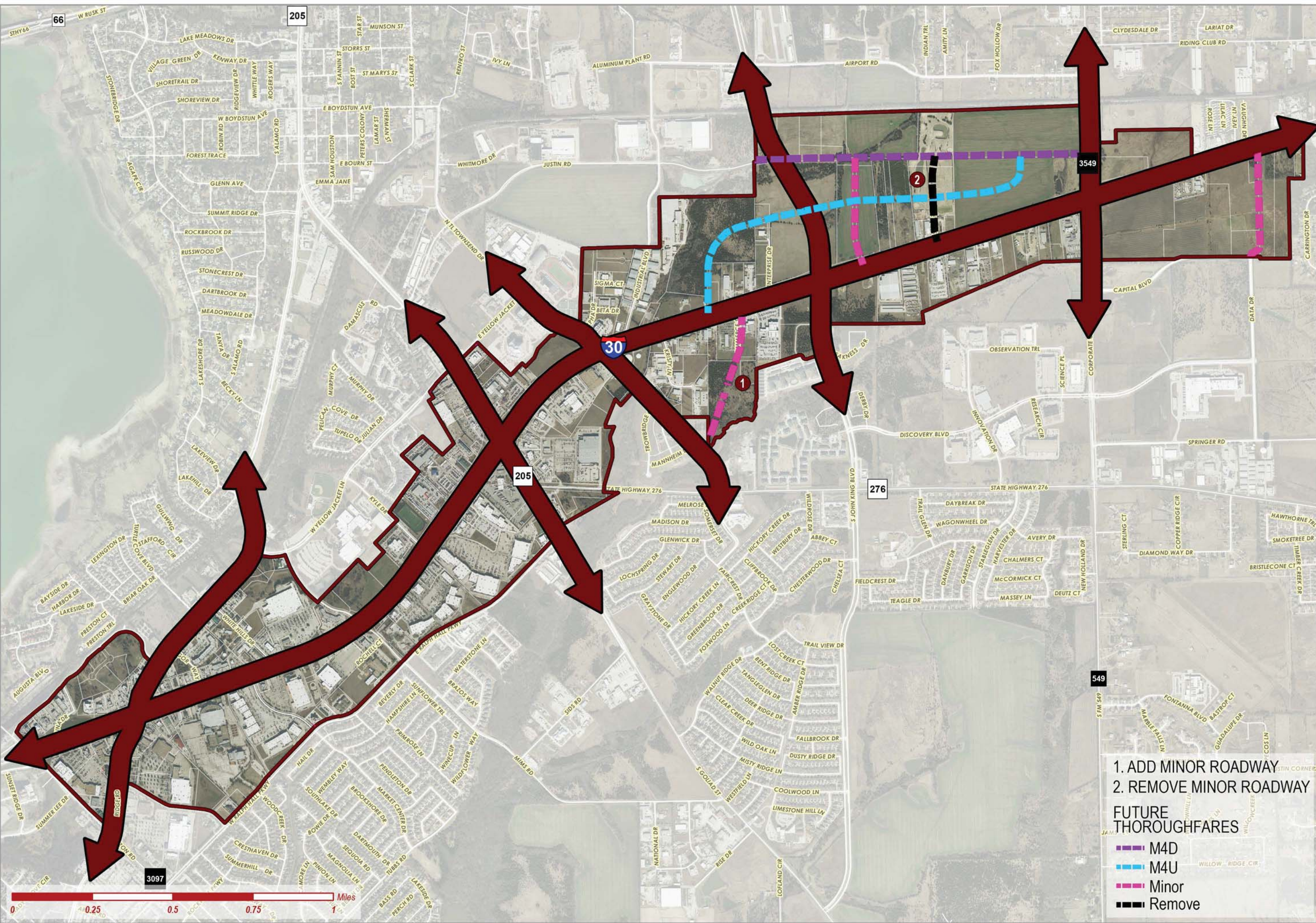
- (1) MAP 5.1: CORRIDOR ZONES MAP
 - (2) MAP 5.2: STRATEGICALLY LOCATED PROPERTIES MAP
 - (3) MAP 5.3: TRANSPORTATION FACILITIES MAP
 - (4) MAP 5.4: FUTURE LAND USE MAP
 - (5) MAP 5.5: ENTRY PORTAL LOCATIONS
 - (6) MAP 5.6: PLAN FRAMEWORK MAP
-



Legend

- Opportunity
- Preservation
- Transitional

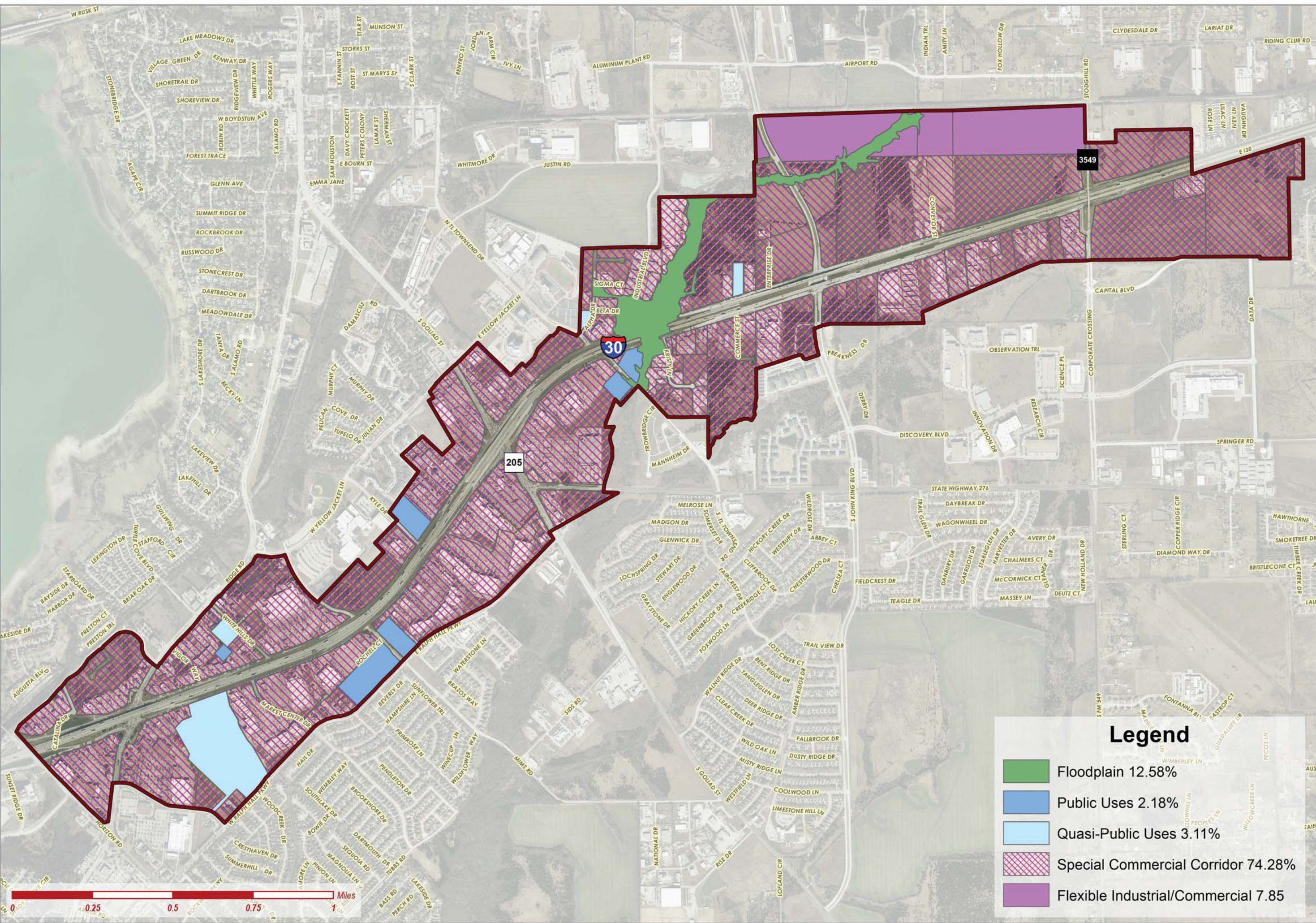









- 1. ADD MINOR ROADWAY
- 2. REMOVE MINOR ROADWAY

FUTURE THOROUGHFARES

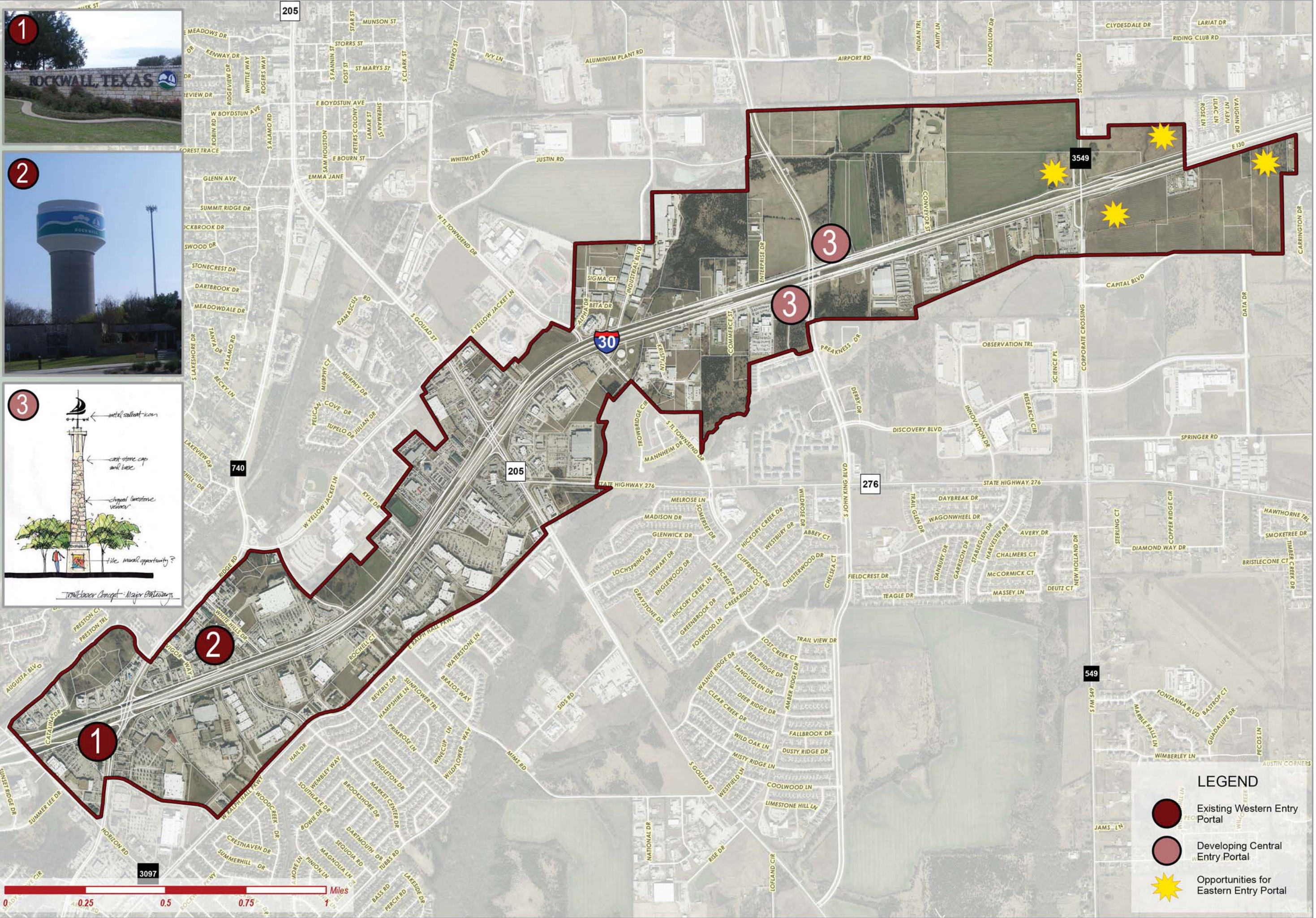
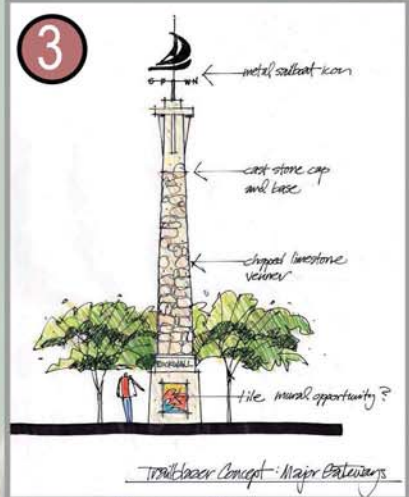
- M4D
- M4U
- Minor
- Remove



Legend

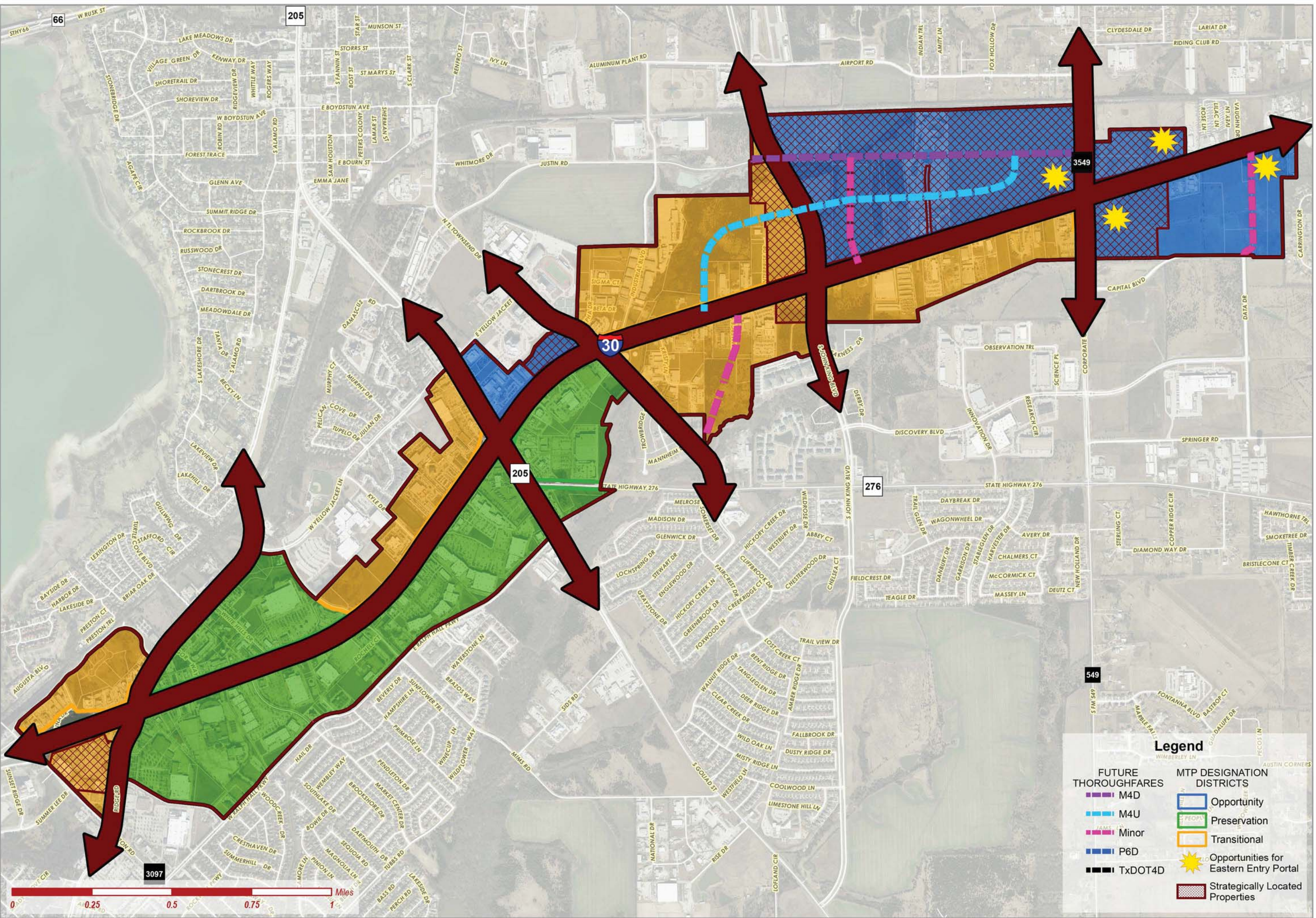
-  Floodplain 12.58%
-  Public Uses 2.18%
-  Quasi-Public Uses 3.11%
-  Special Commercial Corridor 74.28%
-  Flexible Industrial/Commercial 7.85%





LEGEND

- Existing Western Entry Portal
- Developing Central Entry Portal
- Opportunities for Eastern Entry Portal



Legend

FUTURE THOROUGHFARES	MTP DESIGNATION DISTRICTS
M4D	Opportunity
M4U	Preservation
Minor	Transitional
P6D	Opportunities for Eastern Entry Portal
TxDOT4D	Strategically Located Properties

CHAPTER 6 CORRIDOR STRATEGIES & IMPLEMENTATION PLAN



Luby's
FUDRUCKERS

COSTCO

EAST
30
↑

NORTH
205
TEXAS
←

SOUTH
205
TEXAS
→



SECTION 1 CORRIDOR STRATEGIES

The final objective of the Staff Planning Committee (SPC) was to assemble a list of strategies that could be utilized as part of the implementation plan of this study. In doing this the SPC talked about *Offensive* and *Defensive Strategies*. In this case, the *Defensive Strategies* were thought to be pre-emptive strategies centered on regulation or policy actions that the City could implement for the purpose of addressing potential or perceived issues. *Offensive Strategies*, on the other hand, included proactive actions that involved activities like offering incentives, waivers and assistance. In doing this, the SPC also talked about what zone each strategy would affect and who would be responsible for implementing the strategy. A key to the corridor zones and implementation organizations is as follows:

DEPARTMENTS, BOARDS & COMMISSIONS

- City Council: CC
- Planning and Zoning Commission: PZC
- Architecture Review Board: ARB
- City Manager/Administration: M
- City Attorney: CA
- Building Inspections Department: BI
- Fire Marshals Division: FM
- Planning and Zoning Department: PZD
- Engineering Department: E
- Neighborhood Improvement Services: NIS

CORRIDOR ZONES

- Transitional Zone
- Preservation Zone
- Opportunity Zone

It should be noted that the SPC has compiled the following list of strategies to start the conversation concerning the creation of possible implementation tools that the City can enact to achieve the goals stated by this study. With this being said, it is ultimately the decisions of the elected members of the City of Rockwall to direct staff to implement their chosen strategies. In addition, all of these strategies may not be appropriate for the City of Rockwall. The strategies identified by the SPC include:

DEFENSIVE STRATEGIES

STRATEGY 1 PREVENT THE OVERSATURATION OF CERTAIN LAND USES IN THE CORRIDOR ●●

Prevent the oversaturation of certain land uses in the corridor by prohibiting and/or requiring discretionary approvals of these land uses. Currently, the study area has a high percentage of automotive (8.99%) and

industrial (8.37%) land uses, which are typically incompatible with higher end retail users. In addition, these land uses -- *specifically automotive land uses* -- consume a large portion of the current frontage along IH-30 (~26.69%), which means these uses also have high visibility in the corridor. If the intent of the City is to create a commercial/retail corridor, special attention needs to be paid to what land uses are established on the remaining 45.35% vacant land. This is specifically important with the remaining 28.77% of vacant land with frontage on IH-30. To achieve this staff can review Article IV, *Permissible Uses*, of the Unified Development Code to look for possibilities to incorporate discretionary approvals or limit undesirable land uses along IH-30. In addition, staff can look to prohibit certain land uses (e.g. *outside storage*) that are currently allowed through discretionary approval, but may not be desirable for attracting and establishing a regional retail use.

Implementation Responsibility: PZD, PZC & CC

Anticipated Cost(s): Since this is a policy change, there are no anticipated hard costs to be incurred by the City as a result of implementing this strategy. In addition, this strategy can be implemented without assistance from outside consultants.

Estimated Implementation Time: This is estimated to take between 20 to 40- hours of staff time to review the Unified Development Code and draft an ordinance addressing the proposed changes for the City Council's review. If directed to make the changes, this text amendment would be required to be advertised and adopted in accordance with the procedures of the Unified Development Code (i.e. *approximately eight [8] weeks*).

STRATEGY 2 INCONSISTENT ZONING REQUESTS ●●●

Zoning approvals that are inconsistent with the *Future Land Use Plan* contained in the Comprehensive Plan should be limited. The *Future Land Use Plan* is a document intended to guide zoning in the City of Rockwall. In addition, zoning approvals not consistent with the *Future Land Use Plan* could have a negative impact on existing land uses, and could have an undesirable effect on the economic stability of the corridor (i.e. *create conditions not conducive for retail land uses*). Moreover, inconsistent zoning approvals change the *Future Land Use* mix, which will be designed to yield an 80% Residential/20%

Commercial mix (i.e. *intended to yield a 67% residential value/33% commercial value tax base*) when adopted in the 2018 *Comprehensive Plan Update*. To better address inconsistent changes in zoning, staff should develop a process to convey how the approval of inconsistent zoning would change the *Future Land Use Plan*. This should be provided with or in staff's case memos to the Planning and Zoning Commission and City Council.

Implementation Responsibility: PZD, CA, PZC & CC

Anticipated Cost(s): The implementation of this policy change is not expected to incur any additional hard costs for the City, and should be able to be implemented without assistance from outside consultants.

Estimated Implementation Time: The Planning Division can implement this policy amendment through changes in the current procedures and through the creation and implementation of a tool that will clearly convey the desired information. This will need to be studied after the completion and adoption of the 2018 *Comprehensive Plan Update*. It should be pointed out that the creation of this process is currently a *strategic goal* on the City's *Strategic Plan*.

STRATEGY 3 DISCOURAGE STRIP DEVELOPMENT ●●

The City of Rockwall has several *Strip Retail Centers* as defined in the findings from the benchmark analysis contained in Chapter 3, *Benchmark Analysis*, of this document. The establishment of new strip retail centers could have the effect of cannibalizing the businesses that are currently located in the City's existing strip retail centers. This could also create a larger problem for the existing centers due to the transient nature of small businesses that tend to locate in these areas (i.e. *businesses in these shopping centers tend to move to newer developments as they progress along the highway*). To combat this possibility, the City could take steps to discourage strip retail centers by amending the design standards contained in the Unified Development Code. Examples of these changes would include policies targeted at requiring shared facilities (i.e. *parking, access, drive facilities, etc.*), limiting parking fields in the fronts of buildings, requiring the provision of open space, restricting signage, etc. This would also require provisions that target mixed-used development (e.g. *office land uses mixed with retail/commercial land uses*). It should be

noted that while the SPC did identify some of the strategically located properties as being ideal for *Strip Retail Centers*, this would ultimately depend on the carrying capacity of the corridor (*i.e. to avoid cannibalizing existing businesses the demand of the community would need to increase to justify an additional strip retail center*).

Implementation Responsibility: PZD, ARB, PZC & CC

Anticipated Cost(s): The implementation of this policy change is not expected to incur any additional hard costs for the City, and should be able to be implemented without the assistance of outside consultants.

Estimated Implementation Time: This policy change requires a comprehensive review of the City's commercial design standards, and would take time to prepare the necessary text amendments. The total time necessary to complete this strategy will vary depending on the extent staff will have to amend the ordinances. Staff estimates this could take between 30 to 40-hours to complete. In addition, if the City Council chooses to pursue this strategy it may be advantageous to use the Planning and Zoning Commission and/or Architectural Review Board (ARB) as design committees to assist staff in drafting the desired changes. Any ordinance changes would need to be adopted in accordance with the procedures contained in the Unified Development Code (*i.e. approximately eight [8] weeks*).

STRATEGY 4 LIMIT SINGLE USE BIG-BOX DEVELOPMENT ●●●●

Single use big-boxes can have an immediate and positive effect on a City's ad valorem tax value; however, if abandoned they can also have an effect on the perception of economic health in an area. Currently, the City's big-boxes appear to be economically sound with little to no risk of being abandoned; however, it is a good idea to take a pro-active approach to this issue. Single use big-boxes are typically attractive to businesses that are considered to be category killers and/or discount warehouse stores (*e.g. Wal-Mart, Home Depot, Costco, etc.*). Developing a single big-box is also the typical suburban model for these types of stores. By creating policies that force co-location and mixed-uses the City ensures that these businesses adapt their models to meet the vision of the community, as opposed to allowing these businesses to dictate the community's appearance. By limiting single use big-boxes moving forward, it also has the

added effect of protecting the City's current big-boxes, and perhaps staving off the possibility of having ghost boxes (*i.e. empty big-boxes*) in the future.

To achieve this, the City Council could look at development standards that discourage single use big-box users. These types of policies would include regulations like imposing size caps on single use big-box developments (*i.e. limit individual users to discretionary approvals on buildings that are greater than 20,000 – 30,000 SF*), drafting requirements that provide for roof and façade modulation to allow the buildings to be broken up in the case of abandonment, adopting parking requirements that require parking to be located behind the front façade of the buildings, creating a window requirement, and etcetera.

Implementation Responsibility: PZD, PZC & CC

Anticipated Cost(s): The implementation of this policy change is not expected to incur any additional hard costs for the City, and should be able to be implemented without the assistance of outside consultants.

Estimated Implementation Time: This policy change would require staff to review the City's current *General Commercial Building Standards*, and draft an ordinance with the necessary text amendments. The total time necessary to complete this strategy could vary; however, staff estimates a completion time of 30 to 40-hours with an additional eight (8) weeks for the adoption of an ordinance change to the Unified Development Code.

STRATEGY 5 ADAPTIVE REUSE ORDINANCE OR STRATEGY ●●●

Building on the previous strategy, one of the main reasons that City's end up with vacant big-box developments are changes in the economics of a property's location (*i.e. the site can no longer support/sustain a larger retail user*). This may mean that a particular site or location is no longer viable as a large retailer. *Adaptive Reuse* ordinances, also referred to as *Ghost Box* ordinances, are ordinances intended to address this common problem. As previously stated, the City of Rockwall has not had issues with empty big-boxes; however, a proactive approach to this issue could prove to be valuable in the future. Below is a picture of the vacant *Sports Authority* building, which is a single user big-box that was vacated in 2016. Luckily, this building was quickly replaced with an *Academy Sports and Outdoors*; however, this quick replacement may not always be the case.

The City's current ordinance does incorporate an accountability clause that states that "(f) or those buildings over 80,000 SF in area, the applicant must demonstrate that the building can be subdivided in a reasonable manner by submitting a plan indicating potential entrances and exits and loading areas for multiple tenants." This language could be strengthened and the requirement for this accountability clause could be lowered to buildings greater than 30,000 SF. In addition, the City Council could look into establishing ordinances that: (1) creates a fee waiver program for the adaptive reuse of buildings greater than 30,000 SF (*i.e. creating a waiver for building permit fees*), (2) establish a bonding program that is tied to the demolition of the big-box, (3) creates a program that stipulates companies building big-boxes be required to pay into a *Land Conservation Fund*, which can be used for re-greening or converting an abandoned big-box to allow for infill development (*these ordinances are referred to as White Elephant Ordinances*), and/or (4) creates an incentive zone that deals with alternative use/requirements for conversion/redevelopment efforts.



Figure 6.1: Vacant Sports Authority building prior to being converted to an Academy this year.

Implementation Responsibility: PZD, CA, CM, PZC & CC

Anticipated Cost(s): The implementation of this policy change is not expected to incur any additional hard costs for the City, and should be able to be implemented without the assistance of outside consultants.

Estimated Implementation Time: The time necessary to create an *Adaptive Reuse Ordinance* or policy will depend on the scope that the City Council chooses. These programs also would need to be vetted by the City Attorney. In this case, it may take several months to prepare and adopt an ordinance creating each of these programs.

STRATEGY 6 PROMOTE THE INCORPORATION OF OPEN SPACE IN LARGER DEVELOPMENTS

As was seen in the *Benchmark Analysis* in Chapter 3, *Benchmark Analysis*, of this document, nearly all of the regional developments surveyed by the SPC contained open/green space. The importance of incorporating open/green space in commercial developments was further validated through the stakeholder engagement process. In both exercises that requesting participants to identify their preferred development choice -- with the choices being those reviewed by the SPC as part of the benchmark analysis -- the top results were developments incorporating large amounts of open/green space (e.g. *Grandscales at 26% open space and Toyota Stadium at 5% open space and 35% sports fields*). In addition, the exercise asking participants to prioritize issues/priorities in the corridor indicated that open/green space was important. Both *Parks/Trail/Walkability* and *Increased Open Space* scored in the top five (5) items identified by the public as priorities and issues. Moving forward provisions requiring a percentage of functional open space -- above and beyond the required landscape buffer and detention ponds -- could be incorporated into the design standards for large commercial developments. This would need to be scaled to the development and would not be applicable across the board (i.e. would not be appropriate for developments with less than 20-acres).

Implementation Responsibility: PZD, PZC & CC

Anticipated Cost(s): Since this strategy would affect future development the implementation of this policy change is not expected to incur any additional hard costs for the City, and should be able to be implemented without the assistance of outside consultants.

Estimated Implementation Time: The implementation of this policy could be completed with an estimated ten (10) to 20-hours of staff time required to prepare an ordinance amendment to the Unified Development Code (i.e. approximately eight [8] weeks for approval).

STRATEGY 7 REVAMP THE CITY'S PARKING STANDARDS

Commercial developments along the corridor are exclusively made up of surface parking lots situated in the fronts of buildings. Often times these parking areas are two (2) to three (3)

times larger than the building it services (see image below).



Figure 6.2: Kohl's Parking Lot

In most of these cases the parking lot is rarely if ever full. To address this issue the City Council could choose to establish parking maximums that would limit inefficient uses of land within the corridor. These policies could also promote shared parking agreements and structured parking.

Typically, the argument against structured parking is the high initial cost to establish these facilities; however, if a district wide approach that discourages single use big-boxes is taken by the City, it is not inconceivable to expect more efficient parking solutions. In addition, the City should, where possible, promote shared parking arrangements that are mutually beneficial to developers, property owners and tenants by accounting for varying peak demand. This should have the benefit of increasing the buildable land within the corridor.

Implementation Responsibility: PZD, PZC & CC

Anticipated Cost(s): The implementation of this policy change is not expected to incur any additional hard costs for the City, and should be able to be implemented without the assistance of outside consultants.

Estimated Implementation Time: The implementation of this policy change is anticipated to take between ten (10) to 20-hours of staff time to research and prepare an ordinance amending the parking requirements contained in the Unified Development Code. The ordinance would take approximately eight (8) weeks for approval/adoption.

STRATEGY 8 CREATE MODEL ZONING ORDINANCE FOR REGIONAL MIXED-USE DEVELOPMENT

Article V, *District Development Standards*, of the Unified Development Code currently contains standards for a Mixed-Use Overlay

(MUO) District; however, this district has not been applied to the zoning map. Building off the current standards contained in this section of the code, staff could create a model zoning ordinance for either an overlay district that can be applied to the strategic properties in the corridor or model regulations for a planned development district ordinance -- similar to the residential standards contained in Article X, *Planned Development Regulations*, of the *Unified Development Code* -- intended to regulate mixed-use development in the corridor. This could include the information observed by the SPC as part of the *Benchmark Analysis*. This type of ordinance would also layout the City's desired site and building design standards, as well as, address any *incentive zoning* practices intended to incentivize regional development.

Implementation Responsibility: PZD, PZC & CC

Anticipated Cost(s): The implementation of this policy change is not expected to incur any additional hard costs for the City, and should be able to be implemented without the assistance of outside consultants.

Estimated Implementation Time: Staff estimates that a model zoning ordinance could be drafted in two (2) to three (3) weeks. Should the City Council choose to codify the ordinance into the Unified Development Code the ordinance would take approximately eight (8) weeks for approval.

STRATEGY 9 ADOPT POLICIES TARGETED AT SUPPORTING SMALL BUSINESSES

As part of the *Benchmark Analysis*, the SPC noticed that many of the regional centers they surveyed (*specifically mixed-use centers*) were built with a larger focus on smaller lease spaces. This is directly opposed to the classic anchor model, which is prevalent in *Strip Retail Centers* and until recently was the preferred model for suburban development by developers. This shift, however, signifies the importance that developers are now placing on small businesses. This may be due to the idea that small businesses have several understated benefits that extend beyond a City's bottom line. For example, small businesses that are successful in a community can shape a unique identity, create a sense of place and enhance community character. In addition, small businesses also have the added benefit of being well suited for adaptive reuse situations, which could play a major role in the economic vitality of the corridor in the

future. Rockwall, as a whole, has a healthy history of supporting small businesses -- especially in the downtown area -- and there is no reason for this not to continue in the City's primary commercial/retail corridor. To ensure that small businesses are supported in the corridor, staff should look to remove any unintentional barriers in the zoning code that might hinder a small business' ability to open in Rockwall. The majority of these barriers will be in the City's land-use categories, which are somewhat outdated for many of the new types of uses that have been established recently. Addressing this subject, the July 2016 issue of *Zoning Practice* (a periodical released by the American Planning Association) identifies four (4) examples of new land uses that have emerged as small businesses recently: (1) specialty food production, (2) industrial design, (3) artisan industrial, and (4) local alcohol production facilities. Under our current use charts these uses, in most cases, would be classified under an *Industrial and Manufacturing* label allowing them to locate in Heavy Commercial (HC), Light Industrial (LI) and Heavy Industrial (HI) Districts; however, these uses typically depend on the foot traffic generated by commercial-retail areas and would not fare well in the City's industrial districts. An example of this dilemma was recently addressed by the City Council with the text amendment incorporating the *Craft Brewery, Distillery and/or Winery* land use. Prior to the amendment, the code treated all breweries the same, and did not make a distinction between large industrial breweries and small-scale craft brewers. As a result, these uses were relegated to only being permitted in a Light Industrial (LI) or Heavy Industrial (HI) District, when in reality they operate more as a retail/restaurant type of business. By changing the code to allow this use by a Specific Use Permit (SUP), the City Council created discretionary flexibility that allows this land use into areas of the City that could be better suited to the long-term viability of the business. This flexibility could be beneficial to other land use categories that have undergone fundamental changes in the way they operate. This can be achieved by not only reviewing the City's *Permissible Use Charts*, but also the design standards in the corridor to ensure there are no unreasonable barriers of entry for small businesses.

Another approach the City could take to support small businesses is the continued release of information pertaining to demographics and market analysis. Many small businesses and startups have limited capital to spend on expensive reports and

demographic breakdowns of the City. Staff can support these businesses by making reports and studies (e.g. 2017 *Existing Conditions Report* and this report) available online to the public.

Implementation Responsibility: PZD, PZC & CC

Anticipated Cost(s): The implementation of this policy change is not expected to incur any additional hard costs for the City, and should be able to be implemented without the assistance of outside consultants.

Estimated Implementation Time: Staff estimates that a comprehensive look into the City's *Permissible Use Charts* and commercial design standards could take between 60 to 70-hours to prepare an ordinance making the necessary amendments. The ordinance would take eight (8) weeks for adoption.

With regard to making reports and demographic information online, this has become standard operating procedure for staff and unless directed otherwise staff will continue to make these items available.

STRATEGY 10 RESIDENTIAL DENSITY BONUSES FOR PROJECTS THAT INCORPORATE A MIXTURE OF LAND USES

The City Council could choose to implement policies that would allow high-density residential land uses along IH-30 pending the project incorporate a mix of land uses (e.g. *hotel, restaurant, retail, entertainment, etc.*). Through the public survey, many citizens indicated a want for higher end retailers and specialty grocers. These uses typically are attracted to areas with high intensity developments that incorporate a higher density residential component. The City Council could use the City's high demand for multi-family, to incentivize a developer proposing a regional mixed-use development along IH-30 by granting density bonuses. This would involve granting densities greater than the current 14 dwelling units per acre permitted in the City's Multi-Family 14 (MF-14) District. It should be noted that this type of strategy would depend on the residential units being integrated into the overall development (i.e. *structured or block styled apartments above retail or office use, which is common in traditional mixed-use developments, would be more desirable under this strategy than garden style apartments – similar to the condominiums constructed at the Harbor*). This strategy depends on the City's demand for multi-family remaining high, which

may require other land use strategies moving forward (e.g. *balancing the City's mix of housing units and limiting multi-family development to areas along the IH-30 corridor, away from other single-family neighborhoods, and from any other areas in the city*). Under the City's current housing mix, this policy would only be viable if the multi-family percentage were decreased below an estimated 12%. Currently, this percentage is around 18%. By reducing the percentage and not approving subsequent projects, the City ensures that a high level of demand exists, and that this demand can be leveraged to attract the desired commercial/retail development. It should also be noted that this could be done under an ownership model as opposed to a rental model by using townhomes or condominiums.

Implementation Responsibility: PZD, M, PZC & CC

Anticipated Cost(s): The implementation of this policy change is not expected to incur any additional hard costs for the City, and should be able to be implemented without assistance from outside consultants.

Estimated Implementation Time: This policy change would have implications on the policies being incorporated in the *2018 Comprehensive Plan Update*. The implementation of this strategy should be reflected in this document and would require staff to review the procedures and design standards in the Unified Development Code to ensure compatibility with the intended objective. Staff estimates this could take between 50 to 60-hours to complete, and would need to be adopted in accordance with the procedures contained in the Unified Development Code (i.e. *approximately eight [8] weeks*). In addition, since this policy is driven by the demand of multi-family, its implementation would depend on the current multi-family percentage being decreased to a level that can be leveraged for the desired commercial/retail development.

STRATEGY 11 ACTIVELY MARKET THE CORRIDOR

The City could take a proactive approach to marketing the corridor to prospective businesses. This could include any of the following initiatives:

- (1) *Branding Campaign.* In recent years, branding campaigns have become popular tools used to market places as products. This tool has been used for downtowns and commercial corridors with

a varying degree of success. If done correctly a branding campaign can have the effect of saving time and money by focusing strategies and resources in the same direction, enhancing investor confidence by showing an overall game plan for an area, and expanding market share by making the brand more recognizable. In this case, the City may consider a retail branding campaign for the entire City focusing on Rockwall's major retail areas (i.e. the Downtown, Harbor and IH-30 Corridor) and highlighting their differences.

- (2) *Education.* Currently, the City holds an educational workshop for residential realtors each year informing them about changes in development patterns of the City, about city provided tools that could be helpful, and introducing key members of the City staff. This should be duplicated for commercial real estate agents/brokers and include similar information with more of a commercial focus. This event would include information concerning workforce and consumer statistics, information concerning key plans (e.g. this plan), and other pertinent information concerning the City's role in commercial development and support.
- (3) *Business Assistance.* This item could include anything from assisting small businesses with finding vacant property in the corridor to providing incubator space for startups through the Rockwall Economic Development Corporation (REDC).
- (4) *Active Marketing Campaigns.* The City currently relies on passive marketing (i.e. marketing associated with reaching customers through smart positioning, word-of-mouth, or anticipatory strategies) to attract commercial retail businesses. Active marketing (i.e. action-based strategies taking a deliberate and purposeful approach) can be utilized to target businesses the City identifies as a good fit for the community. This can be achieved through several approaches including the creation of targeted marketing materials sent directly to certain businesses and reaching out to these businesses.

Staff should note that this strategy could work well with *Offensive Strategy #7* below.

Implementation Responsibility: M & CC

Anticipated Cost(s): The cost of this could vary depending on what approach the City Council

chooses to take. Some approaches could be taken without outside consultants and other approaches may require outside assistance.

Estimated Implementation Time: The estimated time to implement this strategy will depend on the approach and scope the City Council chooses.

STRATEGY 12 WORK WITH THE REDC AND CHAMBER OF COMMERCE TO COORDINATE BUSINESS RECRUITMENT AND RETENTION EFFORTS ●●●

Intergovernmental cooperation between the City, Rockwall Economic Development Corporation (REDC) and the Chamber Commerce to create a Community Business Retention and Recruitment Program may be advantageous to retaining the businesses we have while targeting a regional commercial retail user. In addition, this cooperation ensures that all agencies are aware of the strategies and efforts of other agencies.

Implementation Responsibility: M

Anticipated Cost(s): This strategy is not anticipated to have any additional costs to any of the agencies listed above.

Estimated Implementation Time: Since this strategy requires coordination between a government, a quasi-government and a private service organization it is difficult to establish a implementation timeline.

STRATEGY 13 WORK WITH TXDOT ●●●

Work with the Texas Department of Transportation (TxDOT) to improve circulation and connectivity in the corridor, and to regulate traffic patterns and speed limits. This could also include plans for improved multi-modal mobility and pedestrian access in the corridor.

Implementation Responsibility: E & M

Anticipated Cost(s): The implementation of this policy change is not expected to incur any additional hard costs for the City, and will not require the assistance of outside consultants.

Estimated Implementation Time: The City currently works closely with TxDOT, and is in the process of planning the IH-30 corridor for the proposed IH-30 improvements scheduled for 2021.

OFFENSIVE STRATEGIES

STRATEGY 1 INCENTIVES ●●●

The most common offensive strategy used by City's to attract development is the use of incentives. Incentives can be used to move

development and redevelopment projects in a direction that is in conformance with the recommendations of any planning effort. In addition, incentives have proven to be an effective tool at attracting businesses to communities and acting as a catalyst to certain industries. For example, as part of the Grandscape development in the Colony, Texas -- which was one of the benchmarks reviewed by the SPC -- the City of the Colony used tax incentives to attract Nebraska Furniture Mart. This involved a large investment by the City (in the ballpark of \$802 million¹ for the construction of the store and the surrounding development) with the hope that this retailer would attract other retailers and generate enough jobs and sales tax revenue to justify the cost of the incentive package.

With this being said, incentives for commercial retail businesses are not without drawbacks. For example, the Domain -- which was one of the benchmarks reviewed by the SPC -- received a large 20-year, \$37 million tax break package in 2007 by the City of Austin, and as of 2013 the project had only generated ~\$17 million in city sales and property tax for the ~\$9.25 million refunded by the City as part of the incentive payments. This incentive package led the City of Austin to establish new City policies against offering incentives for retail projects². In addition, incentivizing retail projects for job creation, as opposed to manufacturing or corporate offices, generally leads to the creation of lower paying jobs that typically do not match the incentives granted.

Taking all this into consideration the following is a list of various incentive tools that the City Council could choose to use to attract regional developments:

- (1) *Tax Incremental Financing District.* Chapter 311 of the Texas Tax Code allows City's to establish Tax Incremental Financing (TIF) Districts. TIF's are considered to be both a financing and economic development tool because they allow the improvements within the district to be repaid by the future tax revenues of each taxing entity that levies taxes against a property. Developers can benefit from a TIF because a city can agree to apply the accrued increment directly to a developer's project to assist in the development costs.
- (2) *Chapter 380 Incentives Agreement.* An agreement under Chapter 380 of the Texas Local Government Code allows municipalities to offer incentives designed to promote economic development for specific commercial/retail properties or projects. These incentives can include

loans, use of city funds, and tax incentives (i.e. sales/property tax reimbursements).

- (3) *Neighborhood Empowerment Zone.* A Neighborhood Empowerment Zone (NEZ) is an area that is designated to be eligible for incentives pending projects meet certain criteria. In these areas the City can setup incentives that will waive impact fees for roads/sewer/water and fee waivers for building permits, plan review, etc. These fee waivers could encourage developers to create a mixed-use regional development. Under Chapter 378 of the Texas Local Government Code, these agreements are valid for a period of ten (10) years, and if the program is not working the City could simply let it lapse.
- (4) *Public Improvement District.* Chapter 372 of the Texas Local Government Code gives the city the ability to establish a Public Improvement District (PID). These special taxing districts are generally used to fund projects or improvements within the district that are typically above and beyond a city's development scope. These tools are useful when being utilized to fund operational and maintenance programs after the initial project is finished. They can also be used to provide infrastructure that is required as part of the development.
- (5) *Incentive Zoning.* Incentive zoning is a planning tool that can be employed by local governments to entice developers to provide a public good/want by offering incentives (e.g. increased density, additional land uses, etc.). This was addressed above in *Defensive Strategy #3*.

In addition to these incentive tools, the City Council could look at increasing the current scope of the Rockwall Economic Development Corporation (REDC) from a 4A to a 4A/4B, which would allow the REDC to fund or offer incentives for community development initiatives, and for new and expanded business developments. An alternative to this would be to designate an employee or department, with the task of promoting Rockwall as a retail destination and educating retailers on the City's strong purchasing power and thriving consumer market (see *Offensive Strategy #7*).

Implementation Responsibility: CA, M, REDC, & CC

Anticipated Cost(s): The cost of any incentive program varies depending on the program chosen and the project being proposed.

Estimated Implementation Time: The implementation time will vary depending on the project and incentive being offered.

STRATEGY 2 SMALL AREA PLANS

Using the strategically located properties depicted in *Map 5.2: Strategically Located Properties*, staff could create small area plans for each of the properties using the findings from the benchmark analysis of this document. By providing small area plans for each of these properties, the City would better convey to the development community the desired outcome for each of these areas. This could help to facilitate a regional development.

Implementation Responsibility: PZD, PZC & CC

Anticipated Cost(s): The implementation of this policy change is not expected to incur any additional hard costs for the City, and should be able to be implemented without assistance from outside consultants.

Estimated Implementation Time: The time frame for the completion of the small area plans will vary. Staff estimates that each plan could be completed in approximately one (1) week.

STRATEGY 3 DEMOLITION PERMIT FEE WAIVER

A program creating an administrative waiver of demolition fees could be implemented to assist property owners along IH-30 interested in redeveloping an existing property. While this will not have a major or immediate impact on corridor redevelopment, it is a program that can be implemented easily and can be administered at the staff level (i.e. as opposed to discretionary oversight of the City Council or other boards or commissions).

Implementation Responsibility: BI & CC

Anticipated Cost(s): The implementation of this program is not anticipated to have a significant effect on the city's revenues, nor will it be costly to implement. For example, a demolition permit application costs \$50.00, and of the 18 demolition permits issued in 2016, six (6) were in the IH-30 corridor. This would represent a total cost to the City of \$300.00 for a one-year period.

Estimated Implementation Time: It is estimated that this program could be implemented with five (5) to ten (10) hours staff time to research and prepare an ordinance or resolution outlining the process that can be taken to the City Council for approval. This ordinance can be approved by the City Council without being subject to the requirements of the Unified

Development Code (i.e. approximately four [4] weeks for adoption).

STRATEGY 4 EXISTING BUILDING CODE

Property owners in the IH-30 corridor interested in redevelopment could be allowed to use the *2015 International Existing Building Code*, which is generally less restrictive than the *2015 International Building Code* (IBC) and *2015 International Fire Code* (IFC). The *2015 International Existing Building Code* is a code that is intended to provide model regulation for existing buildings and is generally less prohibitive than the City's other codes. Currently, the City only utilizes this code in certain circumstances; however, this use could be expanded to ease regulations on existing rehabilitation work. Implementing this strategy would also help to address one (1) of the comments that was expressed at the stakeholder meeting, and which stated that "(e)xisting and older buildings need to grandfathered from any retroactive zoning/building requirements that may be added." While the City does not retroactively apply zoning requirements, new work on existing buildings is typically subject to the building code that is in place at the time of the permit. In this case, it would ease requirements and allow for a code that is expressly intended to regulate existing buildings.

Implementation Responsibility: BI & FM

Anticipated Cost(s): The implementation of this policy change is not expected to incur any additional costs for the City, and should be able to be implemented without the assistance of outside consultants.

Estimated Implementation Time: This policy change can be implemented at an administrative level by changing the City's policy and defining when the *2015 International Existing Building Code* can be used.

STRATEGY 5 CIP PROJECTS

Capital Improvement Projects (CIP) scheduled for the study area and intended to support existing businesses could be approached with a higher priority than other projects. Currently, there are no anticipated projects intended for the study area; however, this strategy could be used when projects are identified in the future.

Implementation Responsibility: E, M & CC

Anticipated Cost(s): This strategy is not anticipated to have any additional costs

associated with it since it deals with the future prioritization of projects on the CIP.

Estimated Implementation Time: This strategy is not anticipated to require a great deal of staff time to implement; however, it would require the foresight and consideration of staff when planning the CIP in the future.

STRATEGY 6 IMPLEMENT CORRIDOR BEAUTIFICATION STRATEGIES ●●●

The visual aesthetics of the corridor play a major role in attracting consumers, and in attracting and retaining businesses. Specific strategies targeted at creating a uniformed and well-maintained appearance in the corridor can be implemented to ensure the overall beautification of the corridor. Some of these strategies include:

- ☑ An increased code enforcement presence in the corridor targeted at taking a strict approach to the property maintenance code can be implemented. This would be especially important in areas that are designated as *Transition* or *Preservation Zones*.
- ☑ Limiting the approval of variances for properties that have visibility in the corridor will ensure that properties are designed using the same architectural standards and materials, which creates a uniformed look in the corridor. This will help create a sense of place in the corridor and provide for high quality development. In addition, by denying variances this should have the effect of decreasing the number of variances being requested overtime (*i.e. business generally only ask for variances when they know that others have been approved for those variances in the past*).
- ☑ Limiting or prohibiting the height of pole signage and lighting elements in the corridor. This includes LED signage.

NOTE: This strategy can be both offensive and defensive.

Implementation Responsibility: PZD, NIS, BI, PZC, M & CC

Anticipated Cost(s): The implementation of these policy changes is not expected to incur any additional hard costs for the City, and should be able to be implemented without assistance from outside consultants.

Estimated Implementation Time: The implementation of these strategies would simply be a change in policy. In addition, if implemented this would be an on-going effort.

STRATEGY 7 DEVELOP A POSITION RESPONSIBLE FOR BUSINESS RELATIONS/RETENTION IN THE CORRIDOR ●●●

Many of the strategies -- *both offensive and defensive* -- deal with recruitment and retention of businesses, marketing the corridor and working with property owners. The implementation of these strategies may warrant a full time position or a shift in responsibilities of an existing position to allow the time necessary to implement these strategies. In addition, this position could work directly with existing businesses and property owners, assist small businesses with finding locations in the corridor, coordinate planning efforts, and actively market the corridor.

Implementation Responsibility: M & CC

Anticipated Cost(s): The anticipated cost of this strategy would have to be evaluated by the Human Resources Department and Management.

Estimated Implementation Time: The time required to implement this strategy would depend on the position being approved by the City Council as part of the budget process.

STRATEGY 8 CITY INITIATED ZONING OF THE CORRIDOR ●

To avoid undesired and unplanned land uses in the corridor the City Council could consider a City initiated action rezoning all property in the corridor to a Commercial (C) District designation. This strategy would ensure that the corridor develops in accordance with the uses permitted in the targeted zoning district; however, this would need to be carefully evaluated and vetted by the City Attorney to avoid any legal hurdles associated with this method. As an alternative strategy, the City could offer the change in zoning classification to property owners on a mass and voluntary basis. This strategy would allow many of the Agricultural (AG) properties within the district the ability to secure Commercial (C) District zoning without having to pay the fees for initiating a zoning case. In addition, this would allow people to market their properties as commercial property.

While the voluntary method is the most desirable, it does not ensure 100% participation from property owners in the corridor. This method could also have the negative effect of entitling property for Commercial (C) District land uses, while not incentivizing a regional mixed-use center. To prevent this, City Council could consider

establishing a new zoning district or planned development district that would have the effect of limiting certain land uses. Under this method, if any residential component was incorporated into the zoning it could fall under *upzoning* (*i.e. allowing a greater range of land uses*), which could make the request more difficult to challenge. Staff should note that any City initiated zoning request should be approached under the advisement of the City Attorney.

Implementation Responsibility: CA, M, PZD, PZC & CC

Anticipated Cost(s): All the anticipated costs for this strategy will vary depending on the involvement of the City Attorney.

Estimated Implementation Time: The implementation time of this strategy will depend on the approach of the City Council.

SECTION 2 IMPLEMENTATION PLAN

The following section lays out the implementation plan in sequential order. Of course, any action with regard to this study will largely depend on the desired direction of the City Council. Each of the following implementation efforts is summarized by an action item followed by the necessary steps to achieve the action.

ACTION 1 PLAN FRAMEWORK ADOPTION

This implementation action involves adopting the recommendations contained in Chapter 5, *Planning Framework*, of this document. These include (1) the corridor zones (*i.e. Transition, Preservation and Opportunity Zones*), (2) the strategically located properties and potential regional development models, (3) monumentation locations, (4) changes to the Master Thoroughfare Plan, and (5) changes to the Future Land Use Plan. If adopted, this plan can be incorporated into the Comprehensive Plan as an appendix with the *2018 Comprehensive Plan Update*. This update is anticipated to be complete in Q1 of FY 2019.

By putting these recommendations into the Comprehensive Plan, the City Council is creating a guide for future policy decisions. In addition, if adopted the Comprehensive Plan is perhaps the best place to convey the City Council's chosen vision for the corridor. This plan can also be reviewed on an annual basis with the annual Comprehensive Plan review process that will be included in the implementation strategies for that document. It

will also allow City Council the ability to overhaul the plan on a five (5) year basis with the Comprehensive Plan update.

ACTION 2 STRATEGY ADOPTION

The second step in the implementation plan would be for the City Council to identify and adopt their chosen strategies. The implementation time for these strategies and the organizations responsible for implementation have been outlined above.

ACTION 3 LOOKING TOWARDS THE FUTURE

Perhaps the most important thing to point out is that markets are not static, and have a substantial potential to change. This is especially true with regard to commercial-retail development trends. It will be necessary to update the information in this study on a regular basis and to make sure that the direction of this study is still in-line with the community's vision. This is specifically important with regard to the market analysis contained in this document.

Finally, when making future decisions in the corridor all parties will need to make sure that development requests, policy decisions, discretionary approvals and any other action affecting the study area are looked at in a global sense. Taking a district wide approach to how the corridor develops in the future will ensure that the community is developing in accordance to its vision and not letting individual developments dictate the community's appearance. This will be especially important for staff to relay to applicants looking to develop and/or establish themselves in the IH-30 corridor.

END NOTES

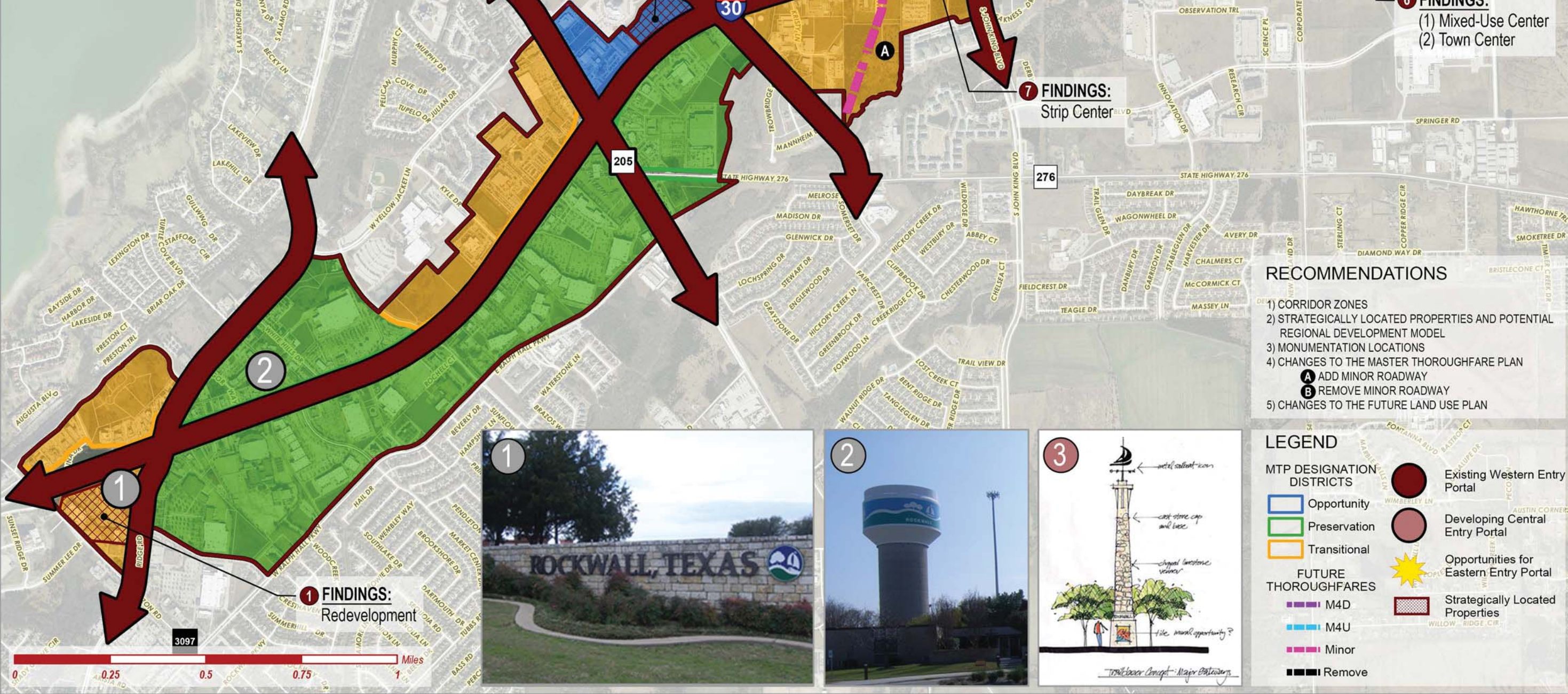
- ¹ *The Colony Goes all in on Big Retail Development (March 2013). Retrieved August 1, 2017, from <https://www.dallasnews.com/news/news/2013/03/02/the-colony-goes-all-in-on-big-retail-development>*
- ² *Austin's Incentives Deals: What City Has Gotten for its Money (June 21, 2014). Retrived August 1, 2017, <http://www.mystatesman.com/business/austin-incentives-deals-what-city-has-gotten-for-its-money/v2q4YtvLcLpDp8dZ93kj3/>*

MAP INDEX

- (1) *MAP 6.1: SUMMARY OF RECOMMENDATIONS & STRATEGIES*
-

- ### DEFENSIVE STRATEGIES
- STRATEGY 1 PREVENT THE OVERSATURATION OF CERTAIN LAND USES IN THE CORRIDOR
 - STRATEGY 2 INCONSISTENT ZONING REQUESTS
 - STRATEGY 3 DISCOURAGE STRIP DEVELOPMENT
 - STRATEGY 4 LIMIT SINGLE USE, BIG-BOX DEVELOPMENT
 - STRATEGY 5 ADAPTIVE REUSE ORDINANCE OR STRATEGY
 - STRATEGY 6 PROMOTE THE INCORPORATION OF OPEN SPACE IN LARGER DEVELOPMENTS
 - STRATEGY 7 REVAMP THE CITY'S PARKING STANDARDS
 - STRATEGY 8 CREATE MODEL ZONING ORDINANCE FOR REGIONAL MIXED-USE DEVELOPMENT
 - STRATEGY 9 ADOPT POLICIES TARGETED AT SUPPORTING SMALL BUSINESSES
 - STRATEGY 10 RESIDENTIAL DENSITY BONUSES FOR PROJECTS THAT INCORPORATE A MIXTURE OF LAND USES
 - STRATEGY 11 ACTIVELY MARKET THE CORRIDOR
 - STRATEGY 12 WORK WITH THE REDC AND CHAMBER OF COMMERCE TO COORDINATE BUSINESS RECRUITMENT AND RETENTION EFFORTS
 - STRATEGY 13 WORK WITH TXDOT

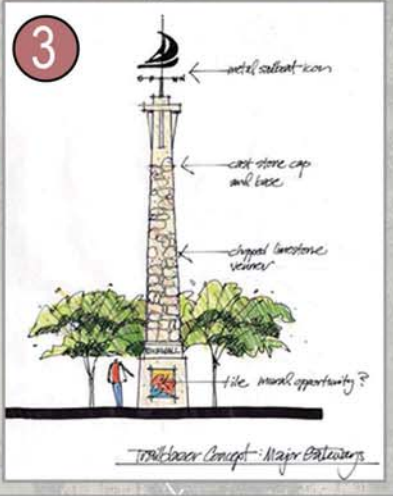
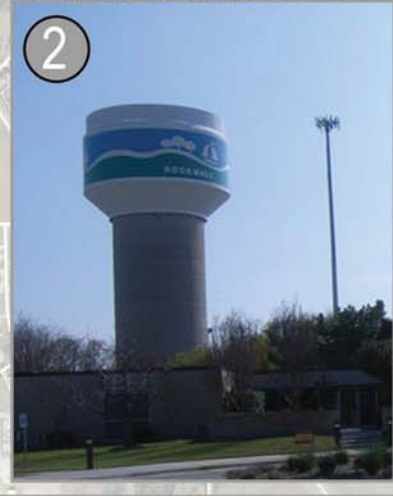
- ### OFFENSIVE STRATEGIES
- STRATEGY 1 INCENTIVES
 - STRATEGY 2 SMALL AREA PLANS
 - STRATEGY 3 DEMOLITION PERMIT FEE WAIVER
 - STRATEGY 4 EXISTING BUILDING CODE
 - STRATEGY 5 CIP PROJECTS
 - STRATEGY 6 IMPLEMENT CORRIDOR BEAUTIFICATION STRATEGIES
 - STRATEGY 7 DEVELOP A POSITION FOR BUSINESS RELATION/RETENTION IN THE CORRIDOR
 - STRATEGY 8 CITY INITIATED ZONING OF THE CORRIDOR



- ### RECOMMENDATIONS
- 1) CORRIDOR ZONES
 - 2) STRATEGICALLY LOCATED PROPERTIES AND POTENTIAL REGIONAL DEVELOPMENT MODEL
 - 3) MONUMENTATION LOCATIONS
 - 4) CHANGES TO THE MASTER THOROUGHFARE PLAN
 - A ADD MINOR ROADWAY
 - B REMOVE MINOR ROADWAY
 - 5) CHANGES TO THE FUTURE LAND USE PLAN

LEGEND

MTP DESIGNATION DISTRICTS	
 Opportunity	 Existing Western Entry Portal
 Preservation	 Developing Central Entry Portal
 Transitional	★ Opportunities for Eastern Entry Portal
FUTURE THOROUGHFARES	
 M4D	 Strategically Located Properties
 M4U	
 Minor	
 Remove	



APPENDIX A EXISTING BUILDINGS







1: Starbucks; 1699 Laguna Drive, Suite 101



2: Genghis Grill; 1699 Laguna Drive, Suite 115



3: BB&T Bank; 1675 Laguna Drive



4: Salt Grass Steakhouse; 1649 Laguna Drive



5: Kyoto Steakhouse; 1599 Laguna Drive



6: Hampton Inn; 1549 Laguna Drive



7: Mellow Mushroom; 550 E. IH-30



8: Logan Steakhouse; 560 E. IH-30



9: Taco Cabana; 568 E. IH-30



10: Steak & Shake; 578 E. IH-30



11: IHOP; 2616 Ridge Road



12: Waffle House; 2610 Ridge Road



13: Long John Silvers; 2608 Ridge Road



14: Ebby Halliday; 2604 Ridge Road



15: Ebby Halliday; 2602 Ridge Road



16: Brad Epstein, CPA; 2600 Ridge Road



17: Chevron Gas Station; 600 E. IH-30



18: Rockwall Towne Centre, Phase 1; 2555 Ridge Road



19: Wendy's; 2545 Ridge Road



20: Popeye's; 2535 Ridge Road



21: Culvers; 2475 Ridge Road



22: Rockwall Towne Centre, Phase 4; 2435 Ridge Road



23: Global Advance; 2313 Ridge Road



24: White Hills Offices; 2305 Ridge Road



25: Guaranty Bank & Trust; 2255 Ridge Road



26: Apple Orthodontics; 2245 Ridge Road



27: Lakewood Office Park; 2231 Ridge Road



28: Big D Automotive; 2225 Ridge Road



29: McDonald's; 610 E. IH-30



30: Goodyear; 630 E. IH-30



31: Valvoline; 650 E. IH-30



32: Denny's; 670 E. IH-30



33: Rockwall Towne Centre, Phase 4; 2455 Ridge Road



34: Schlotzsky's; 706 E. IH-30



35: Rockwall Towne Centre, Phase 3; 708-724 E. IH-30



36: Grandy's; 726 E. IH-30



37: First Presbyterian Church; 602 White Hills Drive



38: White Hills Child Development Center; 604 White Hills Drive



39: Jackson Automotive; 608 White Hills Drive



40: Farmers Shopping Center; 750 E. IH-30



41: Firestone; 760 E. IH-30



42: Lakewood Park Office Park; 601 White Hills Drive



43: Patrick Short Law Office; 603 White Hills Drive



44: Crowne Pools; 605 White Hills Drive



45: Taco Bueno; 609 White Hills Drive



46: Shafer Plaza; 621-651 White Hills Drive



47: Walmart; 782 E. IH-30



48: Murphy Oil; 776 E. IH-30



49: Starbucks; 778 E. IH-30



50: Rockwall Surgery Center; 825 W. Yellow Jacket Lane



51: Carlisle Plaza (24-Hour Fitness);



52: Carlisle Plaza (Bealls);



53: Carlisle Plaza; 2850 Ridge Road



54: Exxon; 2860 Ridge Road



55: El Chicos; 503 E. IH-30



56: Carlisle Plaza; 469 E. IH-30



57: Vacant Land (Future Panera Bread); 2804 E. IH-30



58: Jack-In-The-Box; 2808 Ridge Road



59: Carlisle Plaza; 513-593 E. IH-30



60: Inwood National Bank; 2830 Ridge Road



61: Chick-Fil-A; 2835 Ridge Road



62: MooYah Burger; 2825 Ridge Road



63: Taco Bell; 2815 Ridge Road



64: Lakeside National Bank; 2805 Ridge Road



65: Steger Towne Crossing, Phase 1; 2779-2791 Ridge Road



66: Steger Towne Crossing (Academy Sports); 920 Steger Town Drive



67: Target; 850 Steger Town Drive



68: Chili's; 685 E. IH-30



69: Applebee's; 687 E. IH-30



70: La Quinta Inn & Suites; 689 E. IH-30



71: Soulman's Barbeque; 691 E. IH-30



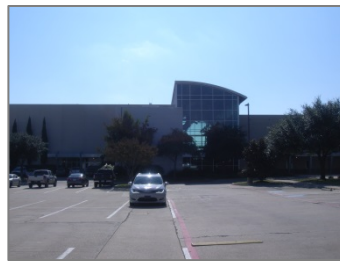
72: Discount Tire; 693 E. IH-30



73: Chamber of Commerce; 697 IH-30



74: Lakepointe Church; 701 E. IH-30



75: Pier 419 (Lakepointe Church); 699 E. IH-30



76: Drake Business Center; 550-560 W. Ralph Hall Parkway



77: Market Center Shopping Center (Office Max); 2677 Market Center Drive



78: Market Center Shopping Center (Ross); 2853 Market Center Drive



79: Market Center Shopping Center (Old Navy); 2875 Market Center Drive



80: On the Border; 747 E. IH-30



81: The Home Depot; 765 E. IH-30



82: Home Bank; 105 E. Ralph Hall Parkway



83: Christian Brothers Automotive; 129 E. Ralph Hall Parkway



84: Lakeside Veterinarian Clinic; 801 E. IH-30



85: Medical Massage (Lakeside Batting Park); 801B E. IH-30



86: Vacant (Johnny Carinos); 819 E. IH-30



87: Kohls; 823 E. IH-30



88: Autumn Leaves; 225 E. Ralph Hall Parkway



89: Rockwall Towne Center; 2306-2346 E. IH-30



90: Rooms-To-Go; 920 E. IH-30



91: Heritage GMC; 930 E. IH-30



92: Rockwall Buick, Chrysler, Dodge, & Jeep Dealership; 970 E. IH-30



93: Rockwall Ford; 990 E. IH-30



94: Best Western Plus; 996 E. IH-30



95: Honda of Rockwall; 1030 E. IH-30



96: Value Place Inn; 1040 E. IH-30



97: Whataburger; 1070 E. IH-30



98: QuickTrip; 2012 S. Goliad Street



99: I-30/205 Plaza; 2014 S. Goliad Street



100: I-30/205 Plaza; 2006 S. Goliad Street



101: Taco Casa; 2008 S. Goliad Street



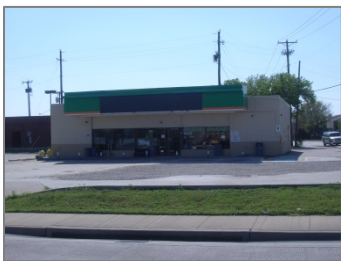
102: Yellow Jacket Car Wash



103: Luigi's Italian Café; 2002 S. Goliad Street



104: Texas Dept. of Family Protective Services; 1121-1131 S Goliad Street.



105: Vacant (Old EZ Mart); 1902 S. Goliad Street



106: Vacant; 2000 S. Goliad Street



107: 1901 S. Goliad Street



108: Legends Gym 811 E. Yellow Jacket Lane



109: Sabrina's Flowers; 1903 S. Goliad Street



110: Rockwall Veterinary Hospital; 2001 S. Goliad Street



111: Carmel Carwash; 2003 S. Goliad Street



112: Lakeside Chevrolet; 2005 S. Goliad Street



113: Sherwin Williams; 2007 S. Goliad Street



114: Inn of Rockwall; 1130 E. IH-30



115: Cornerstone; 1950 Alpha Road



116: 1930 Alpha Road



117: Baylor Emergency Medical Center; 1975 E. IH-30



118: Chuck-E-Cheese; 855 E. IH-30



119: Rochell Elementary School; 899 Tubbs Road



120: Bahama Bucks; 2025 Rochell Court Road



121: Texas Department of Transportation (TXDOT); 901 E. IH-30



122: Rockwall Crossing; 909 E. IH-30



123: AT&T Center; 919 E. IH-30



124: Rockwall Crossing; 935 - 945 E. IH-30



125: Buffalo Wild Wings; 951 E. IH-30



126: Mi Cocina; 971 E. IH-30



127: Half Priced Books; 959 E. IH-30



128: La Madeleine; 987 E. IH-30



129: Rockwall Salons; 983 E. IH-30



130: Mattress Firm; 991 E. IH-30



131: Dicks Sporting Goods; 1005 E. IH-30



132: JC Penny; 1015 E. IH-30



133: Rockwall Business Park East; 1039 E. IH-30



134: Olive Garden; 1043 E. IH-30



135: Chicos; 1037 E. IH-30



136: Rockwall Business Park East; 1019-1023 E. IH-30



137: Rockwall Business Park East; 1067 E. IH-30



138: Home Goods; 1059 E. IH-30



139: Rockwall Eye Associates; 2380 S. Goliad Street



140: Speedy Bee Car Wash; 2360 S. Goliad Street



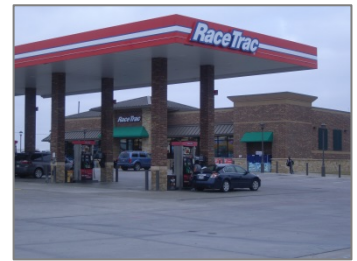
141: TA Truck Stop; 1087 E. IH-30



142: Your Cleaners; 2319 S. Goliad Street



143: White Tiger Tea Kwon Do; 2309 S. Goliad Street



144: RaceTrac; 2301 S. Goliad Street



145: Soulman's Catering; 1105 SH-276



146: Soulman's Barbeque; 2255 S. Goliad Street



147: Rosa's; 2245 S. Goliad Street



148: CostCo; 1225 SH-276



149: Fuddruggers; 2235 S. Goliad Street



150: Mid-South Bank; 1102 E. IH-30



151: In-N-Out Burger; 1114 E. IH-30



152: Raising Caines; 1114 E. IH-30



153: La-Z-Boy; 1154 E. IH-30



154: Toyota of Rockwall; 1250 E. IH-30



155: Platinum Self Storage; 1245 E. IH-30



156: Shenanigans; 1290 E. IH-30



157: Best Little Body Shop; 1301 E. IH-30



158: Air Concept; 1203 Beta Drive



159: GIS Investigations; 1203 Sigma Court



160: Aerofabrication; 1208 Sigma Court



161: Vacant; 1207 Beta Drive



162: Furniture Outlet; 1401 E. IH-30



163: AT&T; 2000 Industrial Boulevard



164: AACA Frigidaire; 2001 Industrial Boulevard



165: Crowne Electronics; 2005 Industrial Boulevard



166: Surface Armor; 2007 Industrial Boulevard



167: Alpha Graphics; 2009 Industrial Boulevard



168: ATA Martial Arts; 2011 Industrial Boulevard



169: Berstrom; 2014 Industrial Boulevard



170: Multi-Tenant Building; 2010 Industrial Boulevard



171: Hoover Systems; 2004 Industrial Boulevard



172: T1 Racing; 2002 Industrial Boulevard



173: Checkmate Casuals; 2003 Industrial Boulevard



174: Checkmate Embroidery; 1290 Industrial Boulevard



175: Church of Christ; 1405 E. IH-30



176: Vacant, 1501 E. IH-30



177: Elements International; 2020 Industrial Boulevard



178: North Texas Appliance, 1535 E. IH-30



179: Landmark Church; 1541 & 1545 E. IH-30



180: The Morgan Group; 1551 E. IH-30, Suite 400-600



181: Rockwall Heating & Air; 1551 E. IH-30, Suite 700



182: Auto On the Rock; 1551 E. IH-30, Suite 100-300



183: Vacant; 1600 Enterprise Drive



184: Gearheads; 1785 E. IH-30



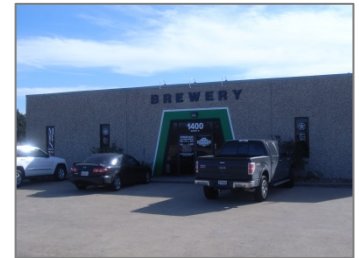
185: Rockwall Pawn; 1789 E. IH-30



186: A1 Golf; 1805 E. IH-30



187: City of Rockwall Water Tank; 1308 & 1310 E. IH-30



188: Woodcreek Brewery; 1400 E. IH-30



189: Storage Facility; 2000 Kristy Lane



190: Redi Mix Concrete; 2010 Kristy Lane



191: Dallas Glass; 2030 Kristy Lane



192: 2050 Kristy Lane



193: Tantara Productions; 2045 Kristy Lane



194: Xcel Metal Finishing; 2065 Kristy Lane



195: Hemisphere Brewing; 2015 Kristy Lane



196: Rite Co.; 1450 E. IH-30



197: 1470 E. IH-30



198: Multi Metal; 1500 E. IH-30



199: Morrison Guitar Shop; 1510 & 1520 E. IH-30



200: Hyundai of Rockwall Storage Lot; 1530 E. IH-30



201: Hyundai of Rockwall; 1540 E. IH-30



202: Rockwall Honda; 1550 E. IH-30



203: Nissan of Rockwall; 1700 & 1730 E. IH-30



204: Premier Park Place; 1750 E. IH-30



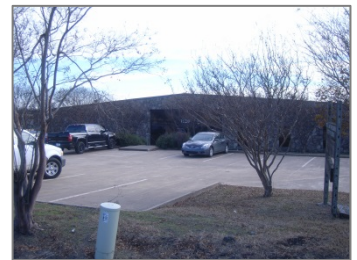
205: Rockwall Mini Storage; 1760 E. IH-30



206: KIA of Rockwall; 1790 E. IH-30



207: Rockwall Auto Auction; 1810 E. IH-30



208: Pro Soap; 1830 E. IH-30



209: Vela; 1820 E. IH-30



210: H & V Storage; 1820 E. IH-30



211: Genesta; 1840 E. IH-30



212: Floor N More; 1860 E. IH-30



213: Cavendar's Boot City; 1880 E. IH-30



214: American Homes; 1900 E. IH-30



215: Photon Technologies; 1960 E. IH-30



216: Love's Truck Stop; 1990 E. IH-30

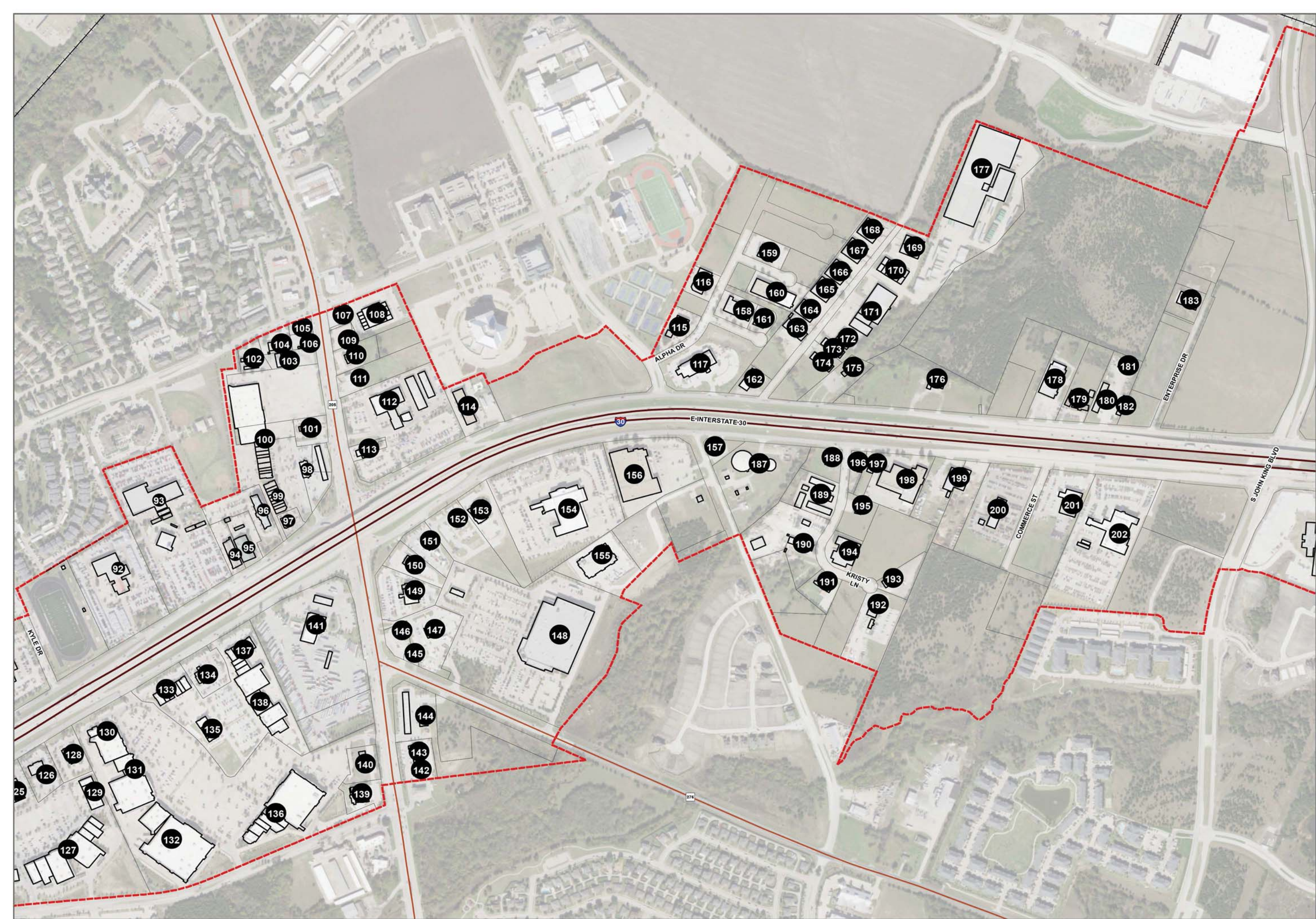


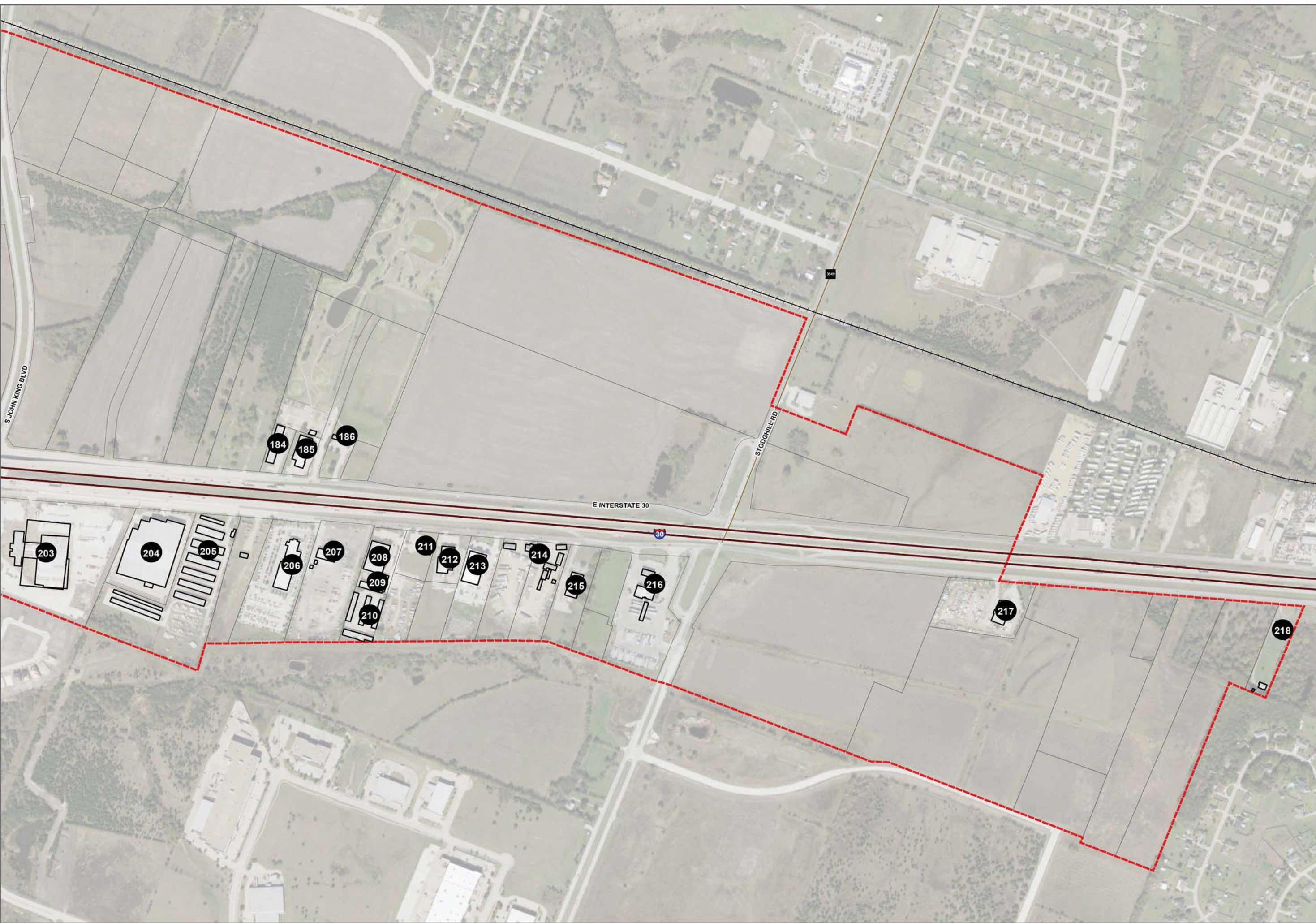
217: Big Tex Trailers; 2260 E. IH-30



218: Extreme Toys; 3920 E. IH-30







APPENDIX B SURVEY RESULTS





1 PURPOSE

The City Council has directed the Community Study for the downtown area.

- (1) Finalize the study and make recommendations for the development of the downtown area.
- (2) Draft a plan for the development of the downtown area.
- (3) Present the plan to the City Council for approval.

CITIZEN SURVEY RESULTS

Survey Release Date: April 12, 2017
 Survey Close Date: April 24, 2017
 Total Number of Responses: 542

QUESTION 1

What is your zip code?

Number of Responses: 542
 Summary of Responses:

Area Code	#	%
Rockwall/Heath (75032)	218	40.22%
Frisco (75033)	4	0.74%
Garland (75040)	1	0.18%
Plano (75086)	1	0.18%
Rockwall/Fate (75087)	268	49.45%
Rowlett (75088)	8	1.48%
Rowlett/Garland (75089)	2	0.37%
Wylie/Sachse (75098)	1	0.18%
Forney (75126)	2	0.37%
Fate (75132)	4	0.74%
Caddo Mills (75135)	3	0.55%
Wylie/Nevada (75173)	1	0.18%
Royse City/Fate (75189)	23	4.24%
Greenville (75401)	1	0.18%
Greenville (75402)	1	0.18%
East Tawakoni (75472)	1	0.18%
Quinlan (75474)	1	0.18%
Atlanta/Antioch (75551)	1	0.18%
Weatherford (76087)	1	0.18%

QUESTION 2

How frequently do you shop along IH-30?

- (a) Every Day
- (b) A Few Times a Week
- (c) A Few Times a Month
- (d) A Few Times a Year
- (e) Never

Number of Responses: 542
 Summary of Responses:

Area Code	#	%
Every Day	87	16.06%
A Few Times a Week	317	58.43%
A Few Times a Month	5	1.00%
A Few Times a Year	132	24.30%
Never	1	0.20%

QUESTION 3

How frequently do you leave Rockwall for dining, entertainment and/or retail purchases?

- (a) Every Day
- (b) A Few Times a Week
- (c) A Few Times a Month
- (d) A Few Times a Year
- (e) Never

Number of Responses: 542
 Summary of Responses:

Area Code	#	%
Every Day	33	6.09%
A Few Times a Week	141	26.01%
A Few Times a Month	276	50.92%
A Few Times a Year	87	16.05%
Never	5	0.92%

QUESTION 4

(4A) For what reasons do you leave Rockwall?

- (a) Dining
- (b) Entertainment
- (c) Medical
- (d) Retail
- (e) Work
- (f) Other

Number of Responses: 1,485

NOTE: This question allowed respondents to choose more than one (1) answer choice. There were 542 respondents.

Summary of Responses:

Category	#	%
Dining	343	23.10%
Entertainment	276	18.59%
Medical	203	13.67%
Retail	317	21.35%
Work	230	15.49%
Never	116	7.81%

(4B) If you selected an option for Question 4, please provide examples.

Number of Responses: 403
 Summary of Responses:

NOTE: This question may have had multiple responses from applicant's since it was a fill in the blank answer.

Category	# of Replies
Bookstores	4
Brewery	2
Brunch	1

Church	5
Congested/Crowded	1
Department Stores	25
Education	4
Entertainment	112
Garden Nurseries	3
Grocery Shopping	9
Healthy/Vegan Options	3
High End Retail	9
Live	2
LGBT Friendly Places	1
Limited Options	2
Mall	40
Medical	81
Mixed-Use	30
More Variety Shopping	6
Nightlife	7
Personal Services	7
Recreation	19
Restaurants	181
Retail	127
Specialty Electronics	3
Specialty Grocer	71
Specialty Movie Theater	9
Sports Entertainment	21
Traffic	5
Travel	8
Wine and Spirits	3
Work	64

Summary of Specific Responses:

NOTE: These responses are an aggregated list of all specific references to business/reasons people listed they were leaving Rockwall.

Business or Reason	# of Replies
Retail	61
Work	41
Medical	36
Firewheel	29
Entertainment	27
North Park Mall	22
Central Market	20
Whole Foods	18
Sprouts	15
Trader Joes	15
Baylor Hospital	12
Concerts	11
El Fenix	11
Pei Wei	11

Red Lobster	11	Vegan options	3	Asian Restaurants	1
Dillard's	10	Willow Bend Mall	3	Asian Stores	1
Restaurants	10	AMC 30	2	At Home	1
Cheesecake Factory	9	Antique Stores	2	AT&T Performing Arts Center	1
Grocery Shopping	9	Apple Store	2	Auto Service	1
Mall	9	Bishop Arts	2	Babe's	1
Sporting Events	9	Bob's Steak and Chop House	2	Bar Louie	1
Jason's Deli	8	Breweries	2	Bars	1
Nightlife	8	Cheddars	2	Bike Trals	1
Pappadeaux	8	Child's School	2	BJ's Brewhouse	1
Visit Family	8	Chiropractor	2	Blue Fish Sushi	1
Furniture Stores	7	Cultural Events	2	Blue Goose	1
Macy's	7	Dallas Arboretum	2	Bonkers	1
Nordstrom	7	Dallas Zoo	2	Bowling	1
Doctor	6	Dentist	2	Cajun Food	1
Museums	6	Gap	2	Calloway's Plant Nursery	1
Musicals	6	Garden Nurseries	2	Casinos	1
Outback Steakhouse	6	Hair Salon	2	Chamberlin's	1
Top Golf	6	Hooters	2	Child Friendly Entertainment	1
Work in Dallas	6	Hot Topic	2	Children's Activities	1
Airport	5	Ice Skating	2	Children's Hospital	1
Church	5	Lush	2	Chillis	1
Chuy's	5	Mavericks Games	2	Christian Bookstore	1
High End Retail	5	Medical Center Dallas	2	Christina's	1
IKEA	5	Medical Spa	2	City Line	1
P.F. Chang's	5	Natural Grocers	2	CJ Banks	1
Texas Roadhouse	5	Ophthalmologist	2	Colin Creek Mall	1
Deep Ellum	4	Panera Bread	2	Comedy Shows	1
Galleria Mall	4	Pappasitos	2	Congested/Crowded	1
McAlister's Deli	4	Rangers Games	2	Costo (w/ Larger Selection)	1
Medical Specialists	4	Red Robin	2	Country Burger	1
Nebraska Furniture Mart	4	Salon	2	Cowboys Games	1
Spring Creek BBQ	4	The Container Store	2	Coyote Drive In Theater	1
Traffic in Rockwall	4	The Lot	2	Dallas Museum of Art	1
UT Southwestern	4	Total Wine	2	Dance Performances	1
Work in Downtown	4	Travel	2	Department Stores	1
Work in Mesquite	4	Trinity Groves	2	Design District	1
Academy Sports	3	Twisted Root	2	Dine-in Movie Theaters	1
Alamo Draffhouse	3	Uncle Julio's	2	Einstien Bagels	1
Allen Premium Outlets	3	Upscale Dining	2	Entertainment in Dallas	1
AMC	3	Upscale Shopping	2	Equestrian Uses	1
Barnes and Noble	3	Uptown	2	Eye Doctor	1
Baseball Tournaments	3	Work in Arlington	2	Fine Dining	1
Bass Pro Shop	3	Work in Richardson	2	Fish City Grill	1
Carrabba's	3	Zoes Kitchen	2	Flying Saucer	1
Corner Bakery Café	3	Abuelos	1	Forever 21	1
Cracker Barrel	3	Alcohol	1	Free Play Arcade	1
DSW Shoes	3	Altar'd State	1	Fry's Electronics	1
Neurologist	3	Amberjax Fish Market	1	George Bush Library	1
Sam's Club	3	American Airlines Center	1	Growlers	1
Seafood	3	Angelika Theater	1	Gym	1
Studio Movie Grill	3	Annies Pretzel	1	Hard 8	1
Super Target	3	Arboledos	1	Harley Davidson	1
Toys "R" US	3	Arts	1	High End Mall	1

Hobby Lobby	1
Hockey Games	1
Hollister	1
Home Décor	1
Hook Line & Sink	1
Hutchins BBQ	1
IMAX Theaters	1
Indoor Surfing	1
Insurance Company	1
Internal Medicine Doctor	1
Italian Restaurants	1
Katy Trail	1
Kendra Scott	1
Kenny's BBQ	1
KFC	1
KidMania	1
Kids Activities	1
Kids Entertainment	1
Kids Sports	1
Klyde Warren Park	1
L-3	1
La Fitness	1
LGBTQ Friendly Places	1
Live in Rowlett	1
Live Theater	1
Loft	1
Look Theater	1
Love and War in Texas	1
Love Field	1
Lower Greenville Road	1
Lululemon	1
Magnolia Movie Theater	1
Mamma's Daughter's Diner	1
Marshall's	1
Mediterranean Buffet	1
Mediterranean Food	1
Movie Theater	1
New York & Co	1
Nothern Tools	1
Origins	1
Orthopedist	1
Papas Brother's Steakhouse	1
Pappas Restaurants	1
Party City	1
PDQ	1
Pecan Lodge	1
Pediatrician	1
Plays	1
Posada's	1
Pro Sporting Events	1
Pulmanologist	1
Razoo's	1
Recreation and Exercise	1
REI	1

Rockler	1
Roller Skating	1
Rudy's BBQ	1
Running Trails	1
School	1
Seafood Shack	1
Seasons 51	1
Skate Park	1
Smashburger	1
Smoke Restaurant	1
Snuffers	1
Soccer Practice	1
Symphony	1
Ta Molly's	1
Tattoo Parlor	1
The Loft	1
Torchy's Tacos	1
Town East Mall	1
Truck Yard	1
Trulucks	1
Urban Dining	1
Victoria's Secret	1
Walking Trails	1
Water Parks	1
White Rock Lake	1
WinCO	1
Work in Addison	1
Work in Garland	1
Work in Oakcliff	1
World Market	1
Y.O. Steakhouse	1

QUESTION 5

What dining, retail and/or entertainment uses do you want to see in Rockwall?

Number of Responses: 498

Summary of Responses:

Category	# of Replies
Bookstore	18
Car Dealership	1
Entertainment	61
Grocery Store	59
Gym	4
Personal Service	1
Medical	1
Movie Theater	5
Office	1
Parks	6
Restaurant	418
Restaurant-Vegetarian/Vegan	15

Retail	42
Retail-Clothing	32
Retail-Department Store	33
Retail Furniture	6
Retail-High End	1
Retail-Housewares	4
Retail-Specialty	41
Service	4
Specialty Electronics Store	4
Specialty Grocer	189
Specialty Movie Theater	19
Sports Entertainment	45
Sports Store	6
Wine and Spirits	6

Summary of Specific Responses: See Next Page

NOTE: These responses are an aggregated list of all specific references to business/reasons people listed as things they wanted to see in the IH-30 Corridor.

Business/Use	# of Replies	Type of Establishment
Trader Joe's	69	Specialty Grocer
Whole Foods Market	62	Specialty Grocer
Central Market	58	Specialty Grocer
Sprouts Farmers Market	36	Grocery Store
Cheesecake Factory	25	Restaurant
Jason's Deli	22	Restaurant
Pappadeaux Seafood Kitchen	22	Restaurant
Pei Wei	21	Restaurant
El Fenix	18	Restaurant
Top Golf	18	Sports Entertainment
P. F. Chang's China Bistro	17	Restaurant
Red Lobster	17	Restaurant
Seafood	17	Restaurant
Texas Roadhouse Steakhouse	14	Restaurant
HEB	13	Grocery Store
Dillard's	13	Retail-Department Store
Mall	12	Retail
Barnes and Noble	11	Bookstore
Alamo Draft House	11	Specialty Movie Theater
McAlister's Deli	9	Restaurant
Macy's	9	Retail-Department Store
Chuy's	8	Restaurant
Healthy Dining Options	8	Restaurant
Sam's Club	8	Retail
Gap	8	Retail-Clothing
World Market	8	Retail-Specialty
Waterpark	7	Entertainment
Cheddar's Scratch Kitchen	7	Restaurant
Cracker Barrel	7	Restaurant
Ojeda's Tex Mex Restaurants	7	Restaurant
Outback Steakhouse	7	Restaurant
Souper Salad	7	Restaurant
Zoës Kitchen	7	Restaurant
Toys "R" Us	7	Retail-Specialty
Victoria's Secret	7	Retail-Specialty
Studio Movie Grill	7	Specialty Movie Theater
Concert Venue	6	Entertainment
Aw Shucks Oyster Bar	6	Restaurant
Joe's Crab Shack	6	Restaurant
Firewheel Town Center	6	Retail
Loft	6	Retail-Clothing
Academy Sports	6	Sports Store
AMC Movie Theater	5	Movie Theater
Corner Bakery	5	Restaurant
KFC	5	Restaurant
Panera Bread	5	Restaurant
Mardel Christian Bookstore	4	Bookstore
Performing Arts Center	4	Entertainment
Parks	4	Parks
Einstein Bros. Bagels	4	Restaurant
Fish City Grill	4	Restaurant
Razoos's Cajun Café	4	Restaurant
Red Robin Gourmet Burgers and Brews	4	Restaurant

Business/Use	# of Replies	Type of Establishment
Rudy's Country Store and Bar-B-Q	4	Restaurant
Torchy's Tacos	4	Restaurant
Ann Taylor	4	Retail-Clothing
Nordstrom	4	Retail-Department Store
IKEA	4	Retail-Furniture
The Lot Eatery	4	Restaurant-Specialty
Ice Skating	4	Sports Entertainment
Miniature Golf	4	Sports Entertainment
Skate Park/Rink	4	Sports Entertainment
Sports Complex	4	Sports Entertainment
Brewery	3	Entertainment
Event Venue	3	Entertainment
Kid-Friendly Entertainment	3	Entertainment
Sports Bar	3	Entertainment
Natural Grocers	3	Grocery Store
Lifetime Fitness	3	Gym
Anamias	3	Restaurant
Boston Market	3	Restaurant
California Pizza Kitchen	3	Restaurant
Golden Corral	3	Restaurant
Non-Chain Restaurants	3	Restaurant
Potbelly Sandwich Shop	3	Restaurant
Romano's Macaroni Grill	3	Restaurant
Uncle Julio's Mexican Restaurants	3	Restaurant
Zanata Restaurant	3	Restaurant
Organic and Healthy Foods	3	Restaurant-Specialty
Truck Yard-Complex Housing Food Trucks	3	Restaurant-Specialty
Wholesome Grub Café	3	Restaurant-Specialty
Outlet Mall	3	Retail
Super Target	3	Retail
The Shops at Legacy	3	Retail/Residential
Nordstrom Rack	3	Retail-Department Store
Apple Store	3	Specialty Electronics Store
Total Wine & More	3	Wine and Spirits
Lifeway Christian Resources Bookstore	2	Bookstore
Bars that Stay Open Late	2	Entertainment
Bew Pubs	2	Entertainment
Billiards Hall	2	Entertainment
IMAX Movie Theater	2	Entertainment
iPIC Theaters	2	Entertainment
Klyde Warren Park	2	Entertainment
Wine Bars	2	Entertainment
Carrabba's	2	Restaurant
Chick-Fil-A	2	Restaurant
Fadi's Cuisine-Mediterranean Grill	2	Restaurant
Krispy Kreme	2	Restaurant
La Hacienda Ranch	2	Restaurant
Maggiano's Little Italy	2	Restaurant
Modern Market	2	Restaurant
Pappas Restaurants	2	Restaurant
Rusty Taco	2	Restaurant
Smashburger	2	Restaurant
Standard Service	2	Restaurant

Business/Use	# of Replies	Type of Establishment
Twisted Root Burger Co.	2	Restaurant
Target	2	Retail
Forever 21	2	Retail-Clothing
Covington's Plant Nursery	2	Retail-Specialty
DSW	2	Retail-Specialty
Lush Cosmetics	2	Retail-Specialty
Northern Tool + Equipment	2	Retail-Specialty
Car Wash-Northside	2	Service
Baseball Facilities	2	Sports Entertainment
Batting Cages	2	Sports Entertainment
Soccer Complex	2	Sports Entertainment
Spec's Wines Spirits and Finer Foods	2	Wine and Spirits
Family Christian Stores	1	Bookstore
Luxury Car Dealership	1	Car Dealership
Animal Exhibit	1	Entertainment
Aquarium	1	Entertainment
Arboretum	1	Entertainment
Bowling Alley	1	Entertainment
Dave & Busters	1	Entertainment
Golf Course	1	Entertainment
Improv	1	Entertainment
Indoor Concert Venue	1	Entertainment
KidMania	1	Entertainment
Look Cinemas	1	Entertainment
Main Event Entertainment	1	Entertainment
Museums	1	Entertainment
NickelRama Arcade	1	Entertainment
Nightlife	1	Entertainment
Paintball	1	Entertainment
Speed Zone Go-Kart Racing	1	Entertainment
The Magnolia Theater	1	Entertainment
Verizon Theater	1	Entertainment
Fiesta Mart Supermarkets	1	Grocery Store
Fresh Approach Market	1	Grocery Store
Market Street	1	Grocery Store
Mudhen Meat and Greens	1	Grocery Store
The Fresh Market	1	Grocery Store
Tom Thumb Food and Pharmacy	1	Grocery Store
WinCo Foods	1	Grocery Store
Fitness Connection	1	Gym
AAA Office	1	Insurance
Baylor Hospital	1	Medical
Corporate Offices	1	Office
More Connected Trails	1	Parks
Walkable Areas	1	Parks
Arboledas	1	Restaurant
Arby's	1	Restaurant
Babes Chicken	1	Restaurant
Baker Bros. Deli	1	Restaurant
Bin 303	1	Restaurant
BJ's Brew House	1	Restaurant
Blue Fish Sushi	1	Restaurant
Blue Mesa	1	Restaurant

Business/Use	# of Replies	Type of Establishment
Bob's Steak and Chophouse	1	Restaurant
Café Brazil	1	Restaurant
Café Express	1	Restaurant
Café Izmir	1	Restaurant
Campisi's Pizza	1	Restaurant
Cane Rosso	1	Restaurant
Cantina Laredo	1	Restaurant
Chicken Scratch	1	Restaurant
Christina's Mexican Restaurant	1	Restaurant
Colonial Café	1	Restaurant
Costa Vida	1	Restaurant
Dine-in Mexican Restaurants	1	Restaurant
Dream Café	1	Restaurant
Dunkin Donuts	1	Restaurant
East Hampton Sandwich	1	Restaurant
Eatzies Market and Bakery	1	Restaurant
El Pollo Loco	1	Restaurant
Fazoli's	1	Restaurant
Flower Child	1	Restaurant
Garden Café	1	Restaurant
Grimaldi's Pizzeria	1	Restaurant
Home Town Buffet	1	Restaurant
Hook Line & Sinker	1	Restaurant
Hooters	1	Restaurant
Hopdoddy Burger Bar	1	Restaurant
Houlihan's Restaurant and Bar	1	Restaurant
Italian Restaurants	1	Restaurant
Jimmy Buffet's Margaritaville Restaurant	1	Restaurant
Katy Trail Icehouse	1	Restaurant
La Calle Doce	1	Restaurant
Luna Grill- Fresh Mediterranean Food	1	Restaurant
Lupe Tortilla	1	Restaurant
Lyfe Kitchen	1	Restaurant
Mama's Daughter's Diner	1	Restaurant
Marble Slab Creamery	1	Restaurant
Marco's Pizza	1	Restaurant
Matt's Rancho Martinez Restaurant	1	Restaurant
Mediterranean Food	1	Restaurant
Mi Cocina Restaurant	1	Restaurant
MidiCi The Neapolitan Pizza Company	1	Restaurant
Mimi's Café	1	Restaurant
Morton's The Steakhouse	1	Restaurant
Panda Express	1	Restaurant
Pappasito's Cantina	1	Restaurant
Pepe's and Mito's Mexican Café	1	Restaurant
Pie Shop	1	Restaurant
Pollo Tropical	1	Restaurant
Portillo's Restaurants	1	Restaurant
Pottery Barn	1	Restaurant
Red Hot & Blue BBQ	1	Restaurant
Seasons 52 Wine Bar & Grill	1	Restaurant
Shopping and Dining Overlooking Lake	1	Restaurant
Snappy Salads	1	Restaurant

Business/Use	# of Replies	Type of Establishment
Spiral Diner & Bakery	1	Restaurant
Spring Creek BBQ	1	Restaurant
Steakhouse	1	Restaurant
Steve Fields Steak and Lobster Lounge	1	Restaurant
Sushi Station	1	Restaurant
Sweet Tomatos' Souplantation	1	Restaurant
Ta Molly's Tex-Mex Eatery	1	Restaurant
Taqueria La Ventana	1	Restaurant
The Egg and I Restaurant	1	Restaurant
The Spaghetti Warehouse	1	Restaurant
Truluck's Seafood Steak & Crab House	1	Restaurant
Whiskey Cake Kitchen & Bar	1	Restaurant
Zaxby's Restaurant	1	Restaurant
The Rustic Kitchen & Backyard Bar	1	Restaurant/Entertainment
PDQ Restaurant	1	Restaurants
Tom and Chee Eatery	1	Restaurant-Specialty
True Food Kitchen	1	Restaurant-Specialty
Francesca's Collections	1	Retail
Large Retail Stores	1	Retail
Non-Chain Stores	1	Retail
Outdoor Mall	1	Retail
Sam Moon: Jewelry, Accessories & Apparel	1	Retail
American Eagle	1	Retail-Clothing
Banana Republic	1	Retail-Clothing
Catherines	1	Retail-Clothing
Duluth Trading Co	1	Retail-Clothing
Eddie Bauer	1	Retail-Clothing
H&M	1	Retail-Clothing
Hollister Co.	1	Retail-Clothing
Hot Topic	1	Retail-Clothing
Kendra Scott	1	Retail-Clothing
Talbots	1	Retail-Clothing
Urban Outfitters Clothing Company	1	Retail-Clothing
White House Black Market Clothing	1	Retail-Clothing
Belks	1	Retail-Department Store
Burlington	1	Retail-Department Store
Kohl's	1	Retail-Department Store
Neiman Marcus	1	Retail-Department Store
Havertys	1	Retail-Furniture
Weir's Furniture	1	Retail-Furniture
Coach	1	Retail-High End
Annas Linens	1	Retail-Housewares
At Home	1	Retail-Housewares
Crate and Barrel	1	Retail-Housewares
Housewares Stores	1	Retail-Housewares
Babies R Us	1	Retail-Specialty
Build A Bear	1	Retail-Specialty
Calloway's Plant Nursery	1	Retail-Specialty
REI Outdoor Clothing, Gear, and Footwear	1	Retail-Specialty
Sephora Cosmetics	1	Retail-Specialty
Sur La Table Upscale Cooking and Dining Supplies	1	Retail-Specialty
The Container Store	1	Retail-Specialty
Tractor Supply Company	1	Retail-Specialty

Business/Use	# of Replies	Type of Establishment
True Value Hardware Stores	1	Retail-Specialty
Vera Bradley Luggage and Handbags	1	Retail-Specialty
Williams-Sonoma	1	Retail-Specialty
Comerica Bank	1	Service
Dart	1	Service
Fry's Electronics	1	Specialty Electronics Store
Angelika	1	Specialty Movie Theater
Disco Golf Courses	1	Sports Entertainment
Indoor Skydiving	1	Sports Entertainment
Indoor Surfing	1	Sports Entertainment
Minor League Baseball	1	Sports Entertainment
Shooting Range	1	Sports Entertainment
Goody Goody Liquor	1	Wine and Spirits