

Vitruvian Park Addison, Texas

June 12–17, 2011



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A New Model for Mixed-Use Communities

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About the Urban Land Institute

THE MISSION OF THE URBAN LAND INSTITUTE IS

to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both built and natural environments;

- Sharing knowledge through education, applied research, publishing, and electronic media; and
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has nearly 30,000 members worldwide, representing the entire spectrum of the land use and development disciplines. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

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About ULI Advisory Services

THE GOAL OF ULI'S Advisory Services Program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfield redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day of hour-long interviews of typically 50 to 75 key community representatives; and two days of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community

members and stakeholders in the project under consideration, participants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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Acknowledgments

ON BEHALF OF THE URBAN LAND INSTITUTE,

the panel wishes to thank UDR, Inc., for its trust in the ULI Advisory Services panel process and for the opportunity to engage and participate in refining one of the most exciting place-making undertakings in the United States today. The panel believes Vitruvian Park is becoming an exceptional new community that will meet its sponsor's goals and those of its partner, the town of Addison. Vitruvian Park's legacy is already emerging as a showcase of how successful, sustainable communities can be developed by sponsors and municipalities willing and able to engage in public/private partnerships dedicated to creating extraordinary places.

The efforts and contributions of many individuals made this study possible. In particular, the panel thanks James Klingbeil, chairman of the UDR board, for his sponsorship and support; Thomas Toomey, president and chief executive officer of UDR, for his commitment and dedication to the panel process; Mark Culwell, senior vice president, development, and Thomas Lamberth, vice president, development, for their leadership in organizing and supporting the panel during its visit; and the town of Addison for its commitment to stimulating exceptional creativity in place making through innovative public/private partnerships in infrastructure financing and urban design.

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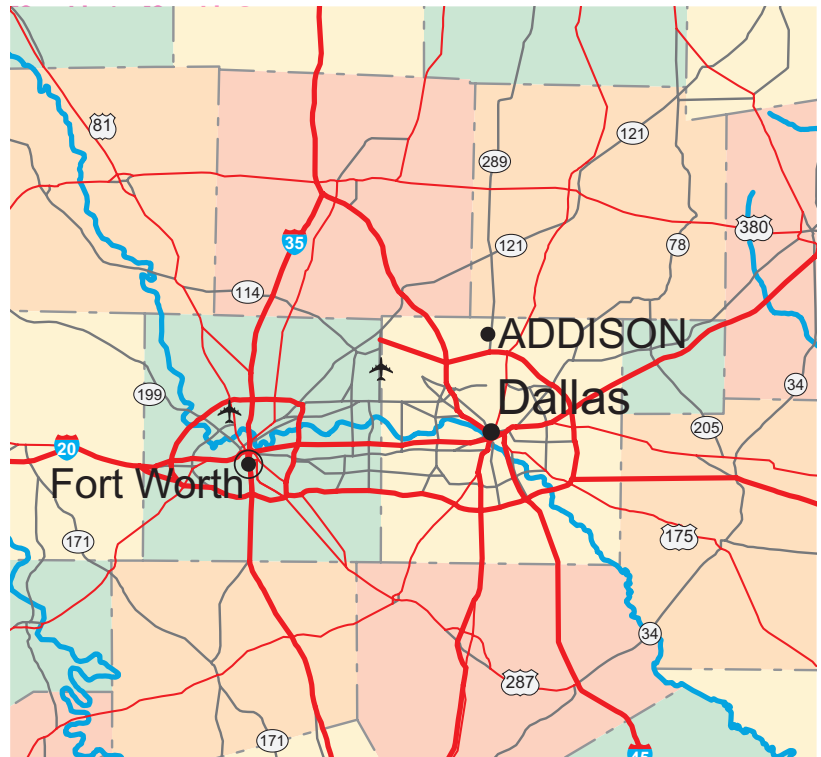
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Study Area and Panel Assignment

ADDISON, TEXAS, IS A FIRST-TIER suburban town at the northwestern edge of Dallas. Dominated by commercial uses, it is home to the region's largest general aviation airport, which is also the third-largest in the country. Dense clusters of Class A high-rise office buildings, light warehouse/distribution facilities, retail/service providers, 22 hotels with a total of over 4,000 rooms, and a high concentration of full-service restaurants all capitalize on the easy access afforded by the North Dallas Toll Road and I-635. As a municipal government, Addison has keenly sought to attract major employers, bringing nearly 45,000 jobs to the community in recent history. The town has also invested heavily in its park system, with 118 acres of landscaped green space.

Employment thrives with 47,690 jobs and a daytime population of about 100,000. Full-time Addison residents total less than 20,000. To boost the number of residents and create a community that offers quality housing opportunities for them to live and play where they work, Addison has actively sought and fostered innovation in residential development. Addison Circle, a multifamily and townhome community initially developed by Post Properties, launched the municipality's efforts and commitment to make quality living environments possible through best practices in place making.

Vitruvian Park, an investment of UDR, Inc., comprises a 118-acre square of land bordered by Brookhaven Community College to the south, and a prestigious private school and an aging office park to the east. Situated at the intersection of Spring Valley Road and Marsh Lane in Addison, nine low-density garden apartment communities, a grocery-anchored suburban retail center, and a small office complex were originally developed by Dallas-based Folsom Companies in the early 1970s.



Addison Circle, a multifamily and townhome development, was one of the town's first large-scale, high-density redevelopments.

In recent years, the properties have changed ownership several times with some of the developments falling into various states of disrepair. Seeing an opportunity in the site and bolstered by improving demographic and housing trends, UDR acquired virtually all of the property bounded by Spring Valley Road, Marsh Lane, and Brookhaven Community College with the intention of creating an ambitious plan to redevelop the area. The community will contain more than 5,000 housing units with an anticipated 8,000 residents supported by 200,000 square feet of retail space. UDR's master development plan envisions a self-sustaining walkable environment of mid-rise apartment homes organized around parks and water features with generous green spaces. The infrastructure would be funded by a public/private partnership with the town of Addison.

The development of Vitruvian Park is well under way, with the first 392-unit apartment building completed and fully leased—an unqualified success. Occupancy began in September 2011 of 347 apartment homes and the world-class urban open-space amenity was dedicated in August 2011. Prior to development more than 50 percent of the existing housing stock was demolished, with substantial improvements made to the remaining original housing. Construction has also begun on the next phase, 341 apartment homes, scheduled for delivery in 2013.

The first apartment building in Vitruvian Park is fully leased with 347 apartment homes. Occupancy began in September 2011.



The town of Addison's partnership with UDR calls for the town to fund Vitruvian Park's infrastructure development and open-space improvements with a budget of \$40 million. The first installment of infrastructure will be completed in September 2011 and consist of utility upgrades, street and bridge improvements, and a 12-acre park in the creek and flood plain that bisect the site. This world-class park will be the centerpiece of the new community.

UDR has proven its concept and the market demand for its products. The company engaged this ULI panel to help refine the concept and guide the important decisions needed to shape the subsequent design and positioning of the project to accelerate momentum.

The Panel's Assignment

UDR, the panel's sponsor, asked the ULI Advisory Services panel to assess the company's progress to date, provide recommendations to refine the future residential and retail components, and address project phasing. Specific issues the sponsor asked the panel to address are listed here.

- How should the sponsor sequence development and demolition of existing improvements?
- How much retail is appropriate? Can it be designed as residential space initially and converted to retail as the development matures? Should retail be concentrated or distributed throughout the project? Is the current location of the supermarket appropriate?
- Is there justification for an office component? How much and is it critical to sustaining retail?
- Should we broaden product appeal to multiple demographics to include families, seniors, workforce housing, and for sale product? Where should each be located?
- How should we bring transportation alternatives to the neighborhood?
- How should apartment homes be sized and mixed appropriately for an evolving new housing paradigm?

- How should we create a nighttime draw to complement the public park that is a daytime amenity?
- What role should sustainability play in our plan given the low return on investment relative to the additional cost?
- How can we create partnerships with the surrounding neighbors—Brookhaven Country Club, Brookhaven College, neighborhood schools—to make Vitruvian Park vibrant?
- How important is architectural symmetry in the master plan?
- How can we activate the public spaces and amenities to maximize their appeal and value?

After thoroughly reviewing and analyzing the questions, the panel determined the best manner of response was not by answering the individual questions, but rather by validating the sponsor's direction, recommending concept and plan refinements, and providing out-of-the-box ideas that could be applied to multiple aspects of Vitruvian Park's sustainable development, branding, and market positioning.

The Panel's Recommendations

In forming its recommendations, the panel sought to develop an understanding of the characteristics of Addison's residential, retail, and office markets, as well as their interrelationships to the greater Dallas/Fort Worth region. Looking beyond the briefing book, the panel undertook additional information gathering and conducted more interviews. The group toured retail, entertainment, and shopping areas in and around Addison, Farmers Branch, North Dallas, Highland Park, and Plano to provide an in-depth basis for its analysis and recommendations to the sponsor. The panel further explored current and emerging regional multifamily and retail architectural vernaculars, their color palettes, and area trends in higher-density urban living.

Uniformly, the panel validates the sponsor's development concepts, master plan, and the emerging urban design of Vitruvian Park. The panel believes the sponsor's success is

enhanced by its strategy of positive engagement and partnership with Addison's municipal government. It is clear to the panel that this public/private partnership at multiple levels is a vital key to Vitruvian Park's success and is one of the essential building blocks for creating an exceptional new community form by only using the very best principles, practices, and innovations that will substantially benefit both parties.

The panel's recommendations address the sponsor's questions by suggesting strategic, immediately implementable concepts that refine and support the housing mix, retail integration, community connections, identity, and development sequencing. The panel believes that each of its recommendations is, in most cases, relatively simply to achieve, while in other cases more in-depth refinements will be required. The panel proposes the following eight strategic concepts as guiding principles for subsequent development phases.

Vitruvian Park Is a Place, Not a Project

Think of each phase or section as a neighborhood with a different and distinct name, theme, and design. The goal should be to ultimately create a varied, dynamic urban experience for the resident and visitor. Each phase should maintain Vitruvian Park's identity as a single, cohesive place with uniquely identifiable areas, places, and experiences.

Build Critical Mass

The first development phases established Vitruvian Park's residential and retail core. Subsequent phases should continue place building by continuing to frame the new park and create additional parks linked by an internal open-space loop. Organizing Vitruvian Park around large connected open spaces enables the sponsor to quickly prove to the market its intent and rapidly attract the population and critical mass of residents that will sustain and accelerate the project's development.

Establish a Core Retail Street

Rather than dispersing retail throughout the community, the sponsor should concentrate retail principally along a

single retail street (called the Ponte Marketplace by the panel) and accessed from outside by a new vehicular entrance from Marsh Lane. The panel recommends that retail development should begin at both ends of the Ponte Marketplace moving to the middle. Creating such a highly visible and accessible street activates Vitruvian Park as a retail destination and reinforces its identity to its resident population as a truly sustainable community.

Develop a Diverse Housing Mix

The panel recommends developing a mix of housing options and types priced to include most North Dallas/Addison market segments. Housing products should be predominately multifamily, but also address the larger cross-section of the Dallas/Fort Worth region's evolving urban-living demographic—singles, couples, families, empty nesters, and independent seniors.

Increase Connectivity to Surrounding Areas

The panel recommends embracing the adjacent neighborhoods and community uses as partners with positive attributes to be gained from connectivity because they will accelerate Vitruvian Park's development velocity. The sponsor is encouraged to aggressively pursue physical and partnership connections to surrounding schools and colleges as well as integrate transit and linkages to the North Texas Trail System. By creating strong social and educational connections, Vitruvian Park can begin to serve as new a town center and meeting place as well as a convenient place to live and walk to adjacent schools.

The panel recommends an emphasis on connectivity, an active public realm, and education.

Integrate Public Art and Cultural Amenities to Create an Identity

Vitruvian Park's neighborhoods should each be themed by public art to further create distinctive places within a distinctive place. The panel recommends identifying each entry as different from any other to enhance identity and way finding. Overall, creating a unique and cohesive identity through art will set Vitruvian Park apart from its competitors and enhance its appeal to the marketplace.

Aggressively Pursue Public/Private Partnerships

The surrounding institutions—public and private schools, Brookhaven Community College, and the Brookhaven Country Club—present opportunities for Vitruvian Park to deeply integrate and ingratiate itself into the mature segments of the community. The panel recommends forging partnerships that focus on child and adult education, art, culture, and outdoor recreation—all of which are currently available and would immediately enhance the living experience and convenience of residents.

Establish New Design Guidelines

Vitruvian Park needs an architectural pattern book to guide its continued design and refinements within each of its neighborhoods. A design, materials, and pallet pattern book is recommended as the most effective means to maintain urban design continuity while enabling varied and interesting architectural forms and pallets to emerge as distinct neighborhoods.



Vision and Strategy

AT BUILDOUT, VITRUVIAN PARK will be larger than most small Texas towns; in fact, it will be a town within a town. More than a development, Vitruvian Park will be a retail and recreation destination within a collection of unique, identifiable neighborhoods supporting an estimated 8,000 residents to call it home. Most of all, it will be an economic and cultural engine for the town of Addison. Uniformly, the panel validates the sponsor's vision, concepts, positioning, products, and design of Vitruvian Park. The existing and planned urban design, amenities, and building products are market-leading ideas that create immediate value and are a solid basis for continued investment.

Vitruvian Park is successful thus far because it provides a well-located and convenient, highly amenitized lifestyle. The sponsor's commitment to higher-quality, medium-density housing within Addison results from a convergence of forces: a significant public commitment by Addison to fund superior public infrastructure to create places and the sponsor's vision to invent a new iconic residential community model. This undertaking is succeeding because it is focused and dedicated to creating a timeless and enduring sophisticated urban form.

Vitruvian Park possesses a number of market advantages. It is surrounded by a strong existing office market, established single-family neighborhoods, a nearby restaurant district that draws from across the region, and a visionary and cooperative partner in the town of Addison. As evidenced by a surplus of jobs to housing imbalance, it is positioned to benefit from a favorable housing market and growing demographic trend toward urban living close to or embedded within employment centers. Anchored by new urban parks and amenities, Vitruvian Park has validated its market potential and viability as a desirable urban community.



Above and top right: High-level, detailed amenities and parks reflect Vitruvian Park's upscale vision that differentiates this product from others in the residential market. Right: Vitruvian Park has a distinct market advantage when compared to its surroundings.



DEAN TERRY

The project does face several significant challenges: limited access, especially to the east and south; immature public transportation; and the need to engage multiple municipalities, agencies and surrounding stakeholders to overcome these challenges.

Despite these challenges, Vitruvian Park is positioned to become a vibrant, residential-led, mixed-use community that will become one of Addison's most desirable neighborhoods. Achieving this vision requires the sponsor to continue its focus on creating a self-sustaining community that is a place rather than a collection of multifamily buildings. Refining the design, standards, activities, and mix of tenants and uses in Vitruvian Park's four main elements—the retail street, the housing mix, its distinct public spaces, and its culture—will bring together the entirety of components that produce a place of unsurpassed quality and market desirability.

Development Strategy

TO CONTINUE THE VISION FOR VITRUVIAN PARK, the sponsor seeks to refine its development strategies that focus on place making, strengthening street connections, establishing new and maintaining existing public/private partnerships, and developing a strong distinct identity by emphasizing art and culture.

Establish Partnerships

The trend of urban communities being redeveloped from and within currently suburban areas is in the early stages of evolution. The sponsor has benefited from the town's experience at Addison Circle, which set the stage and created the prototype for the public/private partnership at Vitruvian Park. The panel believes the sponsor's relationship with the town of Addison is one of its greatest assets and strengths. By leveraging this partnership and extending the spirit of cooperation to surrounding towns, agencies, and institutions Vitruvian Park's successful public/private partnerships in building infrastructure, roads, parks, and public activities can be extended to meet its development needs.

Connect with Government

The public/private partnership between the town of Addison and the sponsor, evidenced in the construction of the public infrastructure, has been overwhelmingly successful, and is to be applauded as a national model and the blueprint for the continued redevelopment and revitalization of Addison. Extending this very collegial atmosphere to surrounding municipalities, the Council of Governments, and other public agencies in the north Dallas region could be the tipping point that initiates ongoing multiagency partnerships to support continued smart growth in suburban revitalization throughout the Dallas region. Further, forming and maintaining these relationships is vital to Vitruvian Park so it can obtain road access from the south through Farmers Branch and Brookhaven College and east via

Alpha Road. Implementing the soft supporting elements of community building will appeal to the most diverse populations as a superior place to live, work, and play.

Connect with Education

Brookhaven Community College—a well-respected two-year school that may soon become a four-year institution—borders Vitruvian Park to the south. Its enrollment of more than 20,000 full- and part-time students represents a significant potential resident base and the school's classes and program an important partnership opportunity for Vitruvian Park. Offering standard college courses, continuing and workforce education programs, a strong arts program, day care, and a range of other services, Brookhaven College can be a strong amenity for Vitruvian Park residents with specially designed programs and an on-site presence. Proximity to the college should be considered a market enhancement that both the sponsor and college actively pursue.

Other outstanding educational institutions border Vitruvian Park, including Trinity Christian Academy (K–12), the Green Hill School (Pre-K–12), the new George H.W. Bush Elementary School (K–6), and the Dallas Independent School District Athletic Campus. Developing strong relationships with these institutions will enable the sponsor to support development of diversified housing and unit types that attract families with children. Vitruvian Park, because of this proximity, is likely to experience demand for larger units which accommodate a greater number of families with school age children than was originally forecast. The adjacent K–12 public and private schools can readily handle all school age residents, thus enhancing the appeal of Vitruvian Park to young families.

Connect with Neighbors

The panel believes that Vitruvian Park can be the catalyst for cooperation between surrounding neighborhoods. With its signature parks and pending festivals, retail and entertainment venues will also enhance the quality of the adjacent single-family and multifamily neighborhoods. Ultimately, Vitruvian Park will emerge and serve as a town center and focal point for activities in southwest Addison and Northeast Farmers Branch where there is none today.

Develop a Special Membership Opportunity with Brookhaven Country Club

Across Marsh Lane, the Brookhaven Country Club is a well-established country club featuring 54 holes of golf, over 40 tennis courts, several pools, fine and casual dining, a social venue, and respected child care. Brookhaven is one of the Dallas/Fort Worth area's most affordable clubs of its type. Half of its 3,500 members (each family is one member) are young families and younger single persons. The other half are senior citizens and empty nesters. As the area's largest and most affordable golf and tennis club, Brookhaven is also an attractant to residents at Vitruvian Park. Nearly 25 percent of the 2,500 full golf and amenity members and 1,000 tennis and social members live within a two mile radius. Vitruvian Park should actively pursue partnerships with the club to offer membership to Vitruvian Park residents. In an interview with Brookhaven Country Club's membership director, it became apparent that the club may be agreeable to designing a special membership program for Vitruvian Park's residents. As the sponsor builds more housing, special and affordable access to Brookhaven Country Club will be a desirable amenity and a driver for a large segment of potential residents.

Plan, Fund, and Implement Event Series

Both the town of Addison and the sponsor plan to use Vitruvian Park's open-space facilities to offer community-wide events and festivals. The new central park to be created in the next phase of development is an ideal venue for festivals and events and should be designed to offer a diverse setting for events from sports and ethnic festivals to concerts and plays. In combination with the creek



park, the site park will host the highest concentration of largest contiguous active and passive public open space in Addison. Working with and through the Addison Events Coordinator will assure that both the sponsor and town are fully engaged in choreographing park activities that can serve the community and accelerate the Vitruvian Park's development velocity. Similarly, the town of Addison should engage Vitruvian Park as the principal sponsor of art and cultural events and investments in the installation of art through Addison.

Immediately across Spring Garden Road from Vitruvian Park is the Dallas Independent School District's (DISD) natatorium, football stadium, baseball field, and other significant group sports and athletic facilities. The location of these facilities provides an opportunity for the sponsor to promote and support athletic and sports programs for residents. Secondly, the supporting parking lots offer potential adjacent parking for festivals and large events held at Vitruvian Park. Thus, the panel feels that developing a positive relationship with DISD offers the prospect to potentially reduce on-site parking to accommodate events.

Vitruvian Park's unique public spaces will host festivals and fairs that will strengthen its connection to its neighbors.

This open space will serve as a venue for community-wide events that have the potential to draw people from neighboring areas.



Establish Relations with Adjacent Single-Family and Multifamily Neighborhoods

Vitruvian Park will soon have more than 700 housing units occupied, with another 400 projected to come on line during 2013. Nearby residents should be welcomed and encouraged to access the parks and the trails with targeted way-finding and signage for parking. An us-versus-them attitude should be avoided. A good marketing tool may be to invite surrounding neighbors to enjoy Vitruvian Park programs and amenities including sports leagues, athletic programs, cultural events, and educational opportunities as if they were residents.

This marketplace in Burlington, Vermont, uses art installations and events to set itself apart.



Emphasize Arts and Culture

The panel recommends that Vitruvian Park establish its unique identity and place by embracing a sustained commitment to and investment in public art and cultural programming. The payoff will be higher visibility, increased rents, and sustained demand for housing and retail services in Vitruvian Park.

Use Art to Set Vitruvian Park Apart

The sponsor's near-term goal should be to create an image of Vitruvian Park as an edgy hotspot for cutting edge art competitions, installations, performances, and visual arts. Providing a vibrant street life enhanced by the addition of public art and public performance should be a central theme. The sponsor is encouraged to work with the town of Addison, Brookhaven College, the magnet school, Booker T. Washington High School for the Arts, the performing and visual arts programs at Southern Methodist University and University of North Texas, and local artists to develop competitions that foster place making and identity, as well as fun and exciting art events attractive to every segment of the area's demographic. The visibility of Vitruvian Park as a new and different venue will help art students and faculty broaden their audience.

Create Venues for Art Display and Creation

The sponsor is encouraged to create a permanent community center—including a gallery, offices, conference spaces, large meeting room, performance stage, and direct or very close connection to a covered outdoor performance venue using open spaces for seating and viewing. Such a venue is essential to integrate the arts with community life. Included within the community center should be a police sub-station, which would provide a convenient and comfortable location for community policing and a heightened sense of security.

Launching Vitruvian Park as an arts venue might include offering display opportunities in vacant retail spaces at no cost, and perhaps subsidizing insurance costs to enable museum-quality shows. Such cooperation with arts institutions could enhance marketing efforts for both residential

PAUL KENTISH

and commercial tenants as it enlivens empty ground-level spaces and animates sidewalks with pop-up galleries. Similar to fostering connections with Brookhaven Country Club, Vitruvian Park should encourage regional museums to offer reduced admission or special membership packages to residents.

One immediate step to develop such an art relationship should focus on connecting with Brookhaven College. The College's art and other academic programs could be enticed to offer classes, temporary exhibitions, pop-up galleries, or conferences on site in empty retail spaces.

Promote a Higher Quality of Life

Quality of life includes integrating nearby education at all levels, especially the new George W. Bush elementary school across Spring Valley Road. This new school is where children of Vitruvian Park's residents should attend. As Vitruvian Park is not located in the Dallas Independent School District (DISD) where the adjacent school is located, agreements should be sought between Farmers Branch ISD and DISD to ensure that the community's children attend the nearest school, and further that they be allowed to progress to higher grades within in the DISD system to maintain educational continuity.

As Vitruvian Park expands its housing type choices, its townhomes will accommodate growing families. Public amenities also must provide for children with playgrounds and tot lots within the park areas. As with all other public areas in Vitruvian Park, playgrounds should be considered art installations with sculptural pieces doubling as slides, jungle gyms, and fun playscapes to delight both children and adults. This strategy will reinforce the idea that the community identity is about art and design.

Working with the town of Addison, the sponsor should ensure a clean and safe maintenance program for all public areas. The panel understands that the community's parks will be a tremendous magnet for visitors and residents alike. The panel believes the sponsor should budget funds to assure all public areas are kept pristine and employ its own clean and safe workers who would



CHRISTINA SPICUZZA



KIM MANLEY ORT

provide more eyes on the street and a heightened sense of security, especially in the early morning and evening hours.

Covenants should be considered for parts of the project that may be sold to insure that each stakeholder contributes to the maintenance of public spaces and assures that their appearance continually reflects favorably on their investment.

Top: The number of families with children in Vitruvian Park will grow in tandem with its overall population. Care must be taken to ensure that open-space amenities provide family-friendly activities. Above: Creating space for temporary art exhibits and for residents and visitors to view artists at work will further integrate Vitruvian Park with its immediate neighbors and with the regional arts community, setting it apart from many other master-planned communities.

Site Analysis

THE PANEL APPROACHED THE SPONSOR'S

design-related questions by examining the advantages and constraints of the existing project concept, the site plan, and architectural palette. A number of features are already fixed: the first three buildings, the creek public park, the two bridges, and Vitruvian Way. Taking those into account, the panel recommends the following strategies to integrate the existing and proposed sections and to improve the connectivity to and within Vitruvian Park.

Site Circulation and Connectivity

Site circulation and connectivity, both internally and externally, are critical to both daylight and nighttime activities. Additional access, ingress, and egress to the site at multiple perimeter locations is necessary. At full buildout, Vitruvian Park should include a new connection through Brookhaven Community College, improved vehicle access, enhanced pedestrian circulation, new public transportation, attention to art placement as it impacts pedestrian circulation, and better connections to adjacent land uses.

New Connection through Brookhaven Community College

The southeastern development parcel in the site's southeast corner, also known as the island, is accessed via Ponte Avenue (northwest/southeast) and via the site's north/south roadway on the eastern property line. The island's only access is a steel and concrete bridge spanning the creek and park. Since the parcels on Ponte Avenue are now fully developed, this road should not allow construction purposes. In 2013, with the occupancy of the third building complex, the north/south road on the eastern boundary will also traverse a fully developed residential area. Thus, the panel recommends immediately seeking a permanent access connection at the southeast corner by extending Alpha Road from the east. Such a connection can be

accomplished in stages with a temporary construction road to the site, alleviating construction traffic from the two internal vehicular bridges and ultimately a permanent road. Securing this access requires obtaining right of way through Brookhaven College and approval of the town of Farmers Branch. The panel recommends that development of the island include a permanent road that serves both Vitruvian Park and Brookhaven College. The road's design should have a traffic circle that facilitates vehicular access to both Brookhaven and the island. This is also essential for fire and emergency access as well as resident vehicle ingress and egress. Given the island's proposed density and configuration, which includes a 22-story residential tower, further study of vehicular circulation is recommended.

Vehicle Access, Circulation, and Parking

Vitruvian Park's vehicle access, per the current master plan, is limited to main access points on Spring Valley Road and Marsh Lane. The primary accessway is Vitruvian Way, which bisects the site diagonally from Spring Valley Road to Marsh Lane at the site's southwest corner. The panel recommends creating additional access points along both Spring Valley Road and Marsh Lane.

The existing and panel-proposed modifications to the street grid form very strong circulation patterns across and through the site in a series of major and minor streets. The panel's recommendations include a series of plan modifications to improve access and circulation while enhancing the value of parcels and their configurations. These recommendations, shown on the revised plan, extend the park between buildings B and C with dual one-way streets placed on either side of the Village Green North and Village Green South. In addition to retaining the traffic circles in the existing plan, the panel recommends adding an off-site traffic circle at the site's southeast corner that connects to Brookhaven College.

Recommended Land Use and Circulation Plan



Note: Numbers in legend are dwelling units per acre.

Proposed Vitruvian Park Neighborhoods

Parcel	Neighborhood Name	Units	Acres	Notes
A	Park West	392	3.3	Existing Apartment Homes
B	Park West	352	3.5	Existing Apartment Homes
C North	North Park	201	2.75	Planned Apartment Neighborhood
C South	Market Square	200	2.75	Planned Apartment Neighborhood
AA	South Park	969	15.0	Apartment Homes
AAA	South Park	231		Tower Apartments
D	North Gate	80	1.9	Townhouses
E	South Gate	228	4.4	Apartment Homes
F	Market Square	273	3.9	Apartment Homes/Retail First Floor
G	Fountain Square South	320	3.6	Apartment Homes/Retail First Floor
H	Fountain Square North	432	4.8	Apartment Homes
I	North Gate	336	5.6	Apartment Homes
J	Fountain Square South	433	4.8	Apartment Homes–Mixed Age/Retail First Floor
K	Fountain Square North	524	5.8	Apartment Homes (Consider First-Floor Office)
L	The Crescents	259	2.8	Tower Site
M	The Crescents	236	6.6	236 Apartment Homes + 150 Hotel Keys
N	The Crescents	80	2.5	Retail First/Optional Apartments Over
O	Market Square South	150	10.3	Mixed-Use Commercial Flats
P	North Gate		2.8	Possible Professional Office
Total		5,696		



Construction and repair of Vitruvian Park's two vehicular bridges and one pedestrian bridge has been completed. Given the proposed traffic plan and ultimate population, the panel does not feel additional bridges are warranted to move traffic or pedestrians.

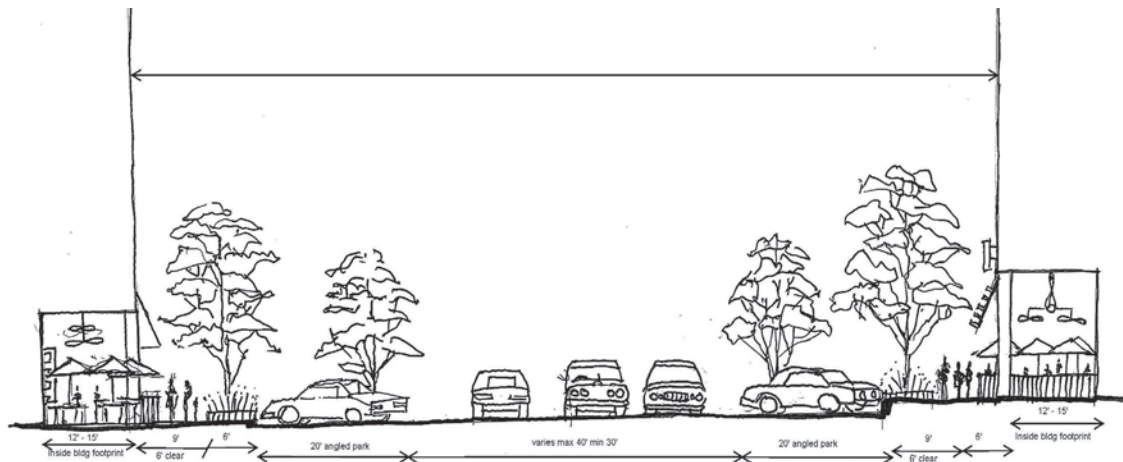
The panel does recommend revisions to the master plan to include additional on-street parking configurations that will add convenience as well as distribute on-street parking opportunities throughout the site. In the retail district along Ponte Boulevard, angled parking is recommended. Recommendations also add curb parallel linear parking spaces at strategic locations throughout the project. Parallel parking should be added to both sides of streets where dimensional right-of-way is available. On-street parking should be concentrated along residential and commercial/retail frontages and not allowed in areas along open space or green edges of public parks.

The bulk of the residential parking should continue to reside in structures as in the current phases. Plans call for structured parking to be located at the core of each residential building with mid-block street access and internal ramps. This parking configuration should be consistent for both rental properties as well as whole ownership residential units. Parking for all retail, commercial, and potentially civic land uses should be at grade or with deck parking above, below, or behind the use.

Pedestrian Circulation

Pedestrian circulation within the site and to adjacent land uses is critical in establishing both activity and connectivity. The existing linear creek park provides a potential link for connectivity with Brookhaven College and potentially to areas east and northeast of Vitruvian Park. The existing 12-acre park has walking trails, bicycle trails, water features, and landscaping that are located in such a way that a trail system could be connected to trails running north and south along the creek and flood plain.

A key recommendation of the panel is adding additional open space in the northern and western areas of Vitruvian Park. These proposed spaces would run northwest between buildings B and C, extending the creek park by 950



The panel's proposed cross section for the retail district along Ponte Boulevard.

feet. This open space would then curve south to the intersection of Ponte Avenue and Marsh Lane. The panel also recommends adding green space to a widened streetscape between buildings A and B that would ultimately loop back to the existing park. These proposed green space additions form a one-mile walking, biking, jogging, and exercise circuit all within Vitruvian Park, creating a green necklace that would be the community's centerpiece.

The panel recommends deeper sidewalk and street frontage to allow for outdoor restaurant dining and to incorporate dedicated bike lanes within the reconfigured streetscape. Sidewalks fronting Spring Valley Road and Marsh Lane should also be widened primarily to accommodate street tree plantings, signage, graphics, and transit stop seating areas with bus pull-off lanes.

Enhanced crosswalks will add to the character of sidewalk street spaces. Crosswalks should be added to provide safer pedestrian and school crossing zones. Signage and graphics should highlight these areas along with perimeter lighting, and street furniture.

Bicycle trails, bicycle racks, and exterior storage, as well as the location of these facilities are critical to the circulation process. A sponsor-initiated bike park and ride facility at the transit transfer station is recommended. Multiple locations throughout Vitruvian Park should have rental bikes that can be picked up and dropped off. This service, similar to Miami Beach's Deco Bikes, could be available to tenants or owners that have small units where space may be at a premium, and bike storage or ownership is not a top priority.

Public Transportation

Although no public transportation currently serves Vitruvian Park, DART is expected to provide bus service in the future. DART currently operates a spoke and hub system at

Addison Circle, running several direct and local bus lines to downtown Dallas. As Vitruvian Park's population increases, DART is likely to copy the service at Addison Circle.

DART currently has three regional light rail lines in operation. The Green and Red lines both serve Addison. The Green Line runs west and south into Dallas. The Red Line, the busiest, runs from Plano to downtown Dallas. DART also operates an Orange Line, running to Irving with plans to connect to the edge of the Dallas/Fort Worth airport. When funding becomes available, the Cotton Line will connect the North Dallas area with Fort Worth, with a stop at Addison Circle.

To provide integrated and accessible multimodal transportation that reduces automobile dependency and promotes convenient pedestrian and non-motorized opportunities, the panel recommends the following objectives:

- Improve the ability to safely manage current and projected traffic volumes of internal roadways;
- Explore ways to make rental bicycles and Zipcar-type car sharing available as an optional transport mode;
- Provide adequate accessibility to all existing and planned development and activities;



Attractive features like delineated crosswalks help create a sense of place.

- Provide direct connection to the bus system in the short-run and to other transportation modes as they become available;
- Define the streetscape as an inviting public space;
- Enhance crosswalks and sidewalks so that the area is recognized as pedestrian friendly;
- Identify safe and practical measures to accommodate those who choose to bike to, from, and within Addison and the Dallas Metropolitan Area;
- Investigate providing a shuttle transit service, to augment the existing bus service; and
- Improve the overall usability of the trail system by completing connections to the north and south.

Art Placement and Pedestrian Circulation

Three-dimensional art elements should play an important and central part in identifying Vitruvian Park's neighborhoods. These neighborhoods include the Park, Village Green North, Village Green South, Fountain Square, the Retail District, the Market Place, the Transit Stop and the Hotel Medici.

As previously discussed, art in various forms should be a signature of Vitruvian Park both for identity and for directional purposes. Large-scale art pieces should be located at the edges of and within the development to serve as

unique directional signage and to identify the community's neighborhoods and gathering places. Directional and place-making art should be three-dimensional and appropriately scaled as an area designator. The use of art in way finding is also important to brand Vitruvian Park with residents, commercial entrants, and visitors. Way finding using art is similar to using landmarks. For example, "turn left at the orange and green sculpture on Spring Branch," or "when you arrive at the clock tower turn right."

Three-dimensional art should be used to create vibrant focal points at entries, intersections, and gathering places and along streets throughout the development. These strategically located pieces can provide background settings for photography, designate and brand places, and encourage events and activities to happen on and around art.

Sports, recreation, and special event locations should also be designated by illustrative art. Replicating a sports event, art may take the form of a sports logo or the activity or action of a specific sport.

Most importantly, larger-scale, three-dimensional artwork should prominently designate the multiple entries to Vitruvian Park. The primary entries located along Spring Valley Road and Marsh Lane are the most important and should incorporate distinctive, colorful, and unique designs that designate each specific entry as a location in Vitruvian Park.

Connection to Adjacent Land Uses

The site's former circulation plan did not provide vehicular or pedestrian connectivity to adjacent land uses in any direction—Brookhaven Country Club, Brookhaven Community College, or the nearby schools to the north and east. Connectivity is important to community integration and vitality. The sponsor should use every opportunity to connect to adjacent neighborhoods and uses with wide sidewalks on adjacent streets, by creating new walking and biking paths in the creek floodplain, and by constructing new crosswalks and signalized pedestrian intersections on perimeter roads. Strong connections to Brookhaven College and the adjacent public schools both along the creek and across Millbrook should be immediate goals

Clearly defined crosswalks and pedestrian zones, along with wide sidewalks and room for bicycles, will add to the character of Vitruvian Park.



PAUL KRUEGER

Design

AS THE DEVELOPMENT TEAM refines Vitruvian Park's master plan and circulation pattern, the panel recommends incorporating specific design and planning criteria to govern the big picture of the overall community. The sponsor should create a pattern book that will provide general design guidelines and specific design objectives to create a varied and exciting street-level experience for residents, visitors, and tenants.

Design Guidelines

Creating great architecture is simply the translation of a vision into the built environment. The panel understands that a community pattern book was initiated as part of services performed by Kevin Sloan Studio and LRK architects, but has not been completed or adopted by the sponsor. The panel reviewed the draft pattern book and believes that such guidelines remain an important element in guiding the community's appearance and performance. A pattern book sets standards of design—a road map—to create consistent quality and vernaculars for use by professionals who are creating individual projects throughout the community and within individual neighborhoods.

Therefore, the panel recommends that the sponsor revisit the draft pattern book and refine it in light of the goals discussed here to create distinct neighborhoods and entrances. This revised pattern book must address all segments of the community's development: each neighborhood, public space, streetscape, and park to ensure that Vitruvian Park continues its superior built environment and does not allow repetitive architecture and monotonous color palettes. As one panelist aptly stated, often the best projects are rendered dull and lifeless by continually repeating what was once innovative architecture.

Again, the panel encourages the sponsor to think of Vitruvian Park as a collection of neighborhoods, not as a project. Like cities, neighborhoods are built over time and vary in design and style. So too should Vitruvian Park's neighborhoods vary in design, style, color palette, and materials. While the overarching form should be modern, designs could incorporate historic architectural aspects and color schemes to vary forms and create individual identity and sense of place by building and by street. So too, the pattern book should seek to vary streetscapes and landscaping by neighborhood. One example should be to have specific street trees and plantings associated with specific neighborhoods, parks, or places.

The town of Addison adopted form-based design standards to enable help newly developing areas differentiate themselves from their neighbors. Vitruvian Park should also seek to create each of its evolving neighborhoods as architecturally distinct residential and commercial places. The panel recommends that the sponsor consider using multiple design teams and seek to provide greater levels of detail than ordinarily necessary to ensure that superior quality is built into the community over time. The guiding principles that should be included in the pattern book are simple geometry, straightforward structures, local materials, response to climate, and attention to detail.

Vitruvian Park 2008 Draft Pattern Book

The panel reviewed Vitruvian Park's draft pattern book. Presently, the draft is organized into four sections—community, architectural, environmental graphics, and sustainability. The panel believes that this draft should be revisited, revised, and completed by consultants who are independent of individual project work. These consultants should be retained

over the course of development to help the sponsor provide a seamless bond between phases. The revision should be guided by the following principles:

- Establish a practical, interconnected system of streets, parks, and parkways that allows easy orientation and access to Vitruvian Park communities and amenities;
- Use natural open space for destination events;
- Accommodate a mix of product types;
- Provide common usable open space for the mutual benefit of the town of Addison residents, property owners, and businesses;
- Construct phases of development in a manner that establishes a pattern and distinct character for the long-term evolution of Vitruvian Park; and
- Create a built environment in scale and character with pedestrian-oriented activities.

As mentioned, Vitruvian Park would be greatly harmed by great architecture that is overly repetitive, but what can make Vitruvian Park a resounding success is providing leadership that recognizes the need for diversity, signature buildings that create place and identity, and the appeal to the public that working with world class architects engenders.

The panel recommends the sponsor refine its master plan to create distinctively styled neighborhoods in coordination with the revised pattern book. The panel also recommends the sponsor consider paid design competitions to attract new ideas and the best design firms who have maintained their core competencies through this economic cycle.

Proposed Outline of Vitruvian Park Pattern Book

Streets

- Provide architecturally defined and easily readable access to buildings, sidewalks, trails
- Accommodate public and private pedestrians, bicycles, multimodal transportation (buses, golf carts, etc.)

Pedestrian/Bicycle Circulation

- Minimize conflicts with automobiles
- Separate public and private circulation

Mixed-Use Development

- Create unique aesthetic and distinct neighborhoods through design and color palette
 - Provide variation in street-level tenant space
 - Provide variation in storefront setbacks
 - Provide variation in elevation of storefront tenants
 - Provide variation in height of facade and setbacks
 - Provide variation in colors, textures, materials, and finishes

Single-Use Development

- Create unique and distinct neighborhoods
 - Create a distinct appearance
 - Differentiate by neighborhood and product type
 - Assimilate retail requirements with neighborhood aesthetic through setbacks, height variation, and materials

Open-Space Development

- Create open lawn for activities and green Vistas
- Provide landscaped pocket parks at upper-level entrances
- Provide seating

- Landscape surface public parking
- Provide green roofs where accessible or visible
- Provide shade and shading

Architectural Design

- Form/Scale
 - Encourage and define high-quality, compatible relationships to adjoining sites and urban character
 - Create buildings that provide human scale and interest, are architecturally cohesive, yet varied in their overall form
 - Discourage development from orienting poor-quality facades or service areas toward a public street
- Multifamily
 - Create a modern aesthetic
 - Create privacy for residents
 - Provide security for residents
 - Maximize view corridors and access to open/green space
- Townhouse
 - Create raised front entrances (for first-floor privacy) with vegetated standoff zone
 - Provide street parking
 - Secure parking from rear of unit
- Retail
 - Create a pedestrian-friendly environment that reduces vehicle mileage travel
 - Consider a mandatory awning/trellis district requirement, particularly in Dallas's climate, to shield and accommodate pedestrians and to allow opportunity for color and personality in the retail districts
 - Require sidewalk widths of at least 20 feet to accommodate cafés and greater for outdoor dining
 - Try to locate restaurants and building entrances at corners to activate both streets
 - Consider mandatory outdoor eating areas on all food/beverage establishments

- Encourage bold signage and building lighting to add vibrancy to retail streets

Landscape/Public Art

- Promote quality in landscape design
- Create compatibility between neighborhoods
- Mitigate impact of heat islands (streets, parking, sidewalks, roofs)
- Provide cool outdoor pedestrian way
- Organize public spaces for multiple uses
- Identify and reinforce distinct neighborhoods
- Create usable open space during summer season

Lighting

- Provide security
- Minimize light pollution
- Provide variation in light levels
- Highlight entrances/boulevards

Signage

- Provide distinctive and unique community identification at entrances
- Support neighborhood differentiation with high-quality environmental graphics
- Utilize signage to create visual pauses through retail street

The current construction and streetscape should be reviewed and modified in subsequent phases to match the design principles stated above. Employing the guiding principles provides a road map for planning decisions across all neighborhoods within Vitruvian Park. This map then creates a consistent layout that sets way finding expectations across the community while enabling distinct neighborhood designs.

Design Objectives

To activate the community and create vibrancy the panel believes the sponsor should follow the following principles:

- Choreograph public spaces that concentrate on sequence, animation, vibrancy, surprise, and whimsy throughout the park system;
- Design places that create interest day and night throughout the year; and
- Create uses and improvements that induce participation by all the residents of all ages and lifestyles.

Additionally, the panel recommends the following ten concepts for Vitruvian Park:

- The Vitruvian Green should be a large commons for community-wide events. The panel strongly urges the use of synthetic turf, aka athletic turf, across the entire green. The green should be fenced or walled to give it a sense of containment, with large shade trees ringing the periphery. A tall, raised pavilion should be placed at the highest end that is large enough to afford shelter for exercise classes, as well as community performances and concerts. A swing-down full-size movie screen should be incorporated in the structure to provide movies and televised events on the green.
- Although it may seem to be a fad, a large zero-grade interactive fountain has proven to be a tremendous activity

generator for town centers. The panel believes that this focal feature, albeit expensive, should be located at a pivot point at the retail street to add energy, joy, and excitement.

- The Fountain Square should be a large water pool with simple water jets that can be turned off to allow toy sail boats to be launched by tiny yachtsmen. The fountain could be sited in a cluster of trees with a ground plane of decomposed granite, providing a walkable surface throughout the area. Movable Parisian café chairs and tables should be scattered among the trees, some with board game tabletops.
- Somewhere in the park circuit (other than in the creek-side passive park) a great children's park lot should be designed and installed. This would be a large fenced area modeled after the great Parisian children's parks. It would be replete with the most creative and fun play equipment available in the world or created locally by artists. The children's park should allow both wet and dry play as well as equipment for older children and perhaps even adults. The panel believes that while there should be smaller tot lots elsewhere in Vitruvian Park, most of the resources should be placed in this grand playground.
- Dog parks should be carefully sited in screened areas in the community. Of late, the panel has seen these fenced areas include dog obstacle courses and circus dog trick equipment. An excellent place for these heavily used

Left: LED screens on public buildings are less expensive than traditional art installations and keep people coming back to see what's new. Right: A swing-down screen on Vitruvian Green can create community events via outdoor movies and televised events.



dog parks might be in the power line easement on the east side of the property. The parks should be shaded and divided into large dog/small dog compounds.

- In the new Southpoint Park in Miami Beach, a 30-foot-high grassy hill has proven to be the park's most popular feature where kids roll down the hill, play king of the hill, and invent new games on this topographical feature totally foreign to the flat lands of north Texas.
- In the passive park an educational discovery trail should be incorporated. Native plant material with superior wildlife benefits can attract song birds, butterflies, and turtle habitats that can be interpreted by explanatory signage. Carefully situated bluebird nesting stations with glass peepholes are wonderful learning elements that allow children to peek in on hatchlings.
- At a certain point the sponsor should employ a full-time activities director for Vitruvian Park. With a projected population of 8,000, Vitruvian Park will become like a mammoth cruise ship. Rather than allowing residents to become stuck in their cabins; the activities director acts like a cruise director playing the most important role on the ship next to the captain—keeping everybody active and involved. The activities director would—in concert with the town of Addison—organize festivals, dog shows, parades, holiday events, seasonal farmers markets, craft shows, concerts and performances, and puppet and magic shows for children of all ages.



Street art should be used to create a sense of place in public areas, and to lend a unique character to each of Vitruvian Park's neighborhoods.

- Via Ponte north of Vitruvian Way should be closed to vehicles from time to time to host special events and holiday programs. The street is just the right length and width for local parades throughout the year.
- Vibrant communities are constantly changing and morphing into new forms. New activities, trends, and technologies are always emerging. The sponsors should be constantly seeking to innovate and find new things that keep people coming back to Vitruvian Park for new experiences. As an example, large wall screens, such as one seen as at Victory Center in Dallas, are great activators of public space. A digital sculpture with new LED screens and large spacing between the horizontal bars can be hung on buildings and residents can see through them. In addition, they are less expensive than large commercial screens. The community must always be on the lookout for trendy, modern, and novel ideas that enliven the experience of Vitruvian Park.

Left: The new Southpoint Park in Miami Beach has a number of landscaping features that attract crowds, including large hills. Right: Unique, cutting-edge equipment can make playgrounds regional attractions.



Development Plan

VITRUVIAN PARK'S ULTIMATE SUCCESS hinges upon quickly achieving the critical mass of residents to support the planned retail and other services. Experience has shown that projects like Vitruvian Park, with high-density forms, will spur investment in their immediate trade areas by creating additional new high-density housing markets in place of suburban living. The panel believes that the sponsor's estimates for housing units and future population—5,000 housing units and 8,000 residents—are an appropriate density for viable and vibrant community retail services. As development continues, the panel recommends that retail uses be implemented to activate the 24/7 community the sponsor and town of Addison mutually desire.

Core Assets

The panel also identified the core parcels the sponsor should consider retaining and those that it may desire to joint venture or sell off. The panel recommends the sponsor hold the residential properties adjacent to the park and open-space loop, along with those that frame the retail street. These properties, with superior views and amenities, will produce the highest consistent levels of income and most value. Since it lies outside of the sponsor's core business, the panel recommends it investigate partnerships for the retail components including the urban grocery store segment. The panel also recommends that the sponsor look into joint ventures or sale of the outlying parcels to be developed in later phases.

Innovative Ideas

The panel understands the unique nature of Vitruvian Park, its opportunity to set new standards in multifamily community development, and its potential to attract a broader and deeper range of tenants. The panel recommends the

sponsor take a page from nimble start-up companies by thinking outside the box in order to differentiate themselves from competitors. The panel recommends the following eight innovative ideas to set Vitruvian Park apart from its competitors—Addison Circle—and differentiate the sponsor from other publicly traded multifamily investors.

Enlist a Catering Company as Initial Food Anchor

The sponsor should give or subsidize vacant retail space to an established catering company to establish a commissary in phase one. The catering company could be the sponsor's food service operator for all events, and operate kiosks and a pop-up counter to jumpstart the restaurant component at Vitruvian Park. As the critical mass evolves, the catering company could be allowed options to become the master restaurateur or to operate individual food outlets in the commercial spaces. The caterer may be able to operate a market of prepared foods as well as limited convenience groceries.

Become Known as an Arts Village

The design should use the entry points to reinforce the art angle. Each access point should feature a high-quality large art piece that sets the theme for entry and identity.

Become Known as a Cultural Community

The sponsor should cultivate connections and provide space for Brookhaven College classes, art programs, and local museums. For example, Vitruvian Park could sponsor magnet school arts programs to take place on site. Regional design competitions open to all local artists should be held for unique entry features, public art, and playground equipment.

Develop a Vitruvian City Hall

A city hall can also be a Vitruvian Park community center for community-wide events—not just for residents. The

space could also host a police substation, small conference center, and provide access to municipal services and area schools.

Create Themed Street Names

The sponsor or its consultants should create a master street-naming system that is tied into the art and identity of the project that will set Vitruvian Park apart as a distinct community. Street names should reflect the unique design and color palettes of each neighborhood within the community.

Be Attractive to All Market Segments

The neighborhoods should not create segmented housing, such as stand-alone, age-restricted buildings. Each product should be designed for all market segments. This mixture will ensure a more diverse and integrated community. For example, market to seniors, but do not build housing for seniors. By incorporating features in all housing types that facilitate residency by all ages, the sponsor can be ready to change with future demographic shifts.

Maintain the Vitruvian Link

Roman cities were built on Vitruvian design principals. Leonardo da Vinci created the Vitruvian Man to reflect the harmony of man and his relationship to the place and scale of his environment. The Vitruvian Man is iconic and known throughout the world for its exceptional design. The sponsor should leverage this connection throughout the project, not just through the name but through the use of Leonardo's man within a circle to bring history to life and give it modern meaning.

Housing Mix

High-density housing, especially in close-in suburban locations, can expand housing options in areas with limited stock and therefore enable people to live near work, retail, and entertainment amenities. Dallas is experiencing a strong resurgence in urban living within close-in suburban areas—a national trend understood and capitalized upon by the town of Addison. The town encouraged this trend and has seen higher densities at both Addison Circle and

Vitruvian Park Core Holdings



Parcel	DU/Ac	Units	Acres	Notes
A	90	392	3.3	Existing Apartment Homes
B	100	352	3.5	Existing Apartment Homes
C	90	401	5.5	Planned Apartment Neighborhood
AA	80	969	15.0	Apartment Homes
AAA		231		Tower Apartments
D	40	80	1.9	Townhouses
E	50	228	4.4	Apartment Homes
F	70	273	3.9	Apartment Homes/Retail First Floor
G	90	320	3.6	Apartment Homes/Retail First Floor
H	90	432	4.8	Apartment Homes
I	60	336	5.6	Apartment Homes
J	90	433	4.8	Apartment Homes—Mixed Age/Retail First Floor
K	90	524	5.8	Apartment Homes (Consider First-Floor Office)
L	90	259	2.8	Tower Site
M	60	236	6.6	236 Apartment Homes + 150 Hotel Keys
N	32	80	2.5	Retail First/Optional Apartments Over
O	14.5	150	10.3	Mixed-Use Commercial Flats
P	0	0	2.8	Possible Professional Office
Total		5,696		

Note: DU/Ac = dwelling units per acre.

Vitruvian Park than in the older parts of Addison. Increased density enables greater diversity and broader choices of housing in the marketplace that were not previously available. These new choices appeal to the demographic profiles of people in Addison and the Dallas/Fort Worth region who are tired of fighting traffic and willing to give up the second car; young professionals who have chosen and can afford an urban living environment; and empty nesters and seniors who desire an independent lifestyle while reducing their dependence on the automobile.

Thus far, the sponsor has built or has committed to 1,145 housing units, nearly 2,000 parking spaces, and ground-floor retail in three buildings. Construction on the third building started in September and is scheduled to be completed in August 2013. The 12-acre public park was completed in September 2011. A public opening ceremony in October signaled the beginning of a new awareness of Vitruvian Park, and the opportunity to promote both the next phases of housing to potential residents and the future vision for the community.

Retail space at Crystal City, in Arlington County, Virginia, (left) and Plano, Texas.



To stimulate greater housing choices in future development phases, the sponsor must consider more housing options, including a diversity of building heights, densities, and price ranges. Panel interviewees uniformly noted the need to provide a broader range of housing options in Addison, including smaller and less expensive units that could provide step-up opportunities for residents who may evolve from renting. Flats, executed in a townhome-style, would be attractive to singles of all ages, and would be a good product to wrap around lower scale parking or commercial structures. The panel does not feel the community needs dedicated housing for seniors. It does recommend that housing should be supportive of all ages through the provision of grab bars, wide doors, and other obvious amenities that will serve all age groups and abilities.

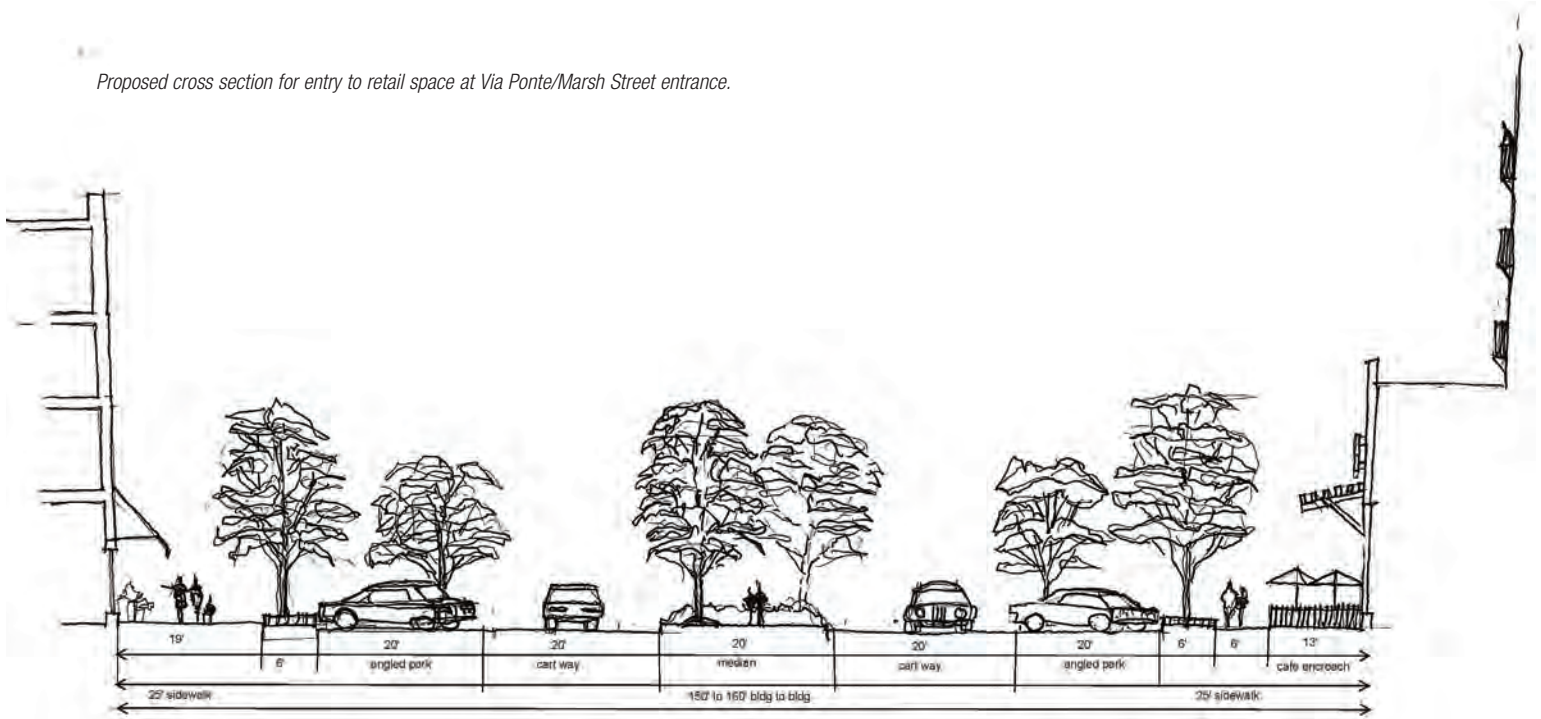
Retail Mix

One of the essential elements of urban community development is to reclaim and control the street space by repopulating it with a constituency who lives, works, and plays in the local environment. Streets are the outdoor living rooms for urban neighborhoods. In higher-density communities such as Vitruvian Park, streets and sidewalks represent a significant percentage of the open space. Thus, fully amenitized street space is essential to serve both its residents and the people of the surrounding communities who will use these spaces to patronize the shops, restaurants, and services.

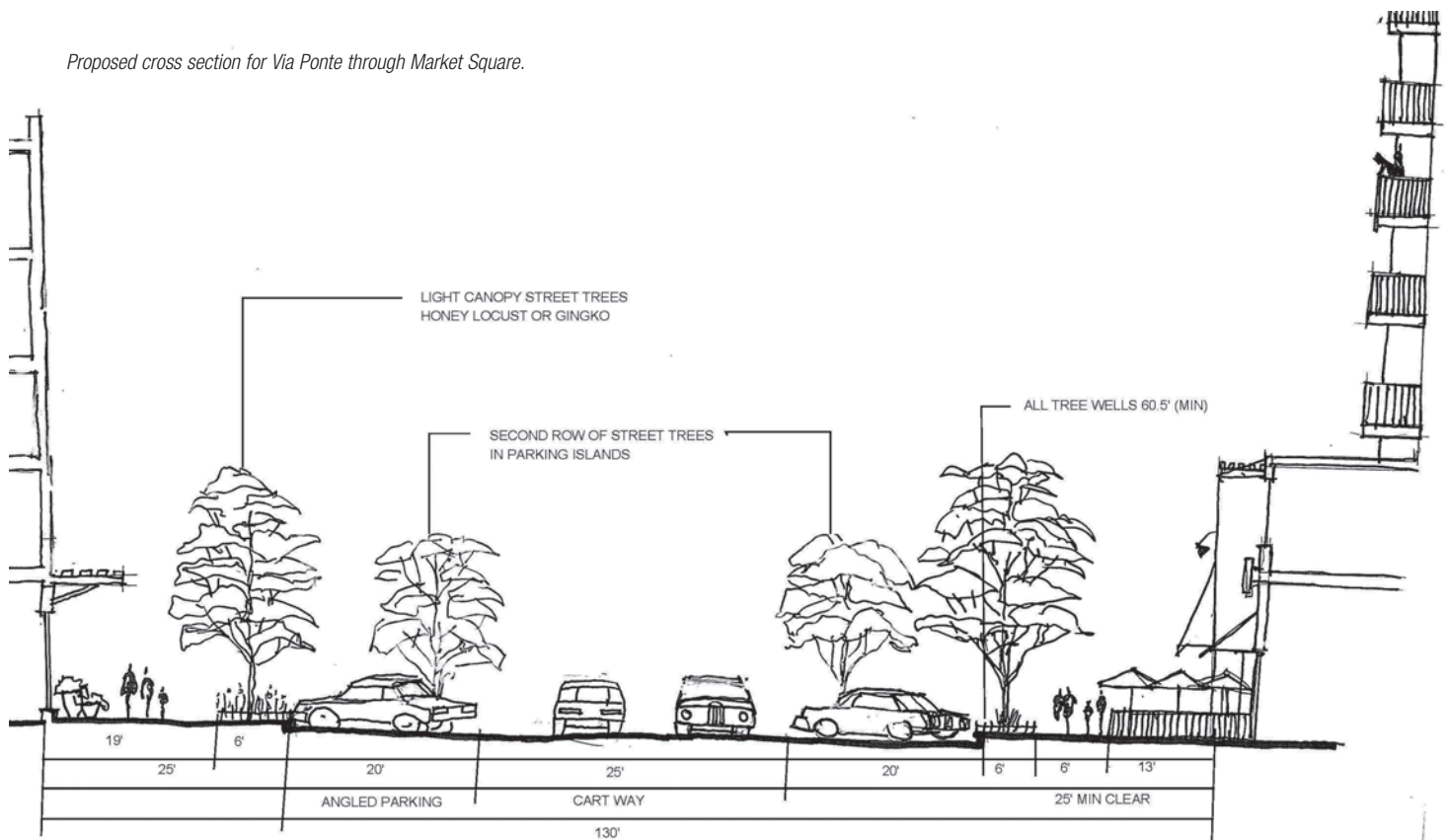
That said, a litany of failed retail in urban mixed-use communities provides a cautionary tale. Vitruvian Park's retail must be viable as a following land use, not a leading use. Retail cannot be forced—if stores remain dark and the businesses fail, the whole neighborhood will suffer the stigma of failure. The most important rules of retail development—location, market, and design—must govern to be successful.

The panel validated the sponsors retail footage estimates and recommends a slight increase to 200,000 square feet from 173,000 square feet. Moreover, the panel highly recommends a significant change in the location and

Proposed cross section for entry to retail space at Via Ponte/Marsh Street entrance.



Proposed cross section for Via Ponte through Market Square.



distribution of retail uses. The panel feels the majority of the retail space—130,000 to 160,000 square feet—should be concentrated along Ponte Avenue between Marsh Lane and the bridge to create a vibrant retail street. This street should consider a combination of unique, mostly independent retail and restaurant occupants, and some community tenants such as a dry cleaner, a pharmacy, and art galleries. This retail street must be highly accessible to draw visitors and customers. It should also evolve as the heart of Vitruvian Park, able to be closed off for festivals or marketplaces and special events.

Of the 200,000 square feet, the panel recommends a 30,000 to 60,000 square foot specialty, prepared-food oriented, Fresh Market-type supermarket with structured parking to replace the existing Tom Thumb supermarket. This market should be located mid-block on Marsh Lane between Spring Valley Road and Vitruvian Way. This location serves two purposes. First, it would allow for construction of a new building while the existing supermarket continues to operate during construction. Second it would anchor the western entry and end of the Ponte Avenue retail street. The panel uniformly feels that this market should make a significant and distinctive architectural statement that defines the retail entry and focal point to Vitruvian Park's shopping street. The panel recommends the sponsor consider Miami Beach's innovatively designed Publix Market on South Beach as a model. The market's parking structure on sides facing residential neighborhoods should be wrapped by townhouses or multistory flats.

The majority of retail space should flank Ponte Avenue. Restaurant space (30,000 square feet) should abut and face the parks and roundabouts in the block north of Ponte Avenue to create prime and concentrated destinations for multiple dining venues. Limited grade-level parking should be built in front of all retail spaces, either diagonal or parallel depending upon available street width. Sidewalks in retail and restaurant areas should be carefully designed as noted previously, allowing ample room for outdoor seating and serving, regular sidewalk traffic, and casual gathering places.

To be successful, the tenant mix, spatial configurations for individual tenants, and storefronts will require great flexibility and creativity to assure that the retail place is choreographed, animated, and attractive as both a community shopping and specialty center. The panel has identified several obvious destination leasing opportunities, including the existing specialty tool store, a catering company, and an art gallery for Brookhaven College.

Introducing urban-oriented retail into Vitruvian Park requires a sophisticated understanding of the function and nature of retail in a mixed-use setting not generally familiar to Dallas area developers. Parking will be a challenge because of the different needs of retail, commercial, and residential tenants. Understanding the number of residents who will shop at Vitruvian Park and not require a parking space will also be complicated. Other issues will revolve around servicing and supplying businesses, garbage collection, parking management, street space activities, on-street parking, and traffic circulation. Vitruvian Park is different from any other Addison or North Dallas retail venue. It will be uniquely urban in a predominantly suburban market. The panel recommends retaining a highly skilled urban retail specialist from Washington DC, New York, or California with successful experience choreographing retail development in emerging suburban to urban markets.

Viable retail activity is one of the critical components of Vitruvian Park. It is the one component that will tip the community to sustainability, making it highly attractive to residents as a place to live. But, if the retail is unsuccessful or left to develop on its own, it will detract from the experience of prospective residents. Getting it right will take commitment, along with a willingness to experiment and financially support retail tenants until the market supports them. Ways to begin developing retail are suggested in the ideas featured below.

The Shops at Legacy

The Shops at Legacy in Plano is a good model for successful place-making retail development. The Shops at Legacy features a carefully crafted streetscape design resulting in very few vacant spaces, serving as a retail, dining, and entertainment destination for its surrounding community. This model features many replicable ideas: well-designed streetscape, human scale building-to-street ratios, excellent signage, and integration of open space with shopping, dining and gathering. However, Vitruvian Park and the proposed Ponte Marketplace possess additional advantages: a compact and uninterrupted streetscape; a closer-in population; higher adjacent residential density; and access to a world-class urban open space. Most important, Vitruvian Park will have a much more integrated residential and commercial form that is not bisected by major highways or high-traffic-volume boulevards.

TENANT ROSTER, JUNE 2011

Home furnishings	7
Clothing, jewelry, accessories	13
Sporting goods	1
Gifts	5
Nightlife and entertainment	4
Services	20
Dining	39*
Total	89

* 44% of total shops.

Other Uses

Given the primacy of office space in Addison's current land use distribution and the high vacancy rates at the office parks closest to Vitruvian Park, the panel does not recommend incorporating significant office uses in the development plan. There may be an opportunity for small neighborhood-serving office uses—medical, insurance, etc.—on the far northeast corner of the site (Parcel P) on Spring Valley Road as well as on second floors above retail stores. Like retail, office users should be carefully choreographed and selected so they support and drive additional business to community retail and services. Despite current area vacancies, there may also be a future opportunity for a quality boutique hotel at Vitruvian Park. The panel believes a future hotel should be a tower form and be located near the corner of Marsh Lane and Spring Hill Road.

For on-street parking, the cross-sections illustrate how the Ponte Market should deploy a combination of street-level (parallel and diagonal) parking to enliven the street and provide perceptually easy access for customers. The bulk of the parking, however, will be in structured parking, which will be wrapped with residential uses. The additional 400 to 540 spaces potentially necessary to support the retail can be easily accommodated in the plan as designed.

The higher-quality urban grocery recommended earlier is an important anchor to the retail in Vitruvian Park. Finding the right fit with an urban-model grocery store will present challenges, especially in timing development. A grocery must be in place concurrent with the opening of new retail and most restaurants. The grocery will pose a significant parking problem. Conventional models may require 100 to 240 spaces (4:1 ratio) although in reality much less may be needed given the ultimate population of Vitruvian Park. Likewise the other retail and restaurants will conventionally require 300 spaces (at a 3:1 ratio). Given the density and population of the immediate Vitruvian Park population who will not be accessing these uses by automobile, the panel recommends a specialized parking study be considered prior to sizing parking requirements.

Phasing

Careful phasing of Vitruvian Park is essential to maximize the return on investment over time. If the sequencing is too fast, the sponsor risks disrupting the positive income stream from the remaining original residential rentals. If it is too slow, the sponsor risks losing momentum, energy, and market focus. The panel recommends a four-part phasing plan that is designed to balance these risks while producing the critical mass necessary to establish Vitruvian Park as a leading market of Addison.

Phase One

The central concept of the sequencing plan begins with the existing phases and builds out toward Marsh Lane to quickly create the connection and visual linkage that will establish a western entry. The panel recommends the first phase include three additional residential buildings on both sides of the Ponte Marketplace to frame the retail spine. The adage “rooftops over residential” aptly applies at Vitruvian Park. As pioneers, the early retail spaces may need to be transitional or pop-up uses at first until the development achieves the critical mass to support it. The first phase must include the urban-model grocery store, which will have to be negotiated with the existing grocer Tom Thumb.

Vitruvian Park Land Uses and Phasing

Parcel	DU/Ac	Units	Acres	Notes	Dwelling Units by Phase				
					Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
A	90	392	3.3	Existing Apartment Homes	392				
B	100	352	3.5	Existing Apartment Homes	352				
C	90	401	5.5	Planned Apartment Neighborhood	401				
AA	80	969	15.0	Apartment Homes		485		484	
AAA		231		Tower Apartments				231	
D	40	80	1.9	Townhouses			40		
E	50	228	4.4	Apartment Homes			228		
F	70	273	3.9	Apartment Homes/Retail First Floor		273			
G	90	320	3.6	Apartment Homes/Retail First Floor		320			
H	90	432	4.8	Apartment Homes			432		
I	60	336	5.6	Apartment Homes					336
J	90	433	4.8	Apartment Homes—Mixed Age/Retail 1st			433		
K	90	524	5.8	Apartment Homes (Consider First-Floor Office)					524
L	90	259	2.8	Tower Site				259	
M	60	236	6.6	236 Apartment Homes + 150 Hotel Keys				236	
N	32	80	2.5	Retail First Floor/Optional Apartments Over		80			
O	14.5	150	10.3	Mixed-Use Commercial/Flats		150			
P	0	0	2.8	Possible Professional Office					
Total		5,696			1,145	1,308	1,133	1,211	860

Note: DU/Ac = dwelling units per acre.

Vitruvian Park Land Uses and Phasing Plan



Phase Two

The second phase completes the building framework for the retail spine on Ponte Marketplace, and the linear park extension which completes the open-space spine. This phase includes the construction of additional multifamily buildings adjacent to those in the previous phase, creating the primary density required to support the beginnings of retail development at Vitruvian Park. At the conclusion of the second phase, the core components of Vitruvian Park will be complete. The existing low-rise multifamily to the north that borders on Spring Valley Road will for the most part remain, continuing to contribute positive cash flow.

Phase Three

The third phase includes the construction of the southeast island residential buildings and tower that will create a strong visual anchor to the Ponte Avenue vista. Development of this phase should coincide with the construction of the Alpha Road connector. This phase will also include residential construction on the northwest corner of the site, enclosing the internal open-space loop. At the conclusion of phase three, the sponsor's core assets will be complete.

Phase Four

The fourth and final phase completes the buildout of Vitruvian Park and includes the least-valuable parcels in the site area. Residential buildings and a potential office site are proposed along the northeast edge along Spring Valley Road. These parcels currently hold income-producing assets already owned by the sponsor, reducing their utility until late in the overall redevelopment process.

Conclusion

THE PANEL RECOMMENDS BUILDING upon the strong foundation already implemented by the sponsor at Vitruvian Park. To help the sponsor and its partner the town of Addison complete their mutual vision of a dense, urban, mixed-use community that is active both day and night, the panel assessed the challenges Vitruvian Park will face in the coming years. Unanimously, the panel validates and commends the plan of the first three buildings, the open space, and some of the future plan elements. The panel believes the world-class park and strong public/private relationship are core assets that will distinguish Vitruvian Park from its competitors, both locally and nationally, as it creates a new model for successful cutting-edge place making.

Building a viable, lasting, and valuable community requires attention to scale and design, a balance of public and private uses, and a commitment to forging a unique identity. To elevate Vitruvian Park to best-in-class status, the panel recommends that the sponsor concentrate retail uses along a single street rather than dispersing shops and stores; create a contiguous open-space loop; and mix housing types, styles, and prices. If followed, the panel believes Vitruvian Park will become a collection of neighborhoods bound by flexible, yet cohesive design guidelines that forge superior architectural neighborhoods. It will also innovatively brand itself as an exceptional arts and cultural center for the town of Addison. Reaching this vision requires the sponsor to continually engage local government, neighboring communities, and nearby anchor institutions as partners in a shared vision focused on creating the finest communities possible.

The ULI Advisory Services panel was inspired by the extraordinary commitment of Vitruvian Park's sponsor UDR to build not just a collection of multifamily buildings, but to create an unparalleled new community on the site of obsolete low-rise apartments in partnership with the town of Addison. That dedication truly understands the benefits of urban development and has placed Vitruvian Park on the path to success.

About the Panel

Michael Maxwell

*Panel Chair
Miami, Florida*

Nationally recognized for achievements as a developer and workout specialist, Maxwell has spent over 30 years acquiring and developing nearly \$1 billion in real estate assets, primarily in Florida and the Caribbean, as the managing partner of Maxwell+Partners, LLC, and other firms. In 2010 he was appointed the director (interim) of real estate for Nova Southeastern University's (NSU) master of real estate program.

Maxwel+Partners specializes in regenerative urban infill development and offers national and international advisory services for work-outs, restructurings, and revisioning. The firm has won numerous awards for innovative project solutions, including a logistics business park and adaptation of historic properties and medical centers. Known for successfully visioning and creating products tailored to emerging market opportunities, the firm's credits include development of more than 2 million square feet of mixed-use, office, retail, warehouse, distribution, resort hotel, residential, and specialty medical products. As an adviser, Maxwell has led and participated in redevelopment plans, restructures, construction completion, and court resolutions exceeding \$300 million throughout Florida, the Caribbean, and Central America. He is an expert witness on asset evaluations, workouts and dispute resolution.

As the director of NSU's master of real estate program, Maxwell leads a nationally renowned master's degree program with a faculty that includes successful industry professionals and leaders who combine a cutting-edge curriculum with practical tools and applications. The program is advised by a national board of real estate industry leaders. Maxwell has led the program's focus to concen-

trate on development industry needs of critical thinking, communication, financial, and organizational skills required to thrive in a challenging marketplace. In 2010 his student team won the first annual South Florida NAIOP College Challenge for its innovative, actionable solutions to solve a 100-year-old redevelopment issue.

As a real estate developer, adviser, and educator, Maxwell is known as an out-of-the-box thinker who sees emerging market trends and visions projects and products to successfully capture them. Trained as an architect and urban planner, many of his projects have won awards for their design and product innovations. He is a full member of the Urban Land Institute, a NAIOP member, a licensed real estate and mortgage broker, and holds the American Institute of Certified Planners (AICP) designation. He earned a Bachelor of Arts degree from the University of Texas, and a Master of Planning from the University of Virginia. His community and professional activities encompass the ULI Florida/Caribbean District Council Executive Committee; ULI Inner City Council; co-vice chair, 2008 ULI Fall Meeting; multiple ULI Advisory Services panels; Greater Miami Urban League, and founder of New Urban Development LLC, a nonprofit affordable housing development company.

Gary Altergott

Houston, Texas

Altergott is principal of Morris Architects. He brings 30 years of experience, including an extensive background in real estate strategic planning and development. He has participated as a member of the Urban Land Institute Urban Development/Mixed-Use Council; and currently serves on the Urban Land Institute of Houston District Council Executive Committee. His experience is an asset

in his role as Advisory Services chair and has recently been asked to serve as vice chair, mission advancement.

As director of the firm's Corporate/Commercial Studio, he oversees a wide variety of comprehensive architecture and interior design services. He has been involved in most of the firm's commercial office buildings, including office, retail, and hospitality projects. His recent focus has been to help establish an Urban Planning Studio within Morris Architects. Common traits of this work include public/private partnerships, sustainable design, and connectivity to public transit.

Current projects involve a combination of market and affordable housing, office, retail, and hospitality uses in a single development. Relevant experience includes the \$450 million Regent Square Development in Houston; the master-planned South Shore Harbor development in League City; Cathedral Gateway, a \$2.6 million transit-oriented development in Houston's central business district, and Beltway Lakes, a 45-acre office development also located in Houston.

In 2010 the Urban Land Institute offered Galveston Island an Advisory Services panel addressing how to create sustainable neighborhoods in the recovery effort from Hurricane Ike. Altergott facilitated the effort and organized a follow-up technical assistance panel addressing housing on the island. His firm has recently been retained to complete a Livable Centers planning study as a catalyst project to encourage successful mixed-use, mixed-income development on the island. Future work will involve collaborative efforts through public/private partnerships to enable community redevelopment in education, health care, retail, and housing projects. Altergott is a LEED-accredited professional and has led the firm's Sustainability Task Force. He is a graduate of University of Kansas with a bachelor of environmental design degree.

Don Bauer

Irvine, California

Bauer is owner and founder of Bauer Planning & Environmental Services. With over 28 years of experience in urban and regional planning, he has expertise in strategic planning, economics, and design for new communities and large-scale development programs. His emphasis on the quality of life, environmental integrity, and long-term economic value and return of new developments has resulted in a number of national and international projects.

Bauer's experience includes residential villages and commercial complexes for the Irvine Company; large mixed-use projects in Baltimore, Washington, D.C., Miami, Fort Lauderdale, Dallas, Orlando, and Denver; new towns such as the Woodlands, Texas; and resort communities including Ventana Canyon in Tucson and the Cojo-Jalama Ranch in Santa Barbara. His international work includes projects in Indonesia; the summer national capital of Saudi Arabia; the new national capital of Nigeria; Colombia; China; Kao Shung, Taiwan; and the Bahamas.

Bauer is a member of the American Planning Association. Between 1992 and 1996, he was ULI district council coordinator for Orange County, California. Bauer studied sculpture and architecture at the University of Oregon and participated in an exchange program at the University of Florence, Italy. He is a frequent university guest lecturer.

Stephen Dragos

Camden, New Jersey

Dragos has directed privately funded nonprofit organizations for more than 40 years. Most recently he was founding president and CEO of the Greater Camden Partnership, an organization formed and supported by the region's private sector, higher education, health care, and civic leaders to stimulate and guide reinvestment in the city of Camden.

Prior to opening GCP in 2002, Dragos was founding CEO of the Somerset Alliance for the Future in Somerset

County, New Jersey, founding president of the Phoenix Community Alliance, founding president of the Milwaukee Redevelopment Corporation, and executive director of the Valley Development Foundation in upstate New York. In each case, Dragos was responsible for developing a public/private revitalization action agenda and strategic development plans, and in carrying out key projects in partnership with public and private sector investors.

Projects in which Dragos has participated have received recognition at the highest levels: the Council on Urban Economic Development Private Sector Initiative Award; the New York State Council on the Arts Award; the American Institute of Architects Award for Urban Design Excellence; and the Urban Land Institute Award of Excellence in Urban Retail Development.

Dragos has been a full member of ULI since 1970, participating on numerous committees and executive councils. He is past chair of the ULI Public/Private Partnership Council and he is currently a member of the executive committee of the ULI Philadelphia District Council. He has participated in more than a dozen ULI Advisory Services panels, several American Institute of Architects R/UDAT panels, and on numerous architectural advisory committees.

Dragos is a graduate of the University of Notre Dame where he received his degree in architecture (five-year academic program) and he completed Continuing Education for the Public Service at the Maxwell School of Public Policy at Syracuse University. He has been adjunct professor at the University of Wisconsin–Milwaukee and Arizona State University graduate schools of design and planning.

Paula Konikoff

New York, New York

Paula K. Konikoff is vice chair of the federal Appraisal Standards Board and an independent professional real estate consultant with 25 years of experience providing clients with advisory, valuation, and other real estate consulting services. The scope of her practice ranges from designing

and conducting due diligence investigations on properties, conducting and evaluating property appraisals, and advising private and public institutions (both owners and lenders) in connection with the acquisition, development, and disposition of their real estate holdings, as well as their fit within a real estate portfolio. Konikoff has been retained to provide such services concerning properties throughout the United States, and abroad. Her work on any particular property or portfolio is informed by her broad national and international experience, which enables her to provide an unusually comprehensive analysis that is particularly valuable when dealing with the growing number of investors and lenders whose portfolio investments in real estate are increasingly evaluated on a national and global level. This is her eighth ULI Advisory Services panel.

Konikoff holds both a law degree and an MAI designation. Prior to establishing her independent real estate advisory practice in 1993, Konikoff was director of National Real Estate Valuation Services at KPMG. She joined KPMG after having served as president of the Hudson Group, a national real estate consulting and appraisal firm. Previously, Konikoff had been an attorney in private practice at the Philadelphia law firm of Dilworth, Paxson, Kalish & Kauffman, where she worked in both the real estate and corporate law practice areas.

Konikoff is an adjunct professor at New York University, where she has taught graduate and undergraduate level courses on real estate finance, real estate markets and real estate appraisal. She is an instructor for the Appraisal Foundation as well, where she conducts programs on standards of appraisal practice and on professional appraisal ethical rules. In addition, she develops and presents real estate valuation seminars for continuing education credits for CPAs and attorneys. She has also served as an expert witness in a variety of cases in which real estate valuation and damages issues have come into dispute.

Konikoff has served as a member of several Appraisal Institute committees and other professional organizations. She is also a member of the Real Property Law Committee of the Association of the Bar of the City of New York.

Konikoff earned a bachelor of science degree from Temple University and a juris doctorate degree from Villanova University School of Law. She is a frequent speaker, author, and instructor on appraisal and other real property issues.

Alvin McNeal

Washington, D.C.

McNeal specializes in urban economics, public/private development, transit-oriented development and land use planning. He is the founder and president of The McNeal Group, a firm that provides land use, affordable housing, urban planning, and real estate development consulting services to public and private businesses, educational institutions, private landowners, and public and international agencies. Clients included the Kettler Company, Akridge, Verizon (Washington, D.C.), Robinson Associates, LLC, Union Realty Partner, Inc., Trammell Crow Company, The Clarkson Group (Jacksonville, Florida), LCOR, Greenvest, Metamorphosis Development, Mosaic Development, TOUSA, Donatelli Development, Gragg Associates, Jenkins Associates and the John Buck Company (Chicago, Illinois). In addition, he has served as an instructor in urban planning and development at the University of Virginia and the University of Maryland, served as an asset management consultant to Howard University and North Carolina Central University, and a transportation consultant to the Ministry of Transportation for Romania under a contract with the World Bank (2005–2007).

He has authored several articles on public/private development issues and transit-oriented development (TOD) for national and local publications, and has made numerous presentations at local and national conferences on executive management, land use planning, affordable housing, TOD, and public/private partnerships. He is the co-editor of *Washington on Foot*, a publication of the Smithsonian Institution that contains descriptions of several walking tours of some of the most historic and recognized neighborhoods in the District of Columbia and close-in suburban areas, including Montgomery and Prince George's counties.

He currently serves as the acting deputy director for administration and development in the Prince George's County Department of Parks and Recreation; one of the largest public parks and recreation systems in the country. His department provides strategic planning and overall program administration and management to four major divisions in the department. He manages the department's \$327 million operating budget and its \$200 million capital program. He oversees the divisions of administrative services, architecture, public affairs and marketing, landscape architecture, park planning, human resources, land acquisition, research and analysis, information technology and communications, and construction engineering.

Prior to assuming the position of acting deputy director, McNeal worked with the Office of the Chairman of the Prince George's County Planning Board to manage the consolidation of the board's office functions and movement into a new headquarters building.

McNeal has served as the executive manager of public/private development programs for the Washington Metropolitan Area Transit Authority (WMATA) for 15 years. He spearheaded WMATA's very successful transit-oriented development program. During his tenure at WMATA, over 35 projects, ranging from free-standing office buildings to multi-storied, mixed-use residential and retail projects, valued at over \$5 billion, were completed. The projects are located at Metrorail stations in the District of Columbia and suburban Maryland and Virginia. The projects have been determined to have added over 200,000 new daily riders to WMATA's Metrorail and bus systems, along with the creation of more than 35,000 primary jobs and several million dollars in local and state tax revenue. The projects demonstrated that more compact developments at transit stations can provide varied housing choices, diverse living areas, lively recreation and park spaces, and financial returns to transit agencies, developers, and the public.

David S. Pandoli

Charlotte, North Carolina

Pandoli is a land planner and principal at Woolpert Inc., a 700-person international architecture/engineering firm. He is responsible for large scale master planning services for the southeast division of the firm's planning and development service line. He has extensive experience in leading multi-disciplinary design teams, and directing these design teams in the preparation and implementation of large scale master planning efforts.

Pandoli's responsibilities include directing the firms hospitality planning and development practice areas. He also has experience with community development projects, recreation and resort development projects, and mixed-use planning and development projects. He has completed numerous design and construction projects in the southeast United States and the Caribbean as well as several international assignments in the Middle East. He has over 33 years of experience in representing development clients providing a wide range of product deliverables and services.

Pandoli is an active member of ULI, having served on multiple ULI Advisory Services panels and project analysis sessions. He is a past member of the Small Scale Development Council, has served on the Community Development Council and currently is a member of the Recreational Design Council. He is also an active member of NAIOP, the Design Build Institute of America (DBIA), the Construction Specifiers Institute (CSI), and the American Society of Landscape Architects (ASLA).

Prior to joining Woolpert, Pandoli served as the assistant director of planning and development for the city of Sunrise, Florida, where he was responsible for design and implementation of the five-year citywide \$150 million Capital Improvement Program.

Pandoli is a past vice president of Edward D. Stone, Jr., and Associates (EDSA) where he managed multiple large-scale recreational and resort projects throughout the Caribbean over a fifteen year period.

He is a graduate of Ohio State University, where he received a bachelor of science degree in landscape architecture.

Jay Parker

Alexandria, Virginia

Parker is a principal of ParkerRodriguez, Inc., a multi-disciplined urban design, planning, landscape architectural firm in Alexandria, Virginia. For 20 years, he was principal and president of Harman O'Donnell and Henninger, Inc. (HOH), founded in Denver, and with offices across the country.

First with HOH and then with his own company, Parker has been the planner/designer for landmark urban infill and redevelopment projects, as well as new urbanism projects throughout the United States. He was selected by Disney Development to undertake the original master planning of Celebration, Florida and, together with Cooper Robertson of New York, completed the final master plan.

His current work includes: redevelopment of the southwest Washington, D.C. Anacostia waterfront, establishing the landscape architectural/urban design guidelines for National Harbor, a multibillion-dollar urban retail/entertainment/hotel complex on the Potomac River, planning and design for Market Common at Clarendon, a 2003 ULI Award of Excellence winner, and Washington Metro TOD projects (12 stations).

Parker is an architect by training, past chairman of the 1,200-member Washington ULI District Council, has served on ten previous ULI Advisory Services panels and was elected to Lambda Alpha International, an honor society of land economists.

A ULI Advisory Services Panel Report



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