



**CITY OF PLANO
COUNCIL AGENDA ITEM**

CITY SECRETARY'S USE ONLY				
<input type="checkbox"/> Consent <input type="checkbox"/> Regular <input type="checkbox"/> Statutory				
Council Meeting Date:		2/25/13		
Department:		Planning		
Department Head		P. Jarrell		
Agenda Coordinator (include phone #): T. Stuckey - 7156				
CAPTION				
A Resolution of the City Council of the City of Plano, Texas accepting and approving the "Downtown Plano Vision and Strategy Update" as a guide for the development of future policies and projects related to the continued revitalization of Downtown Plano and the DART Rail Corridor; and providing an effective date. Applicant: City of Plano				
FINANCIAL SUMMARY				
<input checked="" type="checkbox"/> NOT APPLICABLE <input type="checkbox"/> OPERATING EXPENSE <input type="checkbox"/> REVENUE <input type="checkbox"/> CIP				
FISCAL YEAR: 2012-13	Prior Year (CIP Only)	Current Year	Future Years	TOTALS
Budget	0	0	0	0
Encumbered/Expended Amount	0	0	0	0
This Item	0	0	0	0
BALANCE	0	0	0	0
FUND(s): N/A				
COMMENTS: This item has no financial impact.				
STRATEGIC PLAN GOAL: Accepting and approving the "Downtown Plano Vision and Strategy Update" as it relates to the City's Goals of Exciting Urban Centers and Financially Strong City with Service Excellence.				
SUMMARY OF ITEM				
The Downtown Plano Vision and Strategy Update builds upon the recommendations of the 1999 Downtown Plano Transit Village Plan to renew the vision and develop strategies for the Downtown area's continued revitalization. The update sets forth goals for additional housing, commercial development and improvements to the economic vitality of Downtown Plano, surrounding neighborhoods and the DART rail corridor, and recommends infrastructure projects and other actions to further these goals.				
List of Supporting Documents: Memo Resolution Downtown Plano Vision and Strategy Update		Other Departments, Boards, Commissions or Agencies Planning & Zoning Commission		

February 14, 2013

MEMO

TO: Bruce D. Glasscock, City Manager
Frank F. Turner, Deputy City Manager

FROM: Phyllis M. Jarrell, Director of Planning

SUBJECT: Updated Vision and Strategy Plan for Downtown Plano

At its January 14th meeting, City Council reviewed a draft of a vision and strategy plan for Downtown Plano. The new document is an update to the 1999 Downtown Plano Transit Village Plan and includes strategies for the Downtown area's continued revitalization. Staff has presented the draft plan to the Planning & Zoning Commission and the Historic Downtown Plano Association for review and comment. The plan and its recommendations were well received by both groups. The Commission voted unanimously to forward the plan to City Council for adoption.

The plan recognizes ample opportunities for additional infill and redevelopment projects in the immediate downtown area and along the entire DART rail corridor. The prospect of a new rail station on DART's future Cotton Belt line just south of downtown further expands downtown's potential.

The updated plan includes several goals for the next 10 years, including:

- Develop 1,000 units of housing within one-half mile of the Downtown Plano Station and a total of 2,000 units within the Plano DART rail corridor.
- Diversify non-residential use and develop or revitalize 150,000 square feet of non-residential space within ½ mile of the Downtown Plano Station and a total of 500,000 square feet of non-residential space within the DART rail corridor.
- Use redevelopment opportunities to remove blighted and underperforming commercial buildings.
- Improve streets, trails and sidewalks to create a pedestrian-friendly environment and better connections among neighborhoods, mixed-use centers and transit stations.
- Improve the physical condition and economic vitality of neighborhoods within the DART rail corridor.
- Continue the economic and tax base growth required to provide public improvements, services and reinvestment incentives.

To assist in accomplishing these goals, the plan recommends several projects and actions that the city can take. These are listed below, along with funding estimates and a notation as to whether or not funding is available. Funding is already programmed through various sources for most of the projects. There may be future contributions from the city through the creation of a Public Improvement District and the extension of Tax Increment Finance District #2. Adoption of the plan does not obligate the city to these expenditures.

- 15th Street Gateway - Reconstruct 15th Street from G Avenue to US 75, adding a bike lane, streetscaping, and relocating overhead utilities. \$4.3 million. Funded.
- Improve the US 75/15th Street overpass, add lighting and artwork noting Downtown Plano. Estimated Cost - \$500,000. Funded.
- 18th Street Improvements - Reconstruct portions of 18th Street east and west of G Avenue to realign lanes and remove the median strip. Estimated Cost - \$1.2 million; part of larger reconstruction project. Funded.
- 14th Street Reconstruction - Rebuild 14th Street from F Avenue to U.S. 75 and add sidewalks and street lighting. Estimated Cost - \$300,000. Funded.
- McCall Plaza - Modify and repair the McCall Plaza to improve the DART pedestrian crossing, remove the water wall, re-landscape, replace cap stones and create a stage for entertainment events. Estimated Cost - \$1.5 million. Funded.
- 12th Street Station - Secure designation of the proposed 12th Street Cotton Belt/Red Line Station. Purchase and develop three acres of land for parking for use by commuters and area businesses. Estimated purchase price - \$1 million to \$1.5 million. Funded.
- Transit Village Veloweb - Construct the planned hike and bike trail connecting the four DART stations. Add bike racks and lockers at rail stations and other activity nodes. Includes sidewalk, street trees and ornamental street lights along J Avenue from 12th Street to 18th Street. Estimated Cost -- \$4.0 million. Partially funded.
- Municipal Center South Redevelopment - Relocate the Parks and Recreation Department and redevelop the site, including other non-historical properties within the block as a mixed-use project. A large public parking garage would be a part of the project. Estimated cost - \$2 million for parking improvements. Does not include relocation of staff. Funded.
- 18th and K Redevelopment - Assemble and redevelop the block located at the southeast corner of 18th Street and K Avenue as a master planned mixed-use development. This project would include a large parking garage devoted to public parking and municipal use. Estimated Cost - \$1.5 million, primarily for land acquisition. Funded.
- Parker Road Station - Continue to pursue urban mixed-use development at the Parker Road Station. Efforts should focus on city and county-owned property along Park Boulevard. Estimated Cost - \$2.6 million, including land acquisition and perimeter improvements. Funded.

- Downtown Business Government Zoning District - Modify and expand the Downtown Business Government district to include the 12th Street Station and south couplet corridor. Estimated Cost - staff time.
- Public Improvement District - Establish a public improvement district for the management, maintenance and promotion of downtown. Estimated Cost - staff time to establish district.
- Neighborhood Empowerment Zone - Expand Neighborhood Empowerment Zone #1 to apply to the 12th Street Station area and the Vendome and Haggard Additions. Add incentives to attract uses including offices, primary medical services, lodging, and artist studios and galleries. Estimated Cost - \$100,000 in waived fees over a 10 year period.
- TIF District - Expand the duration of TIF District 2 beyond 2014, but eliminating the participation of the Plano Independent School District, as required by law. Estimated Cost - \$500,000 annual property tax contribution by the City.

Please let me know if you have questions or need additional information.

A Resolution of the City Council of the City of Plano, Texas accepting and approving the “Downtown Plano Vision and Strategy Update” as a guide for the development of future policies and projects related to the continued revitalization of Downtown Plano and the DART Rail Corridor; and providing an effective date.

WHEREAS, the City Council recognizes that updated policies and programs are needed to continue the revitalization of Downtown Plano as a distinctive and vibrant urban center; and

WHEREAS, the potential for a new rail station on DART’s future Cottonbelt rail line in the vicinity of 12th Street and K Avenue further expands Downtown Plano’s potential; and

WHEREAS, the document “Downtown Plano Vision and Strategy Update” includes several goals for new housing and commercial space, improvements to streets, sidewalks, trails and other public infrastructure, revitalization of adjacent neighborhoods, and continuation of economic and tax base growth in the downtown area and along the rail corridor; and

WHEREAS, the “Downtown Plano Vision and Strategy Update” also includes recommended projects and programs to assist in the implementation of the various goals; and

WHEREAS, the City Council, having been presented the “Downtown Plano Vision and Strategy Update” document, upon full review and consideration thereof and all matters attendant and related thereto, is of the opinion that this document should be approved, adopted and utilized as a guiding document for matters related to the continued revitalization of Downtown Plano.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF PLANO, TEXAS:

Section I. The “Downtown Plano Vision and Strategy Update”, a copy of which is attached hereto as Exhibit “A” having been reviewed by the City Council of the City of Plano and found to be in the best interest of the City of Plano and its citizens, is hereby approved and adopted.

Section II. The “Downtown Plano Vision and Strategy Update” shall be utilized by City Council, city staff and other city personnel, departments, boards and commissions as a guiding document for matters related to the continued revitalization of Downtown Plano.

Section III. This resolution shall become effective immediately upon its passage.

PASSED AND APPROVED THIS THE 25TH DAY OF FEBRUARY, 2013

Phil Dyer, MAYOR

ATTEST:

Diane Zucco, CITY SECRETARY

APPROVED AS TO FORM:

Diane C. Wetherbee, CITY ATTORNEY

DOWNTOWN PLANO

Vision & Strategy Update
February 2013



Photo/Mike Newman



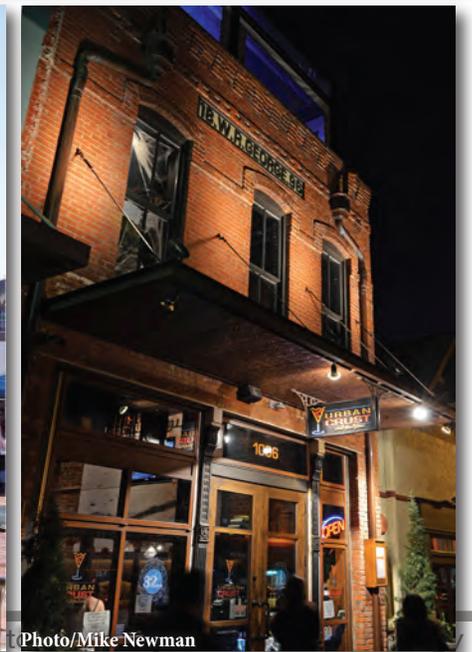
Photo/Mike Newman



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Photo/Mike Newman

Historic Downtown Plano and Great Places

Across America, people are searching for places with the warmth and feel towns had a hundred years ago – Places which are vibrant, diverse and personally important - Places where they can live and walk to the park, shops and restaurants - Places to be with family, visit friends and meet new people – Places offering excitement, celebration and spontaneity – Places for quiet conversation or simply to read a book. Fortunately, we have such a special place – Historic Downtown Plano.

Once sleepy and nearly forgotten, Downtown Plano has reawakened and transformed into an exciting urban center with shopping, restaurants, entertainment and nightlife. In 2002, the Dallas Area Rapid Transit light rail station opened in downtown and provided the spark for renewed interest and reinvestment. Following the vision and strategies outlined in the 1999 Downtown Plano Transit Village Plan, developers and small business owners and the City of Plano have revived the heart of the city and created a vibrant, distinctive and authentic place of regional importance. Downtown Plano is ready for continued growth, with ample opportunities for redevelopment and infill projects to add new housing, businesses, shopping and entertainment. The prospect of a new rail station on DART's future Cotton Belt line just south of Downtown Plano even further expands downtown's potential.

A Decade of Change:

- Light rail and bus service
- Nearly 1,000 dwelling units built or under construction
- Over 70,000 square feet of new commercial space, new shops, restaurants and offices
- New elementary school
- An exciting arts scene, including galleries, studios and two theaters
- An expanded downtown park and improved streetscape
- New and restored homes in surrounding historic neighborhoods



RECENT, ON-GOING, AND PLANNED IMPROVEMENTS

PROJECT KEY

- A - Eastside Village I & II
- B - 15th Street Village
- C - Lexington Park at Rice Field
- D - Courtyard Theater & Cox Building
- E - Haggard Park Expansion
- F - SoCo 15 Mixed Use
- G - Icehouse Mixed Use
- H - Mendenhall Elementary
- I - Holt Lunsford Industrial Renovation
- J - 15th Street Reconstruction
- K - Various Downtown Renovations

**See Appendix for individual project information sheets



Photo/Mike Newman



Photo/Mike Newman



Photo/Mike Newman

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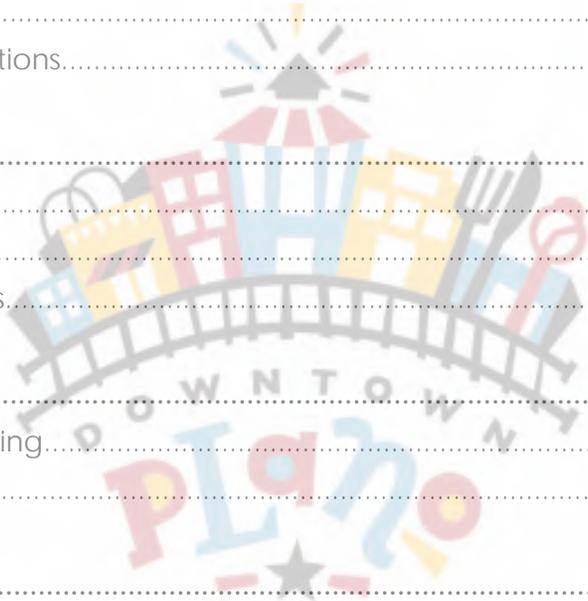
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Photo/Mike Newman



Photo/Mike Newman

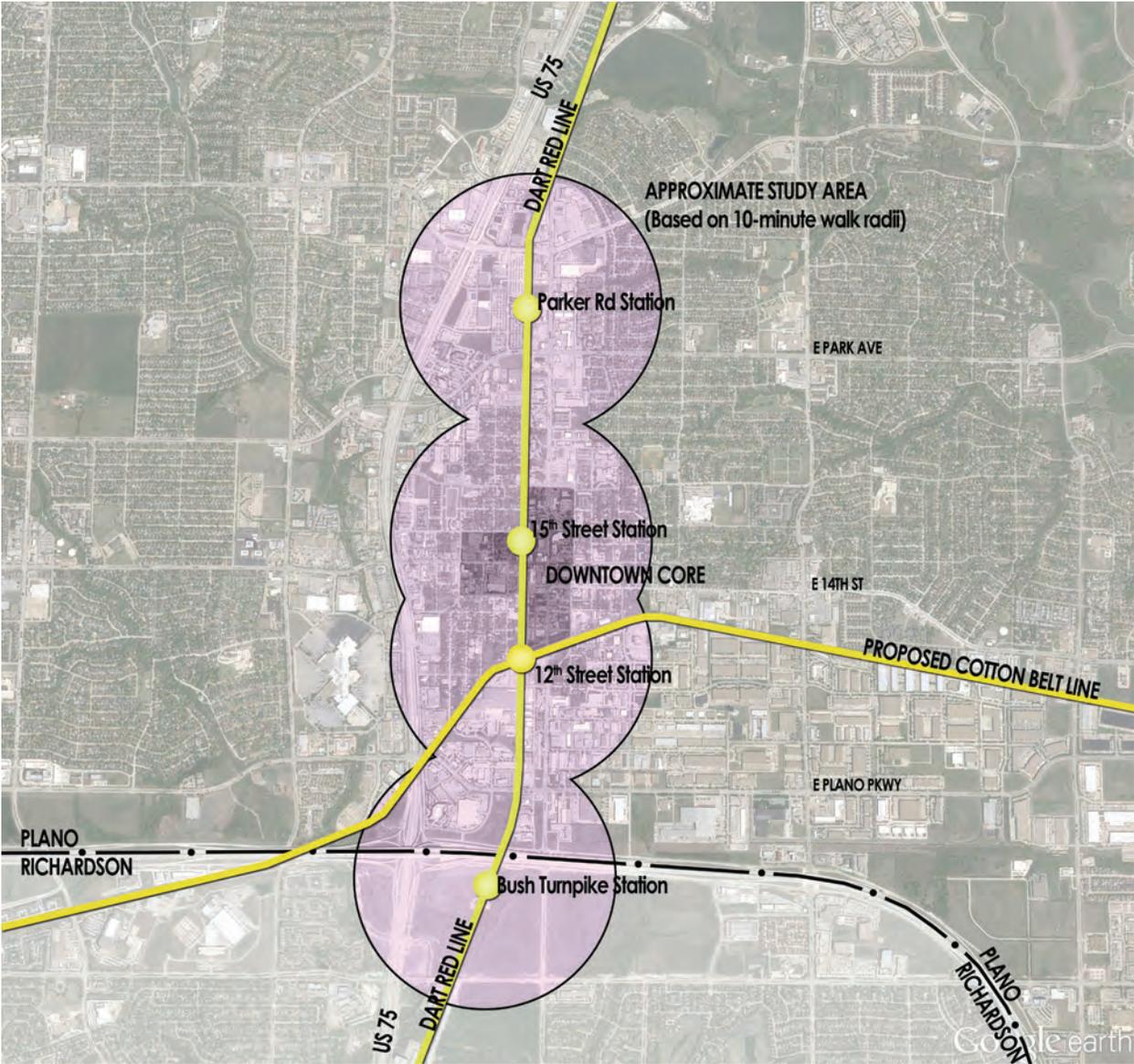
An aerial, isometric view of a city street grid, rendered in a light blue monochrome. The streets are labeled with names such as 'COLLEGE ST', 'W. MECHANIC', 'WATER ST', 'COFFEY ST', and 'RESIDENCE'. The buildings are small, uniform structures, and a prominent church with a tall steeple is visible on the left side. The text 'The Vision' is overlaid in the center-right area in a white, sans-serif font.

The Vision

STUDY AREA

With the coming of Dallas Area Rapid Transit's Red Light Rail line, planning and reinvestment for Downtown Plano focused on the area within one-half mile (walking distance) of the station. This area contains downtown's historic commercial core and the sites with greatest potential for redevelopment. But opportunity for growth extends the entire two and a half mile DART corridor from the Bush Turnpike to Parker Road Stations. With the addition of the proposed 12th Street Station, the entire corridor is within walking distance of one of four DART stations. No place outside of Downtown Dallas is better served by transit.

This report expands the study area to the full corridor, while still concentrating on downtown and the proposed 12th Street Station. Tremendous urban infill and redevelopment opportunities exist at all four stations. Great neighborhoods, including Douglass, Vendome, Haggard Park, Old Town and the Haggard Addition, add diversity and character to the area. Street, bike trail and sidewalk improvements can make the corridor more accessible, walkable and unified.



INVESTING DOWNTOWN IS SMART

Investing in Downtown Plano is smart business. Developers and small businesses have infused more than \$72 million in new construction and renovation in the area since 1999. Property values in Tax Increment Finance District #2, which includes downtown as well as a larger area, have increased \$144 million in the same timeframe. Downtown offers many advantages that have contributed to its success and which continue to attract investors.

Inclusive

Downtown offers a broad range of goods and services needed for daily living. In or within walking distance of Downtown Plano there are restaurants, personal and business services, a grocery, vegetable and meat markets, theaters and art galleries, a park, post office, library and new elementary school. No other urban center in the region can match the diversity and completeness of Downtown Plano.

Connected

Downtown Plano’s location near U.S. 75 and the President George Bush Turnpike provides excellent access to the metropolitan area. DART’s Red Line and the future Cotton Belt Line provide rail service to other urban and employment centers, and soon to Dallas-Fort Worth International Airport.

Employment

The core of Downtown Plano contains several thousand jobs related to municipal administration, public safety, education, telecommunications and general business and services. Tens of thousands of jobs are located within three miles of downtown in the Research Technology District and Telecom Corridor. Plano alone has more than 140,000 locally-based jobs tied to international corporate, headquarters, hospitals and medical technology and a wide variety of business enterprises. All of this makes Downtown Plano a strong urban market for housing, restaurants and services, and small to mid-size businesses.



Photo/Mike Newman



Photo/Mike Newman

Favorable Demographic and Economic Trends

The Dallas-Fort Worth metropolitan area’s population is projected to grow to 9.8 million by 2035, with jobs increasing to 6.1 million. Collin County, which encompasses most of the city of Plano, is one of the fastest growing counties in the country with a population expected to increase from 783,000 in 2010 to 1.4 million by 2035. Plano is a major employment center with a diverse, well-educated population of 265,000 and 141,500 jobs. These favorable trends ensure that Plano will continue to attract new residents, many of whom will be looking for the more urban lifestyle that Downtown Plano can offer.

Choice

The initial Downtown Plano Transit Village Plan recommended adding 1,000 housing units within one-quarter mile of the rail station. To date, 463 apartments, 27 for-sale townhouses and 33 condominium units have been constructed, along with numerous single-family homes on infill lots in surrounding neighborhoods. Construction has started on more than 300 additional apartments and townhouses. Looking to the next 10 years, an additional 1,000 housing units should be built downtown, with potentially 1,000 more units within the Plano DART corridor. New housing should offer a wide range of options and prices.

Incentives

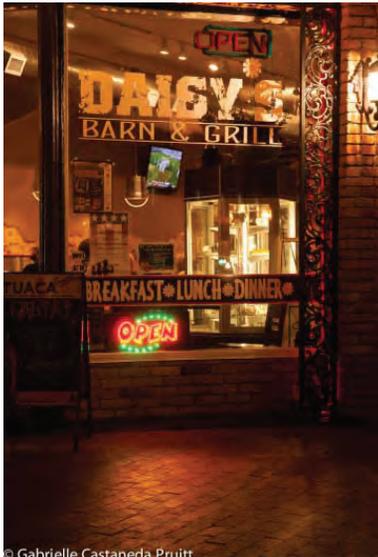
The City of Plano continues to provide a wide range of economic incentives and a favorable regulatory environment to stimulate redevelopment, infill, restoration and adaptive-reuse projects. All major projects are conducted through public-private partnership agreements.



Variety of housing types is essential component of choice...



...as is choice in transportation mode and route.



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Photo/Mike Newman



Plano’s incentive program are designed to give new life to old buildings.

EXPANDING THE VISION

Strong developer interest in downtown and planned public improvements offer the opportunity for continuing downtown’s success and expanding the vision for transit oriented development within the entire corridor. A summary of some of the major opportunities and needed initiatives follows.

15th Street Gateway

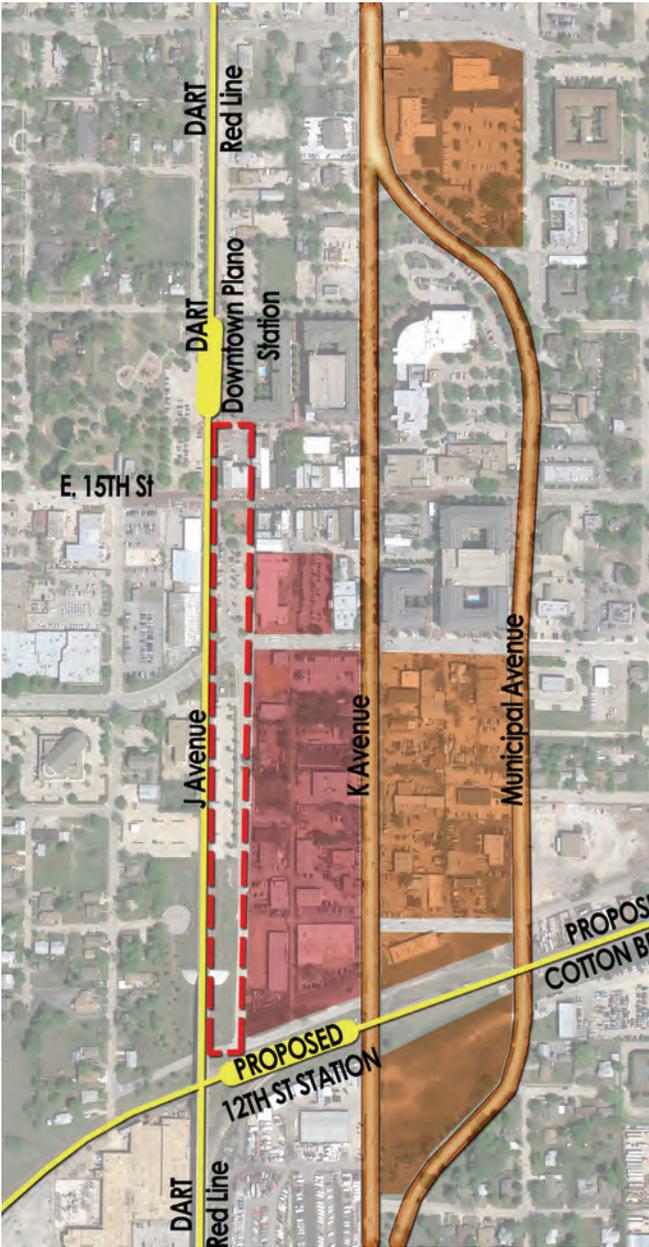
Downtown Plano is only one-half mile from U.S. 75, yet it remains physically and economically disconnected from the city’s most heavily travelled commercial corridor.

Beginning in 2013, 15th Street west of G Avenue will be reconstructed to improve traffic operations, add a bike lane, relocate overhead utilities and greatly improve the streetscape. The plan is to also improve the underpass below U.S. 75 with a wider pedestrian walkway, better lighting and downtown-themed artwork.

The new 15th Street Gateway will connect downtown to the U.S. 75 corridor and attract new business to downtown. The improvements will also greatly enhance the sense of entry to existing and planned residential development located only blocks away.



Photo/Mike Newman



Downtown Couplet

K Avenue is the major arterial street running north-south through Downtown Plano. This heavily travelled route extends from McKinney to Dallas and is vital to downtown’s commercial success. Through downtown, K Avenue splits into a one-way couplet to reduce the impact on downtown properties and provide a more pedestrian-friendly environment. Initial downtown reinvestment focused on the historical core along 15th Street. Now interest is shifting to sites along the couplet. These sites are generally larger and have much greater exposure to regional traffic.

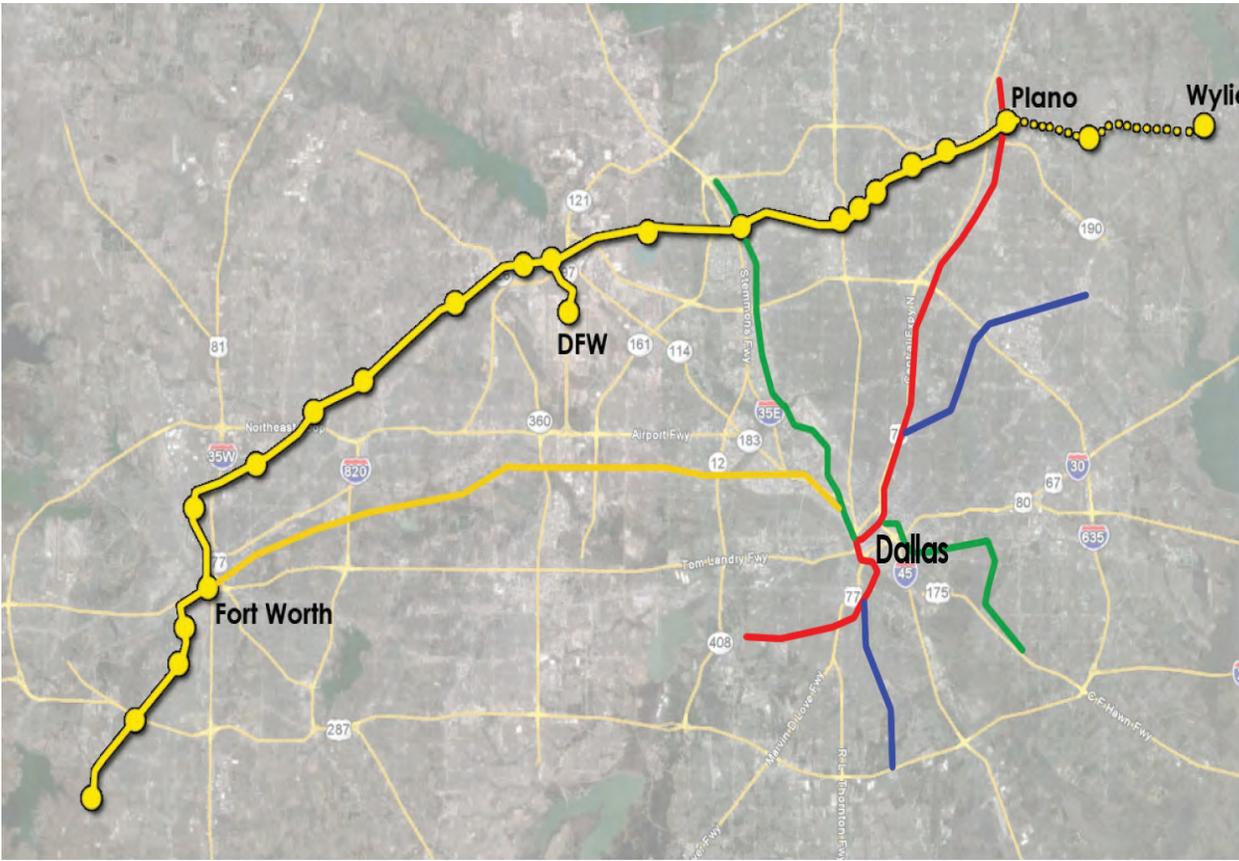
North Couplet - A major opportunity for northern expansion of downtown is the block north of the Municipal Center, which is mostly used for surface parking. The city hopes to partner with one or more developers to assemble, master plan and redevelop the property. This six acre site is ideal for urban mixed-use development, with a significant non-residential component. Successful development of the site would likely lead to redevelopment of the shopping center at the northeast corner of 18th and K Avenue.

South Couplet - Couplet sites south of 14th Street also have great potential. The area is currently occupied with commercial and auto related uses. Land is subdivided into small lots and ownership is fragmented. This area has not caught the attention of developers. However, the recent completion of the Ice House (a four-story mixed use building) on 14th Street marks the start of the southern expansion of downtown to the planned 12th Street DART station. This area is well suited for small infill projects. The addition of public parking and assistance with street and utility improvements may well be the needed catalyst. Bold, more edgy architecture should be encouraged to give the area a distinctive character.

J Avenue - J Avenue parallels the couplet between K Avenue and the DART Red Line. Between 12th Street and 18th Street, J Avenue presents a special opportunity to create a pedestrian-oriented environment well suited for small scale mixed-use. Public parking and streetscape improvements are essential in this area as well. The grid street pattern could be improved by adding new mews streets between J and K Avenues, including 12th Place, 13th Street and 17th Street.



Planned Cotton Belt Line



Cotton Belt Line

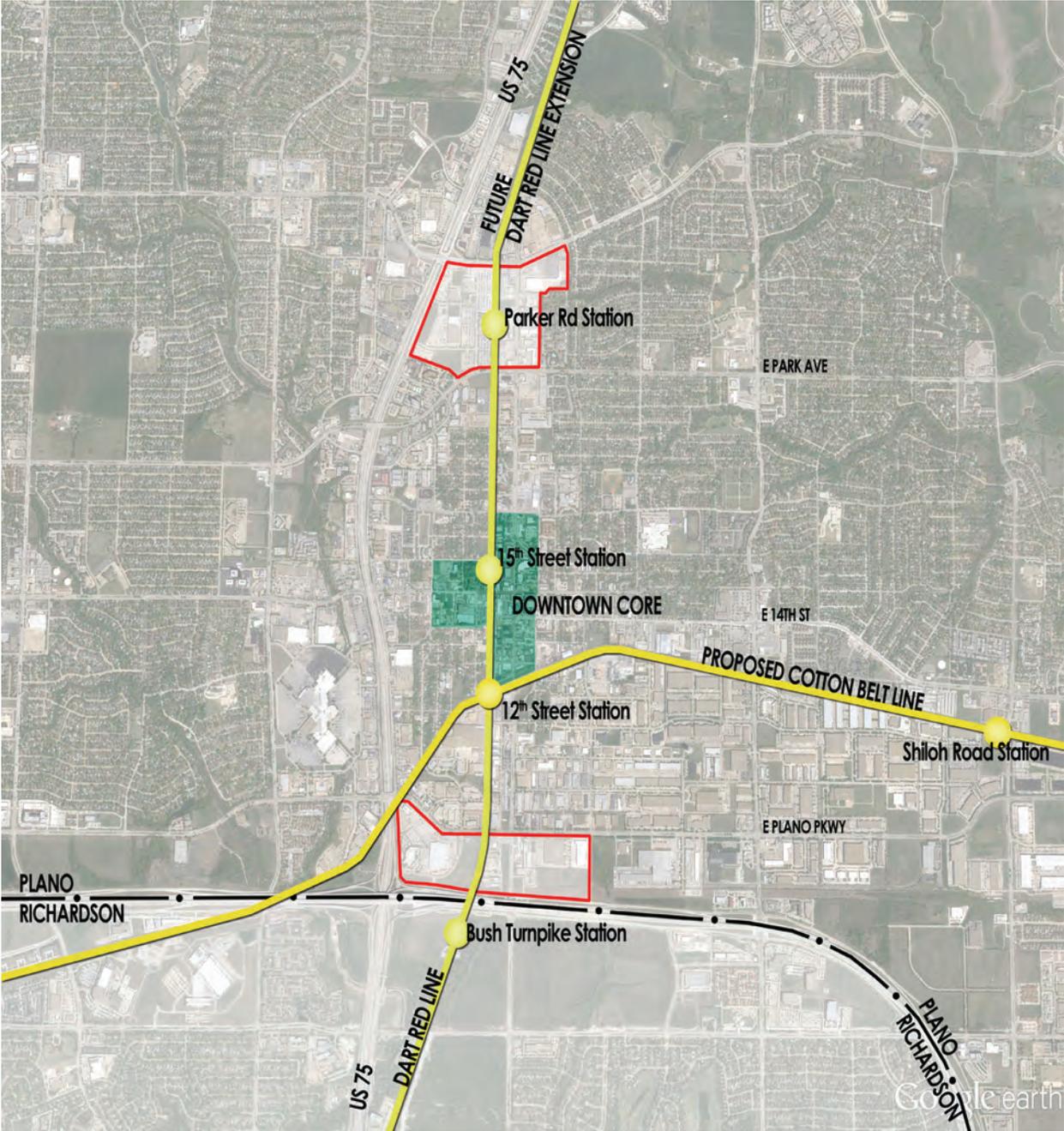
DART's planned Cotton Belt Line will extend passenger rail from Fort Worth through Addison and North Dallas to Plano and provide an important link to Dallas-Fort Worth International Airport. The proposed station at 12th Street and K Avenue, where the Cotton Belt Line crosses the Red Line, is approximately 0.4 miles south of the core of Downtown Plano.

The new rail station will anchor the south side of downtown and act as a magnet for new development. This area offers many development opportunities and is well suited for infill projects, including townhomes, live/work space and small offices and studios.

There is sufficient land for the station platform. Approximately three acres are needed for parking. The city should immediately purchase and develop land for station parking. Even if the Cotton Belt rail line is not developed for many years, the added parking will help stimulate private development at the southern end of the couplet.

Proposed 12th Street Station Plan and Renderings





Underdeveloped areas near DART stations

Parker Road Station

The DART Red Line ends at the Parker Road Station, approximately 1 mile north of downtown. The station has strong ridership with heavy parking demand. The best opportunity for transit-oriented development is at the southern end of the station along Park Boulevard. This area is well suited to a variety of uses including multi-family, office, medical, entertainment and retail. During the next 10 years, 8 to 15 acres in this area could redevelop. Streetscape improvements along K Avenue and development of a hike and bike trail to downtown would strengthen the northern K Avenue corridor.

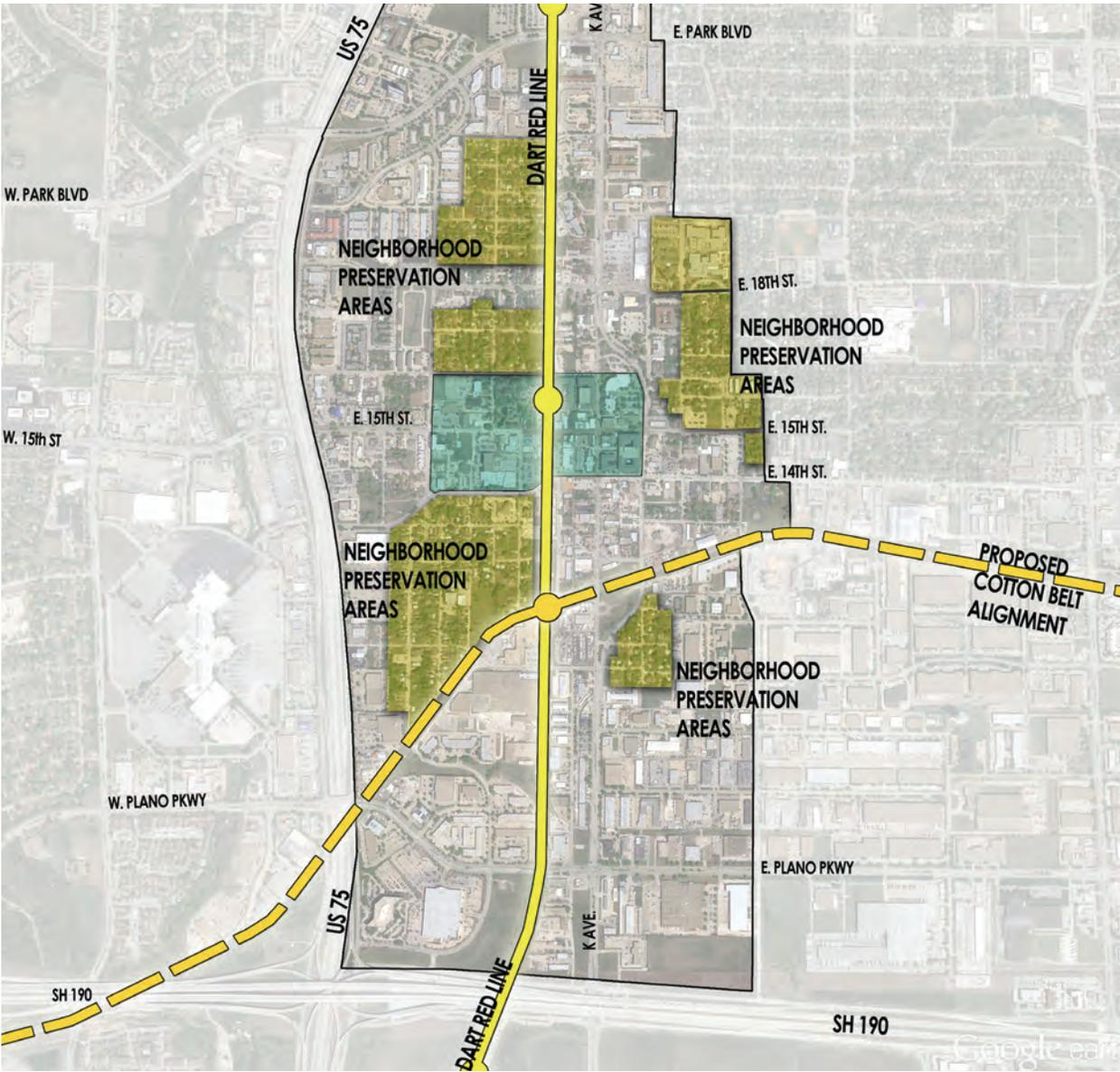
Bush Turnpike Station

The Bush Turnpike Station serves both Richardson and Plano. While the platform is located in Richardson on the south side of the Bush Turnpike, it is within walking distance of vacant and underdeveloped property in Plano south of Plano Parkway. This area may be suitable to mixed-use development. Commercial uses may find market support from heavy commuter traffic. Successful residential use in this area will require imaginative design and amenities.



Opportunity exists around stations for development similar to the Eastside Village in Downtown Plano

GENERAL RECOMMENDATIONS

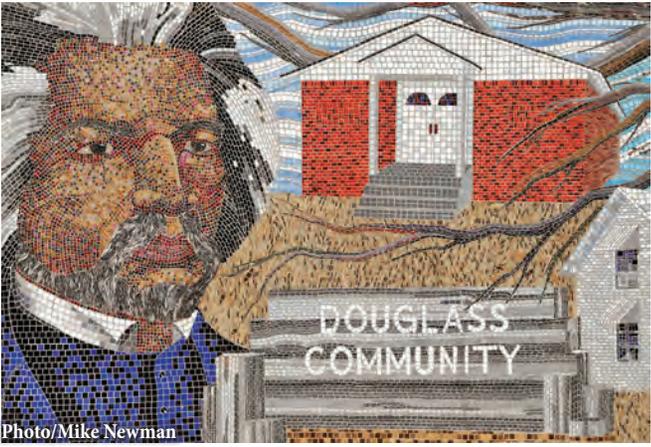


Neighborhood Preservation

Several single-family neighborhoods are located in downtown and the larger DART corridor, including Douglass, Haggard Park, the Haggard Addition and Vendome. These neighborhoods contain a wide variety of architectural styles, house sizes and price points.

During the last 20 years, many homes have been restored and new housing constructed in this area. Nevertheless, the neighborhoods are fragile and continuing effort is needed to preserve, protect, and enhance them.

There are several older apartment complexes in the area. Some are well maintained, but others require major rehabilitation or demolition. More is needed than financial and technical assistance. Strengthening the neighborhoods also requires greater social interaction and organization of neighborhood residents to promote their common interests.



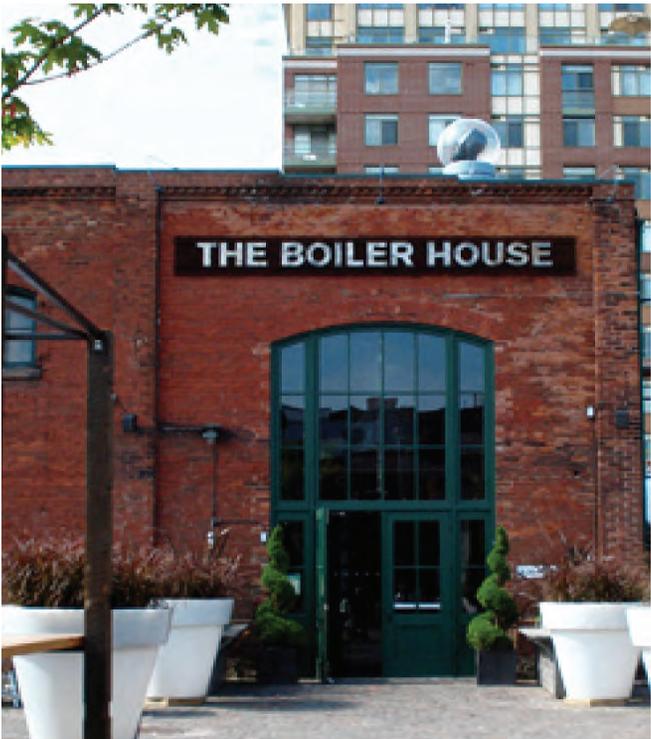


Pedestrian-Friendly Streets

A combination of public infrastructure projects and private development has reshaped the streetscape of Downtown Plano. The signature brick sidewalks and street trees provide not only an improved pedestrian experience but serve to connect the area visually.

On-street parking calms traffic and provides a safe buffer for pedestrian comfort. Opportunities exist to extend this theme as the downtown area expands westward to U.S. 75 and along J and K Avenues.

The planned north-south hike and bike trail linking the four DART stations needs to be constructed. Pedestrian routes within neighborhoods need to be evaluated. Many areas lack sidewalks; however, constructing new walks may destroy landscaping and the character of the street.



More Variety of Uses

A complete neighborhood includes a broad mix of uses to meet the daily needs of its residents. This includes a variety of housing options, office, restaurants, retail, general apparel and household goods stores, personal services and public services and facilities.

Downtown and the DART corridor are very diverse, but further improvement can be made. Downtown and the surrounding area could benefit from a primary care medical clinic and a pharmacy. General apparel and household goods stores are needed downtown.



Additional office space near all the DART stations is encouraged. Downtown continues to be a magnet for artists and is home to the Courtyard Theater, Art Centre of Plano, and several art galleries and design studios.

Having a variety of building types, scales, and open spaces allows for a variety of uses as a locally derived response to opportunity

A blue-tinted historical photograph of a busy street scene. In the foreground, a man in a light-colored shirt and dark trousers is walking towards the right, carrying a large bundle on his head. To his left, a woman is walking away, carrying a bundle on her back. In the background, there are several buildings, including a large, multi-story brick building on the right. A horse-drawn cart is visible in the middle ground. The overall scene depicts a bustling, everyday life in a past era.

Guiding Principles

DESIGN ELEMENTS

Building on the momentum of the last decade requires adherence to design principles that make sustainable, walkable, active urban centers and traditional livable neighborhoods. The following principles have been used in Plano and other successful communities.

Urban Center

An urban center is the area of greatest density, social interaction and commerce. It is where people meet, conduct business, entertain and celebrate. The center is a place frequented by nearly all residents. It is a regional destination attracting visitors beyond the community without detracting from its local character.

Mix of Uses

Mixing land uses results in a symbiotic relationship where the whole is greater than the sum of parts. Land use can be mixed horizontally or vertically. It is natural and desirable for sub-areas within the urban center to be either predominantly but not exclusively residential or non-residential. Urban mixed-use centers always have a commercial core, typically consisting of restaurants, entertainment uses and shops. Residential uses may be vertically integrated. The size of the commercial core should be a function of the market and not forced solely as a design consideration.

Inclusive Housing

A strong urban center is for everyone. It can be a great place to visit, but not a great place to live unless it has many housing choices. Density and compact design are important, yet a variety of housing types and cost is essential to respond to a broad demographic profile. Universal design of ground floor units is strongly encouraged.

Entry Corridors

The urban center must be accessible to a large market area. Entry corridors and major through streets must balance the need for accommodating traffic volume with the need to maintain a pedestrian-oriented environment. Public parking should be convenient, but never allowed to dominate the urban environment.

Street Grid

A tight grid street pattern provides good vehicular and pedestrian movement in an urban center. Frequent intersections discourage high-speed vehicular traffic and improve pedestrian safety. Small blocks make walking easier and provide visual interest. The street grid pattern should be regular, but with occasional off-sets and irregularities to create visual interest and unique development sites. Streets should vary in width appropriate to their context. Large thoroughfares should be avoided as they detract from the pedestrian environment. The street grid must physically connect to adjacent neighborhoods to create a larger market and psychological shared bond.



Photo/Mike Newman



Pedestrian cut-throughs can ensure a flexible block structure and variety of experiences.



An example of parking converted into temporary public space

Development Grain

The urban center should principally consist of a fine grain of narrow lots and multiple buildings, both attached and detached. A few larger anchor uses are desirable to generate activity, establish identity and appeal to a larger market area. However, large buildings are best located on the perimeter and lined with smaller users.

Streets as Places

A street is more than a means of travel. It is also an outdoor room, a place for sharing time and spending time. A street is a common shared environment. It is the primary place where social and economic interaction occurs. The appearance of the street (including pavement, curbs, walks, and fixtures) sets the quality of the place. Streets should be designed to discourage high-speed traffic, thereby increasing safety for bicyclists, pedestrians and vehicle occupants alike.

Streetscape

The design of streets, sidewalks, and associated fixtures, furniture and plantings create the pedestrian environment and provide the most unifying elements of an urban center. Development of a common vocabulary of materials and design is important, but each building should have opportunity to develop an individualized response to the street. Pedestrian comfort and safety is a priority, yet the streetscape must also create visual interest that makes an urban center walkable.

Public/Private Realm

Buildings are designed to create a comfortable transition between the public and private realms. Windows, doors, porches, stoops and overhangs are ways to connect a building to the street and encourage social interaction and a sense of community. Buildings should interface directly with the street (generally a maximum setback of 15-20 feet behind the curb) to frame the street and connect public and private environments.

Common Open Space

Urban centers should be relatively dense and compact. Common open space is preferred over private yards. A central open space is needed for community activities, leisure and celebrations. It should not be too large or it will separate the urban fabric. A few smaller open spaces should be located for relief and visual interest.

Flexible Outdoor Space

Outdoor event space is important to activate urban development. Small plazas should be designed where they can be restful retreats or easily converted for events and entertainment. Even surface parking lots should be designed to support festivals, art shows, concerts and food truck courts. Streets, walks, plazas and parking lots are a part of the public realm as much as open space.



Regardless of size or use, good urban buildings interface directly with a safe, walkable public realm.



Park(ing) Day provides an example of flexible space in public realm

Transportation Choice

Walking is the lifeblood of the urban experience, but a variety of transportation options is essential to a successful urban center. Rail, bus, bike, foot and car should all be options available to meet specific needs. Cars must be accommodated, but never allowed to dominate the urban environment.

Shared Parking

Like open space, parking must be managed to maintain a compact development form conducive to pedestrian travel. The maximum amount of allowed parking should be controlled. Large buildings should be garage parked. Surface parking lots should be publicly owned and shared as open public parking. Surface parking lots should be considered as reserved future development sites. On-street parking is encouraged to reduce the need for parking lots and reduce the speed of vehicular traffic.

Character & Authenticity

Authentic places take on the personality of those within them. Urban centers that grow organically through multiple independent local business decisions and personal investments are more likely to develop a unique character and authenticity. Organic development faces greater coordination and financial challenges, but typically results in a more spontaneous and dynamic character. Sculpture, wall graphics and murals by local artists can add visual interest and personality to urban centers.



Photo/Mike Newman



Photo/Mike Newman



Seek opportunities for the unexpected, such as human-scaled, niche public spaces within developments.

CONTINUING THE MOMENTUM

Only a decade after Downtown Plano's resurgence began, there are many success stories to tell. Residents of downtown and its surrounding neighborhoods populate the streets, visiting downtown shops and restaurants, taking children to the park and walking their dogs. A vibrant restaurant and nightlife scene attracts people from throughout the region. New investors and businesses have diversified the retail, service and office sectors. With economic recovery, new residential development is under way, adding to the street life and energy of the area. Downtown Plano has the critical mass necessary to sustain existing businesses and attract new ones.

Goals for the Next 10 Years:

- Develop 1,000 units of housing within one-half mile of the Downtown Plano Station and a total of 2,000 units within the Plano DART rail corridor.
- Diversify non-residential use and develop or revitalize 150,000 square feet of non-residential space within one-half mile of the Downtown Plano Station and a total of 500,000 square feet of non-residential space within the DART rail corridor.
- Use redevelopment opportunities to remove blighted and underperforming commercial buildings.
- Improve streets, trails and sidewalks to create a pedestrian-friendly environment and better connections among neighborhoods, mixed-use centers and transit stations.
- Improve the physical condition and economic vitality of neighborhoods within the DART rail corridor.
- Continue the economic and tax base growth required to provide public improvements, services and reinvestment incentives.



Photo/Mike Newman



Photo/Mike Newman



RECOMMENDED ACTIONS

To build on the original strategies that have been key to Downtown Plano's successful rebirth, several actions are recommended during the next 10 years:

- 15th Street Gateway – Reconstruct 15th Street from G Avenue to US 75, adding a bike lane, streetscaping, and relocating overhead utilities. \$4.3 million. Funded.
- Improve the US 75/15th Street overpass, add lighting and artwork noting Downtown Plano. Estimated Cost -- \$500,000. Funded.
- 18th Street Improvements – Reconstruct portions of 18th Street east and west of G Avenue to realign lanes and remove the median strip. Estimated Cost -- \$1.2 million; part of larger reconstruction project. Funded.
- 14th Street Reconstruction – Rebuild 14th Street from F Avenue to U.S. 75 and add sidewalks and street lighting. Estimated Cost -- \$300,000. Funded.
- McCall Plaza – Modify and repair the McCall Plaza to improve the DART pedestrian crossing, remove the water wall, re-landscape, replace cap stones and create a stage for entertainment events. Estimated Cost – \$1.5 million. Funded.
- 12th Street Station – Secure designation of the proposed 12th Street Cotton Belt/ Red Line Station. Purchase and develop three acres of land for parking for use by commuters and area businesses. Estimated purchase price-- \$1 million to \$1.5 million. Funded.
- Transit Village Veloweb – Construct the planned hike and bike trail connecting the four DART stations. Add bike racks and lockers at rail stations and other activity nodes. Includes sidewalk, street trees and ornamental street lights along J Avenue from 12th Street to 18th Street. Estimated Cost -- \$4.0 million. Partially funded.



- Municipal Center South Redevelopment – Relocate the Parks and Recreation Department and redevelop the site, including other non-historical properties within the block as a mixed-use project. A large public parking garage would be a part of the project. Estimated cost -- \$2 million for parking improvements. Does not include relocation of staff. Funded.
- 18th and K Redevelopment – Assemble and redevelop the block located at the southeast corner of 18th Street and K Avenue as a master planned mixed-use development. This project would include a large parking garage devoted to public parking and municipal use. Estimated Cost -- \$1.5 million, primarily for land acquisition. Funded.
- Parker Road Station – Continue to pursue urban mixed-use development at the Parker Road Station. Efforts should focus on city and county-owned property along Park Boulevard. Estimated Cost -- \$2.6 million, including land acquisition and perimeter improvements. Funded.
- Downtown Business Government Zoning District – Modify and expand the Downtown Business Government district to include the 12th Street Station and south couplet corridor. Estimated Cost – staff time.
- Public Improvement District – Establish a public improvement district for the management, maintenance and promotion of downtown. Estimated Cost – staff time to establish district.
- Neighborhood Empowerment Zone - Expand Neighborhood Empowerment Zone #1 to apply to the 12th Street Station area and the Vendome and Haggard Additions. Add incentives to attract uses including offices, primary medical services, lodging, and artist studios and galleries. Estimated Cost -- \$100,000 in waived fees over a 10 year period.
- TIF District – Expand the duration of TIF District 2 beyond 2014, but eliminating the participation of the Plano Independent School District, as required by law. Estimated Cost – \$500,000 annual property tax contribution by the City.



Implementation





IMPLEMENTATION & FUNDING

Downtown development is being spurred by a variety of incentives provided by the City of Plano. Many of the projects conducted during the last decade resulted from public/private partnerships tailored to the specific needs of each project.

The city continues to amend development regulations to achieve good design and sound development economics, while protecting downtown's historical and architectural character. The city expedites plan review and inspections to keep projects on schedule.

In addition to these incentives, the city has created many programs, described below, to further encourage development downtown and in the surrounding neighborhoods:

Tax Increment Financing: In 1999, the City of Plano, the Plano Independent School District, Collin County and Collin College created a tax increment finance (TIF) district to encourage economic reinvestment along the DART rail corridor. As authorized by Chapter 311 of the Tax Code, a TIF receives funding through ad valorem taxes derived from the growth of the total appraised value of property within the district occurring after the district is established.

TIF funds can be spent for infrastructure, facilities and land within the district to facilitate economic reinvestment. State law also grants municipalities broader development powers within a TIF district.

TIF #2 extends along the DART rail corridor from the southern city limit to approximately one-half mile north of Parker Road. At the time the TIF was created, the total appraised value of property within the district was \$313 million. Today, the total appraised value has grown to over \$459 million, yielding \$31 million in revenue to date.

Thus far, projects (including the Courtyard Theater and Cox Building rehabilitation) specified for TIF funding have created a funding obligation of \$12 million. The total revenue generated during the district's 15-year life (which expires in 2014) should exceed \$20 million.

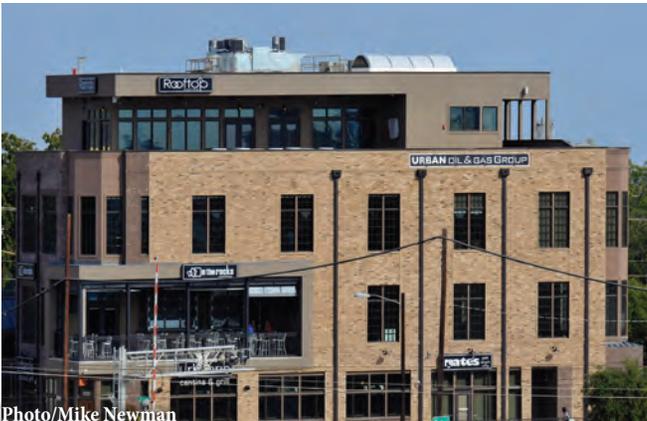
380 Agreements: Chapter 380 of the Local Government Code gives municipalities authority to make grants and loans of funds or services to further economic development. This authority, combined with that associated with tax increment financing, is the basis for most public/private partnership development agreements.





Photo/Mike Newman

Neighborhood Empowerment Zone: Authorized under Chapter 378 of the Local Government Code, the City of Plano created Neighborhood Empowerment Zone #1 in August 1999, which includes downtown and the surrounding neighborhoods. Among the powers granted by the law, cities may waive development fees within an empowerment zone to stimulate economic development, including the production and rehabilitation of affordable housing. Plano's empowerment zone waives all development-related fees for construction, remodeling and rehabilitation of commercial buildings and single-family housing. Fees are also waived for the rehabilitation of multi-family units, provided the cost of work is greater than \$8,000 per unit. The neighborhood park fee is waived for new multi-family construction. As of June 2012, \$726,930 in fees have been waived, resulting from construction valued at \$72,446,398.



Photo/Mike Newman

Historic Preservation Tax Exemptions: Under the authority of Chapter 11.24 of the Tax Code, properties designated as a heritage resource by the city are eligible to receive a property tax exemption to encourage proper restoration and maintenance. The size of the exemption ranges from 38 percent to 100 percent of the structure's value based on the use of the property and its historical significance. All four governmental entities that levy a property tax in Plano participate in the program. Designated properties are reviewed annually to ensure they are properly maintained and qualified to continue receiving the exemption. In addition to designating individual properties, Plano has established two heritage districts – downtown and the adjacent Haggard Park neighborhood.

Fire Sprinkler Program: Fire protection of Downtown Plano has been a long-standing concern. Downtown was repeatedly destroyed by fire in the 1890s. Today, only a few buildings in the historic commercial core have fire sprinklers. The Fire Department is working with downtown merchants and building owners to reduce risk and install a shared fire sprinkler system. As an incentive, the city will pay the cost of extending water lines and installing fire valves and risers to serve building groups. The merchants will pay the cost of internal service lines and sprinkler heads.



Regulatory Incentives: A number of regulatory incentives have been adopted to accommodate development and reduce cost. No existing building is required to provide parking regardless of occupancy. Up to 4,500 square feet of building area may be added to a designated historic building without providing parking. New buildings are required to provide parking, but at a much lower rate than required elsewhere in the city.

The Planning & Zoning Commission may also decrease the amount of required parking by giving credit for nearby public parking. Buildings may cover 100% of the lot and may be four stories in height. Live/work units are permitted on the ground floor of buildings. Building stoops, awnings, balconies and signs are permitted to extend into the street right-of-way. Where sidewalks are sufficiently wide, the city permits outside dining under a license agreement with the restaurant. The 2009 International Building Code for Existing Buildings is used for regulating restoration and remodeling of historic commercial buildings.



Photo/Mike Newman

SUMMARY

Downtown Plano and the DART rail corridor are redefining Plano's future. As the region's population grows to more than 9 million during the next 20 years and Plano matures, greater emphasis will be placed on redevelopment and creation of mixed-use urban development. Downtown and the DART rail corridor remain full of opportunities to demonstrate how density, diversity and design can stimulate reinvestment while improving the quality of life and sense of community.

Additional Information: Contact the City of Plano Planning Department at 972-941-7151

Websites:

www.plano.gov

www.dart.org/travelagent/darttravelagent.asp?zeon=travelagentliving#DowntownPlano

www.eastsidevillage.com

www.planoplanning.org

www.developmentexcellence.com/awards/overview.asp

www.visitdowntownplano.com

www.planotexas.org

www.plano.gov/Departments/Planning/mapsgisdemographics/Pages/default.aspx



Photo/Mike Newman



Photo/Mike Newman

A blue-tinted photograph of a street scene. On the left is a brick building with a large window and a door. On the right are trees and a sidewalk. The word "Appendix" is overlaid in white text in the center-right area.

Appendix

Eastside Village I Project Profile

Location: NW corner of 15th Pl. & K Ave.
Site size: 3.6 acres
Gross building area: 245,000 Square Feet
Building height: 3- and 4-stories
Construction classification: 1997 UBC Group R-1 & M, Type V-1 Hour
Building materials: Frame construction, brick veneer, stucco and hardy board
Number of dwelling units: 33 efficiencies, 118 one bedroom, 83 two bedroom
Non-residential space: 15,000 square feet
Parking: 351 garage spaces, 47 surface spaces
City of Plano construction cost: \$2,000,000 (\$ 1,030,098 credited against land transferred by DART to Plano.)
Amicus construction cost: \$15,720,000 total; \$13,100,000 hard cost.

Project architect: Womack & Hampton Architects, LLC
 4311 Oak Lawn, Suite 50 214/252-9000
 Dallas, TX 75229

Civil engineer: Huitt-Zollars, Inc
 1717 McKinney Avenue, Suite 1400 214/871-3311
 Dallas, TX 75202

Landscape architect: Huitt-Zollars, Inc.
 1717 McKinney Avenue, Suite 1400 214/871-3311
 Dallas, TX 75202

Developer: Amicus Partners, Limited
 8343 Douglas Avenue, Suite 360 214/635-4723
 Dallas, TX 75225

Public concessions and incentives: The City of Plano assembled the site, cleared improvements and abated environmental contamination. The site was leased to the developer for 70 years, with three 10-year renewal options. Annual base rent (\$0.60/sq. ft.) was discounted in the first and second year of the lease to 25% and 50%. After the third lease year (base year), the ground lease is adjusted based on the net operating income generated by the development. The City assumed responsibility for the construction of off-site infrastructure serving the development. Development fees paid to the city were credited against the ground lease rent during the first and second years. The neighborhood park fee was waived.

Property tax: 1998 tax valuation \$1,102,211. 2011 tax valuation \$16,048,099.



Photo/Mike Newman

Eastside Village II Project Profile

Location: NE corner 14th St. & K Ave.

Site size: 3.1 acres

Gross building area: 245,000

Building height: 3 and 4-stories

Construction classification: 2000 IBC Group R-2 & M, Type V-A

Building materials: Frame construction, brick veneer, stucco and hardy board

Number of dwelling units: 38 efficiencies, 137 one bedrooms, 54 two bedrooms

Non-residential space: 25,000 square feet

Parking: 419 garage spaces, 33 surface spaces

City of Plano construction cost: \$800,000 reimbursement allowance

Amicus construction cost: \$17,830,000 total; &15,100,000 hard cost

Project architect:	RTKL Associates, Inc. 1717 Pacific Avenue Dallas, TX 75201	214/871-8877
Civil engineer:	Huitt-Zollars, Inc. 1717 McKinney Ave., Suite 1400 Dallas, TX 75204	214/871-3311
Landscape architect:	RTKL Associates, Inc. 1717 Pacific Avenue Dallas, TX 75201	214/871-8877
Developer:	Amicus Partners, Limited 8343 Douglas Ave., Suite 360 Dallas, TX 75001	214/635-4723

Public concessions and incentives: The City of Plano deeded 1.1 acres to Amicus in exchange for 100 garage parking spaces (in addition to those required by code). The right to the parking is secured by easement. The city is providing an allowance of \$800,000 for the construction of public infrastructure to serve the development. The neighborhood park fee was waived.

Property tax: 1999 tax valuation \$979,328. 2011 tax valuation \$17,423,092.



Photo/Mike Newman

Plano Courtyard Theater Profile

Location: NW corner of 16th St. & H Ave.

Site size: 1.063 acres

Gross building area: 20,000+ square Feet

Building height: 33 feet

Building materials: Brick and cast stone

Parking: 200

Construction cost: \$6+M

Description: The Plano Courtyard Theater is being created through the adaptive reuse of the Cox High School Gymnasium, located on Avenue H across from Haggard Park. Constructed in 1938 under the Works Progress Administration, the building is Plano’s second oldest public structure. The 326-seat theater is a flexible venue well suited to a variety of theatrical, musical and other artistic performances. The theater can be set in several configurations, including end stage, thrust stage and arena. The “courtyard” name refers to the manner in which the balcony surrounds the floor seating and engages the stage to create an intimate environment. Moveable panels allow the room to be acoustically tuned to the needs of the performance. Approximately 20,000 square feet in size, the theater includes large lobbies and ample space for technical and administrative functions.

- Original Architect:** Hoke Smith
- Project Architect:** Hardy Holzman Pfeiffer Associates
902 Broadway, 11th Floor 212/677-6030
New York, NY 10010
- Theater Consultant:** Theatre Projects Consultants
25 Elizabeth Street 203/299-0830
South Norwalk, CT 06854
- Acoustician:** Jaffe-Holden Acoustics, Inc.
114A Washington Street 203/838-4167
Norwalk, CT 06854
- General Contractor:** Joe Funk Construction Engineers, Inc.
11226 Indian Trail 972/243-7141
Dallas, TX 75229

Financing: The City of Plano leased the building and site from the Plano Independent School District for 60 years in exchange for the district’s use of the theater for 10 days annually. The main source of funding is \$4.6 million from a tax increment finance district. Other funding has been provided through the city’s general fund, hotel/motel tax and private gifts.



15th Street Village Profile

Location: SE & SW Corners of 15th St. & G Ave.

Site Size: 4 acres

Number of Dwellings: 34 Townhomes and 90 Condominiums

Building Height: 2-Story Townhomes and 3-Story Condominiums over 1 Level Garage

Unit Size: 1,700-2,100 Sq.Ft. Townhomes and 900-1,100 Sq.Ft. Condominiums

Projected Sales Price: \$250-300K Townhomes and \$150-200K Condominiums

Project architect: Graphics Design Group 214/520-8800
3615 N. Hall Street
Dallas, TX 75219

Civil engineer: Helmsberger & Assoc. 972/442-7459
1525 Bozman Road
Wylie, TX 75098

Contractor: Diversified Construction Services 972/668-9354
10625 North County Road
Frisco, TX 75034

Developer: OakPath LLC

Public Concessions and Incentives: City of Plano provided a 2-year option to purchase approximately 1 acre of land at \$11 per square foot subject to the developer acquiring all other property required for the project, obtaining zoning and plan approvals and substantially completing 50 dwelling units. The city also provided a reimbursement allowance of \$100,000 for public infrastructure and \$24,000 cost participation in shared use on-street parking. The city will waive most development fees associated with the project.



Lexington Park Profile

Location: West Side of G Ave. from 16th Street to 18th Street

Site Size: 6.325 Acres

Number of Units: 98 Luxury Townhomes Residences

Unit Size: 1681 to 2400+ Square Feet

Sales Price: \$269,000 to the High \$400s / Custom Program Available

Project Architect: Hamilton <> Atelier
 Dallas, Texas 214.520.1500

Civil Engineer: Kadleck & Associates
 Dallas, Texas 972.702.0771

Contractor: Lexington Luxury Builders, LLC
 Dallas, Texas

Developer: Lexington Residential Development LP
 Dallas, Texas

Public Concessions and Incentives: City of Plano sold the site to the developer at \$3.41 per square foot. The city also provided a reimbursement allowance of \$1,000,000 for public infrastructure and \$438,000 for participation in off site drainage improvements. The city waived most development fees associated with the project.



15th and I Profile

Location:

Southeast corner of 15th Street and I Ave.

Lot Size: 3.1 Acres

Number of Units: 280

Retail Space: 15,000 square feet

Unit Size: 870 SF Average

Construction Cost: \$32,000,000+

Developer: Southern Land, LLC 615/778-3150
1550 McEwen Drive, Suite 200
Franklin, TN 37067

Project Design Team:

Southern Land Internal Design Services

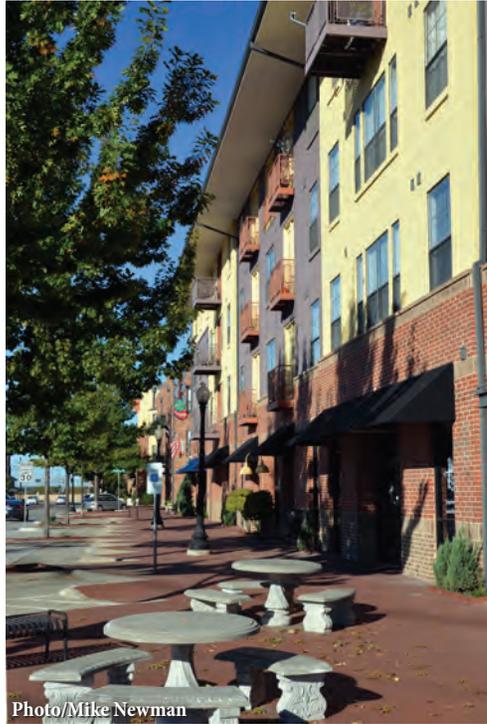
Project Commencement: 2012

Public Concessions and Incentives: The City of Plano is granting 1.6 acres of land in exchange for 100 garage parking space dedicated to the city for its exclusive use. In addition the City is reimbursing the developer \$1.7 million for perimeter streetscape improvements, including \$900,000 for a pedestrian walkway adjoining the DART rail line. DART is providing the City of Plano an easement within its right-of-way for the pedestrian walkway. Because of its TOD benefit, the North Central Council of Government is crediting the City of Plano \$900,000 toward local funding matching requirements of future road projects.





Photo/Mike Newman



Photo/Mike Newman

City of Plano Planning Department
1520 K Avenue, Suite 250
Plano, TX 75074
(972) 941-7151
www.planoplanning.org

City of Plano Building Inspections Department
1520 K Avenue, Suite 140
Plano, TX 75074
(972) 941-7140
www.plano.gov

City of Plano Economic Development
5601 Granite Parkway, Suite 310
Plano, TX 75024
(972) 208-8300
www.planotexas.org

Dallas Area Rapid Transit
1401 Pacific Avenue
Dallas, TX 75202
(214) 749-3278
www.dart.org

North Central Texas Council of Governments
616 Six Flags Drive
Arlington, TX 76005
(817) 640-3300
www.ntcog.org

Historic Downtown Plano Association
PO Box 860841
Plano, TX 75086-0841
(214) 674-3225
www.visitdowntownplano.com



Photo/Mike Newman



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Photo/Mike Newman

2012 Population – 261,900

Percentage of Adults with Bachelor’s Degrees or Higher – 55%

Median Household Income -- \$83, 239

Median Home Price -- \$215,500

Major Corporate Presence

JCPenney	Frito-Lay
HP	Denbury Resources
Encana	Dr. Pepper-Seven Up Group
Alcatel-Lucent	Alliance Data Systems
Cinemark Holdings	Rent-A-Center
Capital One	Ericsson
Dell Services	Cigna
Raytheon	Pepsi-Co

Mayor-Council-City Manager Form of Government

AAA City Bond Rating

Local Economic Development Incentives:

- Cash Grants
- Tax Abatements
- Freeport Exemption
- Tax Increment Finance District

City of Plano

2000 Census Total Population 259,841
 2011 Total Population Estimate 261,350

Median Age 37.2

Race and Ethnicity

Hispanic 14.7%
 Non-Hispanic 85.3%

African American or Black 7.4%
 American Indian/Alaska Native 0.3%
 Asian 16.8%
 Native Hawaiian/Other Pacific Islander 0.0%
 Some Other Race 0.2%
 White 58.4%

Foreign Born 24.5%

Educational Attainment

No High School Diploma 6.7%
 High School Diploma/GED 14.3%
 Some College, No Degree 18.0%
 Associates Degree 7.2%
 Bachelor's Degree 34.0%
 Graduate/Professional Degree 19.7%

Household Income Distribution

Under \$25,000 13.0%
 \$25,000 to \$49,999 17.1%
 \$50,000 to \$74,999 17.9%
 \$75,000 to \$99,999 13.3%
 \$100,000 to \$149,000 17.9%
 Over \$150,000 20.8%

Median Household Income \$79,234
 Per Capita Income \$38,778

Poverty

Population below poverty 7.9%

Median Housing Value \$220,500

For more demographic and community information visit:

Planning Department

<http://www.plano.gov/Departments/Planning/mapsgisdemographics/Pages/default.aspx>

Plano Economic Development

<http://www.planotexas.org/Live---Work-in-Plano.aspx>

3-Mile Radius of Downtown Plano

(Source 2010 Census and 2010 ACS Attributes)

Total Population 89,675

Median Age 41.1 years

Race and Ethnicity

Hispanic 25.8%
 Non-Hispanic 74.2%
 African American or Black 8.7%
 American Indian/Alaska Native 0.6%
 Asian 7.9%
 Native Hawaiian/Other Pacific Islander 0.1%
 Some other Race 10.3%
 White, Non-Hispanic 55.5%

Educational Attainment

No high school diploma 15.2%
 High School Diploma and Higher 84.8%
 Bachelor's Degree or higher 39.3%

Household Income Distribution

Under \$25,000 14.4%
 \$25,000 to \$49,999 21.8%
 \$50,000 to \$74,999 18.9%
 \$75,000 to \$99,999 15.9%
 \$100,000 to \$149,000 17.2%
 Over \$150,000 11.7%

SPECIAL THANKS TO:

PATRICK KENNEDY, AICP CNU, SPACE BETWEEN DESIGN STUDIO – COLLABORATION AND GRAPHIC DESIGN

MIKE NEWMAN, WISHBONE GRAPHICS, INC. -- PHOTOGRAPHS

GABY PRUITT, GABY PRUITT PHOTOGRAPY – PHOTOGRAPHS

DALLAS AREA RAPID TRANSIT

HISTORIC DOWNTOWN PLANO ASSOCIATION

NORTH TEXAS DISTRICT COUNCIL OF THE URBAN LAND INSTITUTE

RESIDENTS OF DOUGLASS, OLD TOWNE, HAGGARD PARK, HAGGARD ADDITION AND VENDOME NEIGHBORHOODS