

AN ADVISORY SERVICES PANEL REPORT

Southwest Center Mall Dallas, Texas



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Strategies for Transforming and Reinventing the Southwest Center Mall

June 14–19, 2009
An Advisory Services Panel Report

Urban Land Institute
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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 more than 33,000 members worldwide, representing the entire spectrum of the land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians.

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, brownfields 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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Interviews conducted with numerous stakeholders, including residents, business owners, and public officials, provided information and diverse perspectives, aiding the panel in its analysis. The panel thanks all those who consented to be interviewed.

Finally, the panel wishes to thank Dallas District Council outgoing chair John Walsh and incoming chair Christopher Seiley for their active participation in this endeavor.

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Foreword: The Panel's Assignment

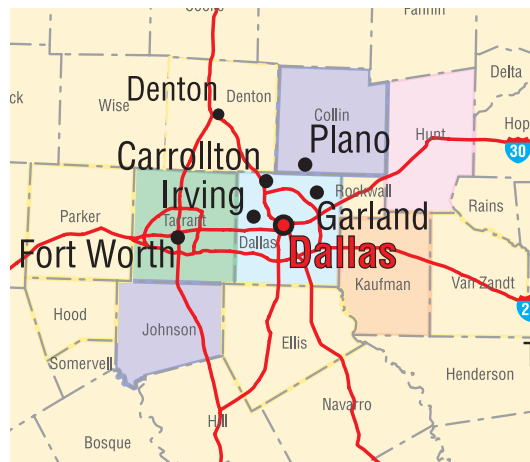
A ULI Advisory Services panel spent June 14 to 19, 2009, evaluating the redevelopment potential of the distressed Southwest Center Mall located in Dallas, Texas. Built in 1975 by the Debartalo Company, the Southwest Center Mall sits on 96 acres located 11 miles south of downtown Dallas. When it opened, it was the only regional mall in southern Dallas and was named Red Bird Mall after the community it served. It is a typical center-oriented mall with large anchor stores surrounding a core of smaller, in-line retail spaces. Including the anchors, it has 1.1 million square feet of space.

The mall's customer base began to weaken soon after completion due to competition from newer retail space built nearby. New owners in 2001 renamed the mall Southwest Center Mall after investing in revitalizing improvements, primarily a food court. Over the past few years, as more competition occurred with newer nearby retail centers, decline has quickened. Montgomery Ward went bankrupt and liquidated in 2001. Its space is currently occupied by Burlington Coat Factory. JCPenney also shut its doors in 2001 and left for nearby Cedar Hills. Next, Dillard's shut its doors in 2006 and left for the same nearby location. Macy's replaced Foley's, originally Sanger-Harris, when the May Company was acquired by Federated Department Store in 2006. The three current anchors—Macy's, Sears, and Burlington Coat Factory—are operating but clearly have revenue and visibility problems. The in-line portion of the mall has changed hands several times in recent decades because of bankruptcies and foreclosures and is currently owned by Madison Realty Capital.

From the perspective of the community and the city, the Southwest Center Mall has become a dead shopping mall. Like many dead malls that exist nationally, over half the floor space is vacant, consumer traffic is low, and the configuration is dated or deteriorating. Over the past three years,



Location map.



Regional map.

the city has worked hard to recruit a developer to redevelop the mall. To date this effort has failed due to the obsolete retailing configuration that will be expensive to refurbish, fragmented ownership across six owners on the site, and significant over-retailing of the area. Although the city has available relevant programs, such as tax increment financing districts, one has not yet been put in place for this area.

The Panel's Assignment

The panel's assignment was to formulate a plan to revitalize the Southwest Center Mall by exploring alternative uses for the anchor stores, studying the feasibility of mixed uses, and considering the desirability of civic and public uses to contribute to a sense of place at the Southwest Center Mall area. The panel also considered strategies for public investment through public/private partnerships to address the challenging economic and infrastructure needs. Finally, the panel was charged with formulating implementation strategies for achieving its recommendations.

The City's Scoping Questions

The city of Dallas asked the panel to address the following specific questions:

- What alternative uses or reuses exist for the anchor stores, including other anchor retailers and nonretail uses?
- Can the market support a regional retail concept?
- Should it become a mixed-use center?
- What civic and public uses might be needed in the immediate area?
- What is the best organizing structure for the project, especially given the fractured ownership of the mall and its outlying parcels (33 owners)?

The five-day panel is intensive and includes an in-depth briefing day and a tour of the site.

- What type of master plan is needed for the project?
- What are potential funding sources?
- How does the city of Dallas fit into the process?
- What should be controlled by the private sector and what should be public sector?
- What provides the biggest impact in terms of development?
- What should the city of Dallas focus on first?
- Is the timing right for Dallas to benefit from the project?

Summary of Issues

After reviewing the considerable background material, conducting the interviews, and studying additional research, the panel reached the following conclusions about conditions at the Southwest Center Mall:

- The market is too weak to support a solely private investment in revitalization. There is simply too much overbuilding of retail in southern Dallas and adjacent communities to create a strong enough market to support the magnitude of private investment needed to revitalize the property.
- There are six main property owners on the site. Each owner currently acts separately from the other. In other words, each is an



independent entity. In reality, the six main property owners are interdependent, in that for any one property owner to see enhanced value, all the properties must cooperate and work together to reach joint goals.

- There is no plan for how to revitalize the Southwest Center Mall. While there are many ideas, the city and the community have not reached any consensus on a vision for how to proceed. Any developer will be wary of entering a predevelopment process given the time, the cost, and the uncertainty that this lack of a vision creates.
- The community strongly supports revitalization to restore the Southwest Center Mall site as a community resource. The panel was impressed with the coherence of community support for revitalization. Revitalization will require creating a vision and then creating the tools to achieve that vision. The strength of commitment from the surrounding southern Dallas community will be a vital contributor to success.
- Poor access to the site limits its market potential. The panel strongly believes that success will depend on enhancing access to the site from the freeway and from surrounding neighborhoods. Pedestrian access will be as important as automobile access.
- There are concerns about the city's commitment to help with revitalization the way it has done for several other projects in the city. The city has a track record of extensive public/private partnerships for helping with the revitalization of distressed areas in North Dallas and the downtown, but the panel found some skepticism about the city's commitment to assist with an area as intractable as the Southwest Center Mall. The panel believes that the city has shown commitment by first creating the forum for the Southern Dallas Task Force Area Strategies and by supporting the panel's efforts to formulate a strategy for the Southwest Center Mall. The city's follow-through on both of these initiatives will dispel the skepticism about city commitment.

- The window of opportunity to save the Southwest Center Mall as a viable retail site is closing fast. Immediate action is required to save the existing retail activity in the Southwest Center Mall. Maintaining the three existing anchor department stores would create a huge advantage in any revitalization effort. But if the city and community do not act quickly, these stores will close and move elsewhere and the competitive advantage that their presence creates for the revitalization effort will be lost.

Summary of Recommendations

Developing the Southwest Center Mall site will require vision, a communitywide will to see it happen, the commitment and persistence to follow through, and the imaginative use of public/private partnerships to finance and facilitate the project. In preparing this report the panel addressed the following issues:

- Market conditions that will determine what can realistically and successfully be achieved;
- Strategies to revitalize the site;
- Possible visions consistent with community goals; and
- Specific tasks, tools, and responsible parties for accomplishing the vision.

Following an intense week of interviews, site tours, and discussion, the panel recognized significant opportunity for the city of Dallas to revitalize the Southwest Center Mall. The site has strong potential as a mixed-use development site combining residential, entertainment, retail, and community uses. The site needs to be developed at higher density and with better access. The city and community need to refine this vision and embed it in zoning. Additionally, the city needs to immediately exploit its tools to fund public/private partnerships to encourage the private investment necessary to make this vision a reality. The following five principal recommendations are discussed in more detail in the remainder of this report.

Tax Increment Financing

The city should form an expanded tax increment financing (TIF) district to help finance the subsidies needed to overcome the lack of market support. This TIF district should include the executive airport and surrounding housing areas so that the Southwest Center Mall revitalization will not be accomplished in isolation. More jobs at the airport and better quality neighborhoods surrounding the site will be vital contributors to overall success.

Community Vision

It will be important to initiate a community-based process to consider the ideas presented here and to create a site plan and zoning consistent with revitalization. Adopting a community-based vision that is embedded in zoning will have two significant benefits. First, this vision will attract developers who are driven to achieve the kind of high-quality revitalization that clarity in community vision can inspire. Second, this vision will streamline the development process once a developer gets on board.

Site Control

The city must find a way to buy the Dillard's and JCPenney sites immediately in order to start assembling the Southwest Center Mall site into one ownership agreement. Gaining control of the Dillard's and JCPenney sites, especially now at prices that will reflect the current economic situation, will contribute significantly to a successful revitalization effort. The city will need to find funds to advance to this effort. The two department stores themselves could possibly help with seller financing.

Development Team

The city has a practice of working with whatever developer happens to be on site for a revitalization effort. However, for this project the city must actively recruit a developer or developers to implement the plan envisioned by the community. The Southwest Center Mall revitalization may require several developers with a variety of specialties. The recruitment process should focus on choosing the development team or teams best qualified to accomplish the community's vision.

Public/Private Partnerships

The public sector will need to negotiate public/private partnerships that address the viability of the development. Such partnerships need to be based on an understanding of the real estate economics so that the deals are fair to the public sector and provide adequate returns to the private sector.

The panel formulated these five recommendations on the premise that the city can work with the community to create a place that embodies community values and provides a fair economic return to both private and public investments.

Market Potential

To assess the market potential of the Southwest Center Mall, the panel reviewed and analyzed a variety of uses. The unique nature of the site, its buildings, and its location demands a special set of uses. Given the size of the site, the long-term success of this project will demand multiple uses that feed on and support each other, allowing the project to change over time as market support for different types of uses ebbs and flows. Around the country, strong developments and communities that attract and retain users, tenants, and residents over several years benefit from combining commercial, residential, arts, and other uses in a high-quality environment that encourages pedestrian activity and interaction.

Based on the market review, the panelists believe that the Southwest Center Mall site is well suited to sustain a mix of uses that both captures current market interests and builds on potential markets. This mix mitigates the risk of failure for any one use.

Historical Context

The Southwest Center Mall, formerly known as Red Bird Mall, was a thriving retail location when

it opened its doors in 1975. Early success followed from its location in the relatively undeveloped southern portion of Dallas and the lack of any competing malls on that side of town. Soon after its completion, however, the mall began to experience a decline due to changing demographics, a weakening customer base, and increased activities by adjacent jurisdictions on public incentives for retail development. This trend has increased in recent years.

Potential Demand

The retail market in southern Dallas is significantly different than in North Dallas. At heart, this is simply a matter of the demand fundamentals characterized by significantly lower levels of population density, household income, and purchasing power. Figure 1 provides a comparison of the five-mile rings surrounding the Southwest Center Mall and Prestonwood Town Center. Prestonwood Town Center is The Archon Group's redevelopment of the old Prestonwood Mall at the intersection of Beltline Road and Momfort Drive in North Dallas.

In fact, the Southwest Center Mall's trade area is far smaller than a five-mile ring. The trade

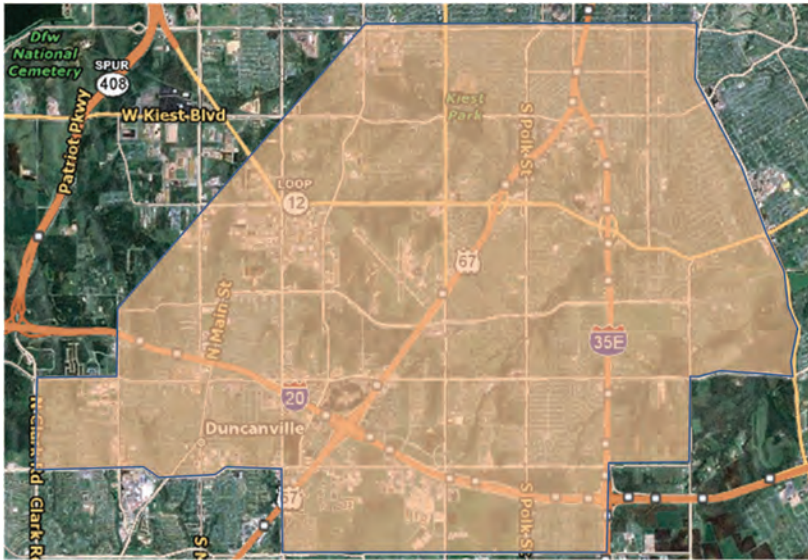
"The shopping mall is the quintessential American contribution to the world's consumer culture, but the conditions that led to the creation of shopping malls and sustained them for decades are changing rapidly."

Ten Principles for Rethinking the Mall (ULI, 2006)

Figure 1
Comparison of Five-Mile Rings

	Prestonwood Town Center	Southwest Center Mall
Population	342,481	239,987
Workers	265,891	N.A.
Median Household Income	\$62,644	\$45,551
Average Household Income	\$90,627	\$58,321
Retail Expenditures	\$5.5 billion	\$1.8 billion
Food/Beverage Expenditures	\$1.7 billion	\$587 million

N.A. = not available.



The trade area boundaries of the Southwest Center Mall have been modified to include the area depicted.

area, as it is called in the industry, is defined as the area from which a shopping center realistically draws. In this case, the primary trade area is southern Dallas, an area that is changing. The population is changing in age as the wheelchair reappears in the malls, in household size with the share of single-parent households emerging, and in ethnicity with the ascendance of Hispanic households. Based on input from local residents and retail real estate experts as well as the city’s Department of Economic Development, the boundaries of the primary trade area have been modified to include the area depicted in the illustration that follows. As a result, the retail product servicing this changing population must change as well.

The fundamentals for this smaller trade area are surprisingly strong. It might not be large enough to sustain a large regional shopping center, which has historically required a population of at least 200,000 to 250,000, but it does have 145,000 people. Furthermore, this trade area population is growing at a per-decade rate of 11.4 percent since 2000. Growth is projected at a per-decade rate of 8.3 percent over the next five years. With a median household income of roughly \$45,000, the area could be classified as middle income. Finally, 50 percent of the housing units are owner occupied.

Existing Supply

Demand, however, is only part of the equation. An analysis of competitive retailing is necessary to determine how the property’s retail potential may fit within the larger marketplace and what niches it might try to occupy or capture. In addition, the competition for tenants must also be considered since, just like shoppers, tenants have a choice of where to spend their dollars. As a result, retailers also decide whether or not to open or remain in the Southwest Center Mall based on how it compares to nearby alternatives.

In this respect, the Southwest Center Mall is severely challenged. Indeed, the competition is even more of a limiting factor than the demand. For example, newer centers, not just in surrounding municipalities but even in the immediate area of the Interstate 20/U.S. Route 67 intersection, account for virtually all of the larger anchor stores that would otherwise consider the Southwest Center Mall site, and have even enticed ones that were already there.

Competition

Trade area residents have for two decades been able to drive roughly 17 minutes west on I-20 to shop at the Parks at Arlington. This large, enclosed, two-level mall has 1.5 million square feet of retail space with four department-store anchors (Dillard’s, Macy’s, JCPenney, and Sears). The Parks is owned by General Growth Properties.

March 2008 saw the debut of MGHerring Group’s Uptown Village at Cedar Hill. This 725,000-square-foot open-air lifestyle center is an 11-minute drive southwest along U.S. 67. MGHerring has already succeeded in luring the Southwest Center Mall’s Dillard’s, and continues to try to do the same with its Macy’s.

Uptown Village at Cedar Hill is also doubling as a sort of community town center, with architectural features reminiscent of a Texas town square, a village green with a performance space and an interactive water fountain, a 2,500-square-foot children’s play area, and even outdoor air conditioning.



In terms of big-box shopping, the Wheatland Road corridor, on the other side of the I-20/ U.S. 67 intersection, already boasts five of the six big boxes that typically anchor such shopping centers, specifically Wal-Mart Supercenter, Sam's Club, Home Depot, Lowe's, and Target. And the sixth, Costco Wholesale, can be found to the south along U.S. 67.

Target is part of a new retail development on Wheatland Road, Weber & Co.'s 368,000-square-foot Wheatland Towne Crossing. This development also includes two large-format brands, Ross Dress For Less and Office Depot, that moved from Camp Wisdom Road on the northern perimeter of the Southwest Center Mall site, as well as a Marshalls.

An outlet mall has also been proposed for the Southwest Center Mall site. However, in addition to Grapevine Mills, the region is soon to welcome one and possibly two new centers. The upscale, 485,000-square-foot Prime Outlets will be in Grand Prairie at I-20 and State Road 360, and the 300,000-square-foot project by Tanger Factory Outlets will be at State Road 12 and Loop 12 in Irving's Texas Stadium Redevelopment Area. It is very unlikely that yet another could proceed.

Retail Potential

In the food category, the low-price niche has already been filled by Wheatland Road, with

Wal-Mart Supercenter and now, Aldi, a limited-assortment grocer that will be opening at Wheatland Towne Crossing. However, given the spacing of existing stores, there would seem to be an opportunity for a traditional mid-market operator, like a Kroger's or an Albertsons. There could even be room for a more moderately priced natural food concept, such as Sunflower Farmers Market from Boulder, Colorado.

Finally, the trade area is severely underserved in the area of entertainment. For example, it lacks a modern multiplex. To see a movie residents have to drive to either the Cinemark Lancaster-DeSoto 14 at I-35 and West Pleasant Run Road in Lancaster, or the Cinemark USA Cedar Hill at U.S. 67 and Farm-to-Market Road 1382 in Cedar Hill.

Generally, film distributors require clearance of at least five to seven miles for first-run pictures, meaning that they will not sell the rights to a particular film to more than one exhibitor without that distance. The Lancaster cinema sits roughly five miles from the Southwest Center Mall site.

However, in a setting such as this, concerns about security have the potential to deter possible mass-market operators. A more promising possibility might be a smaller player like Hispanic-oriented Maya Cinemas or Trans-Lux Theatres, both based in Los Angeles.

Trade area residents are lured by town centers and lifestyle centers that include premium architectural features.

Aldi, an example of a limited-assortment grocer, will be opening just minutes away at Wheatland Towne Crossing.



Site-Specific Factors and Constraints

Retail potential, however, is about more than just demand and supply. A particular site's ability to take advantage of market opportunities depends on its intrinsic characteristics.

For example, there is an adage in the industry that retailers are like lemmings, meaning that they like to be near each other, even near their competitors. The result is that already well-tenanted centers typically become even stronger over time.

The Southwest Center Mall still boasts three reportedly profitable anchors in Sears, Macy's, and Burlington Coat Factory. However, with Dillard's and JCPenney having fled to Cedar Hill, with the in-line space featuring only a few name brands, and with Cedar Hill and Wheatland Road continuing to grow, the momentum is clearly moving in the wrong direction.

This negative momentum is not helped by the Southwest Center Mall's appearance and condition, which sends important visual cues to potential shoppers and tenants. In particular, the dated appearance and poor maintenance suggest a center in decline and an ownership that is either disinterested in or incapable of reversing the current trajectory.

Finally, while it enjoys high visibility at the intersection of two heavily traveled freeways, the possibility of developing anything like a multiplex that would attract regional uses is

limited by poor access from the east, south, and west. Motorists have to take a lengthy, circuitous route to reach the site from U.S. 67 northbound or I-20 east- or westbound.

Market Conclusions

Given the size of the trade area and the presence of such formidable competition, there is simply not enough of a market to support the Southwest Center Mall in its current form. A retail component is still appropriate, but only as part of a larger, mixed-use whole. The panel looked at several other options for the site.

A Town Center

It would be realistic to pursue a multiplex and a grocer. Such additions could give rise to new dining options and convenience-oriented businesses. This redeveloped center should be expected to be no more than one floor of in-line bays with a total of 726,649 square feet of retail space (see Figure 2).

Other Uses

Traditional uses alone will not provide sufficient economic support for a feasible development. Beyond retail, there are opportunities for other real estate products that could change the mall into a kind of village. The following uses offer potential for portions of the site:

- Offices for profit and for nonprofit civic users;
- Seniors' housing for sale or for rent;

Figure 2
Illustrative Development Program

Retail Use	Area (Square Feet)
Sears	205,153
Macy's	152,200
Burlington Coat Factory	96,612
Multiplex	50,000 (approx)
Grocer	50,000 (approx)
In-Line	172,684
Total	726,649

- Recreation on site with connections provided to nearby Boulder Park;
- Cultural facilities anchored by a first-run cinema and/or an amphitheater; and
- Educational uses such as a charter school, a college, or a nursing school.

The mall site should become the rejuvenated heart and soul of the Oak Cliff community. It should be developed as a set of integrated uses in a convenient town-center configuration, and

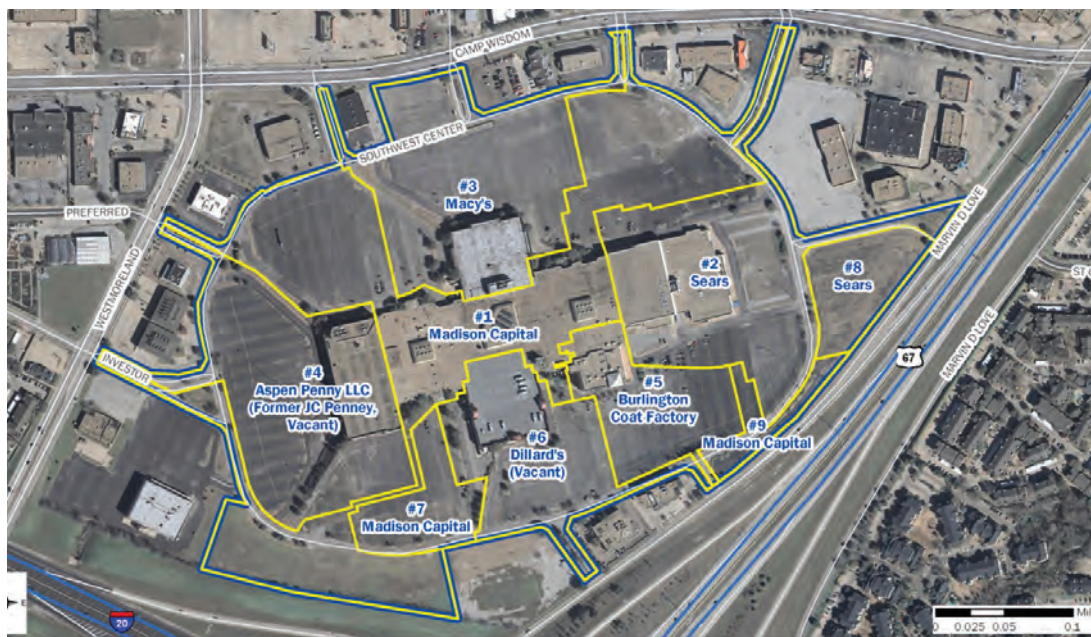
it should be connected to the surrounding neighborhoods and commercial streets.

Political Context

For developers, the goal is always to minimize the amount of time between their purchase of a property and the moment when they start to recoup that investment. For this reason, the higher-caliber companies are likely to steer clear of any project until more of the initial groundwork has been completed and the risk of failure is mitigated. Specifically, there needs to be an integrated plan for the project with buy-in from the key stakeholders.

In the case of the anchor stores, the existing owners are waiting for something to happen and will probably leave if nothing does. The in-line landlords are looking to fill the space in any way they can, and then sell.

Furthermore, the logical player to take the lead in such an effort, the city, does not currently have a seat at the table. It lacks any sort of ownership interest that can be used as leverage to assert a broader, more community-oriented vision for the site.



This diagram shows the fragmented ownership structure at the site.

Planning and Design

The opportunity to develop the Southwest Center Mall is now of critical importance. The market assessment indicated the need to reconsider the land uses on the site and suggested a sustainable mix of uses.

Sustainable Design

A unique, community-based redevelopment solution is required to turn around an underperforming asset. The solution that is developed must be environmentally and socially sustainable, thus creating a new town center that will foster a healthy community over a long period of time. Sustainable communities need more than green buildings. They must have a variety of other uses such as community meeting places, both indoors and out, as well as job development opportunities, education, and, food operations with ties to local farms. All of these characteristics are reflected in responsible design and planning.

Identity

The new town center must be the heart and soul of Oak Cliff/southern Dallas, and represent a unique, diverse gathering spot. It must not be, and probably cannot be, another formula-driven life-style center. Local retailers should provide a unique offering, in addition to national retailers that create a healthy balance, and greater des-

Existing anchor stores are an asset to the community.

tinuation. Environmental graphics and amenities can reinforce the character and theme through the use of artwork, murals, and clocks that work creatively within the streetscape.

Assets and Opportunities

Macy's, Burlington Coat Factory, and Sears are valuable financial and community assets. Little retail expansion is foreseen in the area for some time so retaining these retailers should be a high priority. The vacant Dillard's and JCPenney stores present a once-in-a-generation opportunity to significantly transform the mall. Their departure, while unfortunate, opens the door to needed and welcome change. The mall itself is old and not suited to modern retailing. The costs and benefits of renovating or replacing the mall shops over time will require more study. It may be possible to replace the mall shops incrementally, while both transforming the mall and retaining tenants that serve the community. The acres of surface parking may be the greatest asset of all, offering relatively unencumbered land for the new town center.

Access and Address

The planning concept for the new town center acknowledges that it should be the geographic center of the surrounding community.



Highways

In order to achieve that town center feeling, better access to Interstate 20 and U.S. 67 needs to be provided. Highway access to the mall is poor even though it is adjacent to two highways. Traffic from three out of four directions cannot easily reach the site. The Texas Department of Transportation has plans under environmental review that would significantly improve this access and provide continuous service-road access around the southern edge of the property. These plans should be implemented to improve customer access, attract commercial tenants, and especially to create a front-door address facing the highways rather than the back-side appearance that exists today.

Boulevards

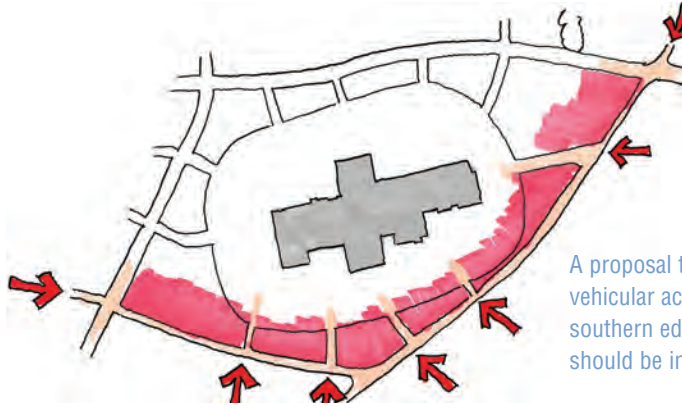
Camp Wisdom and Westmoreland are unattractive and vehicular-oriented arterials. These streets are also the front door to the site and should be enhanced with significant boulevard improvements including landscaping, bike lanes, and improved sidewalks.

Connections

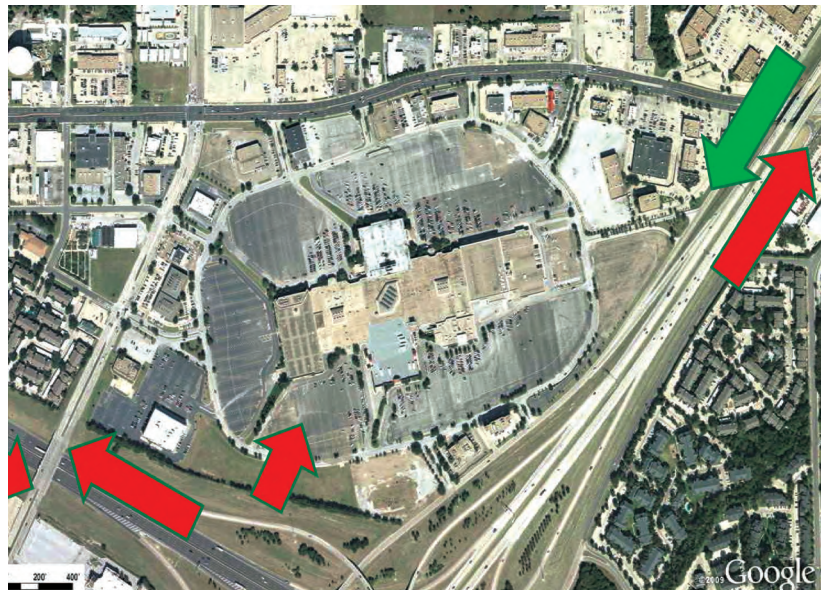
The Southwest Center Mall is isolated from its surroundings by the adjacent highways and the park, open space, and airport to the north. To serve as a vibrant center for the Redbird district, the site should be connected to surrounding areas as much as possible. In particular, the closest rail station is three miles to the north, and future rail expansion plans route rail service away from the site to the east and west. Rail or enhanced bus service should be routed down Westmoreland from the Illinois Station to the mall to connect the site and the Redbird district to downtown Dallas and to the larger region that is already connected by rail.

Land Ownership and Streets

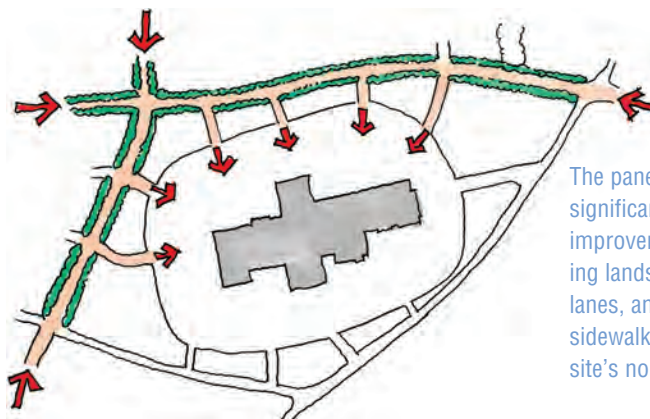
While simple in configuration, malls are supported by complex land ownership and reciprocal easement agreements that tie multiple owners together. As a result, it is extremely difficult to change or update a mall regardless of how



A proposal to improve vehicular access along the southern edge of the site should be implemented.

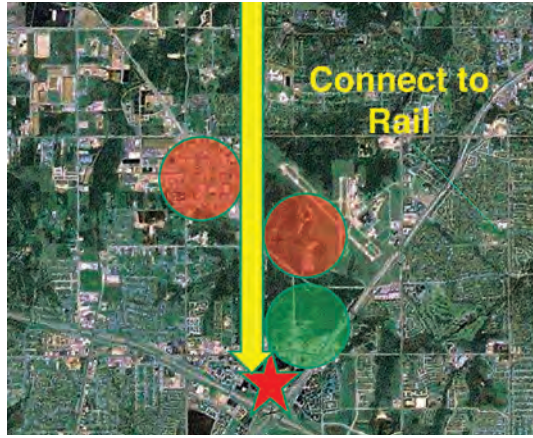


Access to the mall is very poor in three of four major directions even though it is adjacent to main arteries.



The panel proposes significant boulevard improvements, including landscaping, bike lanes, and improved sidewalks along the site's northern edge.

The closest rail transit station is over three miles away.



unsuited it might be to its community. A traditional planning pattern of public streets and infrastructure, in contrast, allows great flexibility in development over time. The mall should be reconfigured into a traditional pattern of streets and ownership to the extent possible to ensure the sustainable and enduring transformation of the district.

Public Life in Public Places

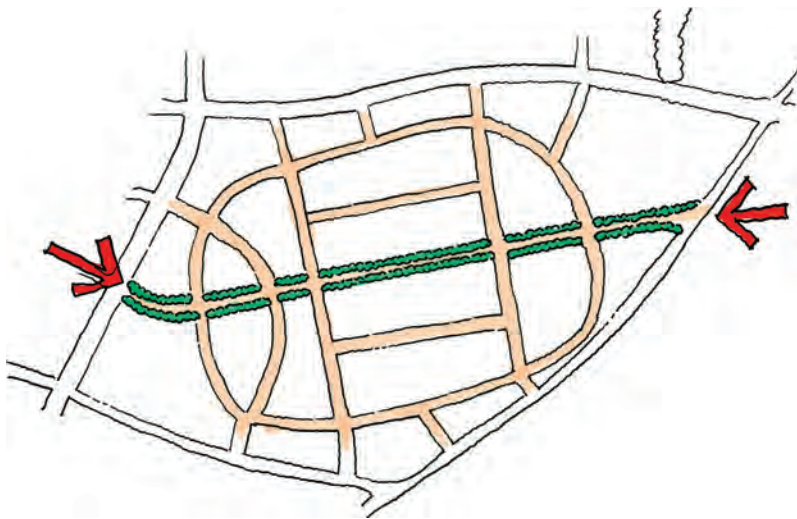
Great neighborhoods, towns, and cities are anchored by great streets and plazas. A vital, active, and well-designed public realm can support a variety of uses and diverse communities. A great street is active, used, comfortable, and safe. A great district is a good host, welcoming and attentive without intruding.

The panel recommends that the new town center be organized around a town lawn and retail street. Public activities can occur on the lawn and will include musical performances and art shows. Amenities such as an interactive fountain attract young and old and create a focus to the community. Movable seating provides opportunities for conversation groups, finding shade on a hot day, and casual lunches. Other entertainment uses such as a cinema can locate their entry points from this public lawn.

The town lawn will be the highlight of a magnificent mixed-use street. Sidewalks will be wide for café seating. Awnings, projecting signage, and street furniture will provide the visual tapestry of images that make urban spaces lively. The street should follow a simple geometry, or simply be straight like most of the great streets of the world. Spurs from the main street should be short, and provide framed views to the public areas.

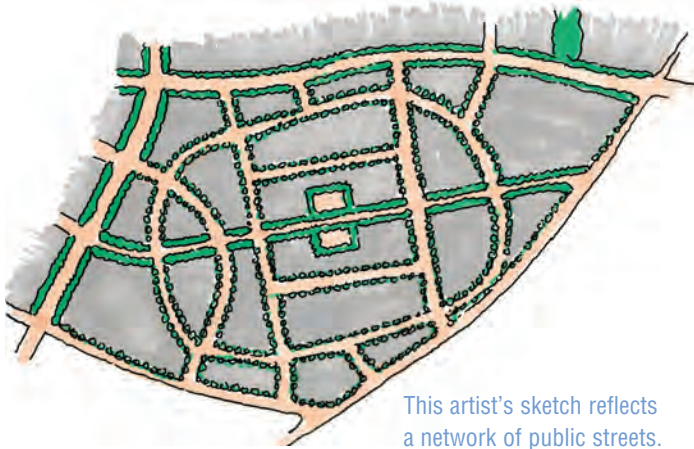
A Framework for Many Uses

A well-planned network of public streets, infrastructure, and private parcels can be determined early. This traditional method of mixed-use development sets the stage for incremental development that can remain flexible to meet market and community needs.

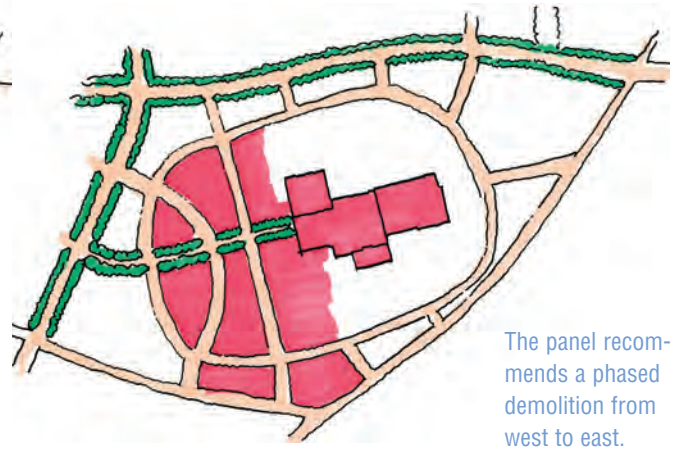


A great street is active, comfortable, and safe.





This artist's sketch reflects a network of public streets.



The panel recommends a phased demolition from west to east.



The panel recommends a new town center to be organized around a lawn and retail street (shown in red).

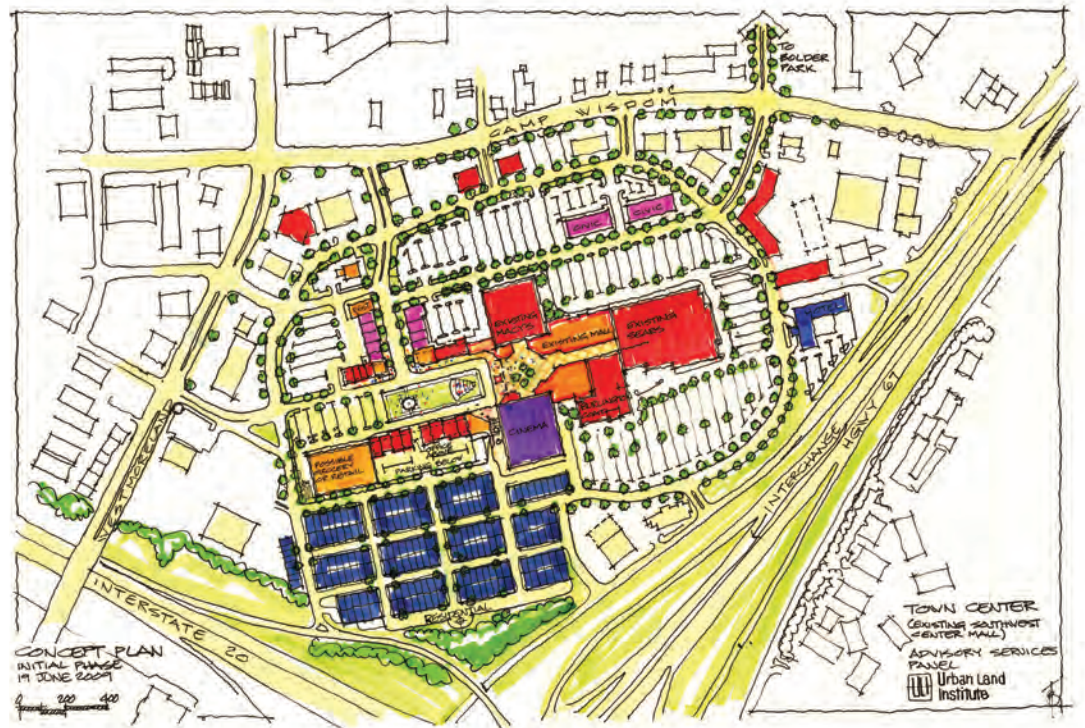
Initial Phase

A successful plan for the redevelopment of the site will be flexible and allow the program of uses to evolve as the redevelopment occurs. The western end of the current mall is weak, especially on the first level. We recommend that both levels of the west end of the mall be demolished from the center court through the former Dillard's space. A new open-air collection of buildings will spill into the upper level of the mall at the line of the demolition. This initial phase will allow successful existing tenants and new tenants to consolidate in the eastern end of the mall.

The demolition of the lower level of the mall presents an opportunity to submerge structured parking with little or no additional excavation. Structured parking is required for a long-term solution that places a greater value on the land than that which exists today in the local marketplace. The city's participation will be required to make this happen.

There is an opportunity to create office over retail in the new open air street plaza that can be built in the first phase. This initial phase will change the perception of the mall, and allow for future growth.

This artist's sketch reflects one view of what could happen at the site. Ultimately, the plan will reflect input from the community.



The District

The adjacent pad parcels on both sides of Camp Wisdom and Westmoreland need to be included in any planning effort and rezoning. A diverse mix of private and public uses will further reduce the financial risk, especially if strong consideration is given to finding high-quality users and tenants.

Development Strategies

The word *mall* is something that takes us back to the 1970s and 1980s. Malls were places to go shopping and have fast food, a place to have an inside morning jog, and ultimately go back home. Today, the word *mall* feels worn out. Today people want a place. This place comprises multiple uses, and brings a totally different personality and experience to where people and families not only shop, but also live, play, and work.

Vision

The purpose of this panel is to help the city of Dallas define a new vision to transform the Southwest Center Mall into an active and vibrant part of the city economy. In the preceding sections, the panel analyzed the market potential and a design and planning scenario, which indicated the need to reconsider land uses on the site. The architectural team has provided one vision of what the Southwest Center Mall could be. It is not the only vision, it is one possible vision. The panel believes that the ultimate form of the redeveloped 100-acre district must be drafted by a coalition of neighborhood, civic, and stakeholder interests.

The Southwest Center Mall has deteriorated almost to the point of the need for a total demolition. Without immediate action from the community, the city, and a focused redevelopment team, the destiny of this site is in great peril.

The Time to Act Is Now

The panel believes that the time for action is now. The vacancy of two department stores has produced a unique and compelling opportunity. The overwhelming degree of concern for the redevelopment of the mall area demonstrated by the city of Dallas, particularly the Economic Development Department, and the adjacent

community has created the environment for action. *The Mayor's Southern Dallas Task Force Report* (June 2009) is evidence of the degree of local cooperative action that is possible.

Consequently, the ULI panel recommends immediate action in establishing a public, private, and civic leadership coalition to begin the long process of planning and design. This coalition must begin working together immediately to leverage the following key activities that will facilitate an organized, community-based endeavor to revitalize the mall and its environs:

- Hire the best professionals to assure excellent real estate deals;
- Buy the two vacant department store buildings and associated land;
- Create a TIF district to fund improvements;
- Organize and implement a community-based planning and visioning process;
- Organize an effective national request for proposals (RFP) process to attract and select a great development team; and
- Establish a framework for accountability.

All of the above activities are designed to start the revitalization process immediately. Early action by the city and redevelopment authority to secure large vacant and available land parcels will put the redevelopment plan into action, even before the community-based vision is complete. These activities will also attract the interest of qualified developers who will want to know that land to be redeveloped is in public hands.

The idea of a TIF district as an essential public funding mechanism, a suggested developer selection process, and a framework for accountability will be discussed in more detail in the Implementation section of this report. The

An example of current wayfinding signage.



following sections describe the details of some core activities explored and recommended by the ULI panel.

Balance Anchor Stores with Local Flavor

What remains of the original Redbird Mall is not a huge regional or local draw. The center has lost two of its anchors and half of its in-line retail store space is vacant. The buildings rest in a sea of unused and unnecessarily large parking space.

Still, many of the resident community in the trade area view this as a centerpiece of community life. In our interviews it became apparent that the community would like to see the mall reborn, and to also become a place for the local community to gather, shop, see, and be seen. These ideas are consistent with the goal of revitalizing the environment and the economic viability of the existing mall anchors.

The solution is to rethink the mall as solely a regional mall prototype, and prepare a dynamic plan for the use of surplus parking and vacant anchor space. Preserving and renovating much of the interior, air-conditioned, in-line store space; preserving the three anchor stores; and extending the civic interior mall space into a new outdoor green civic space is the essential formula for revitalizing and reenergizing a failing suburban mall.

The new civic space responds to the current culture of place making, and should be the magnet that attracts new commercial and en-

tertainment venues to the area. The outdoor space will address the community's desire to have a gathering space for activities. Adding a cinema complex, restaurants, and cultural attractions to the edges of the public space provides a casual outdoor gathering space with retail and other attractions meshed with indoor department stores, retail shops, and restaurants.

Capturing a regional audience that is attracted to Sears, Macy's, and Burlington Coat Factory remains a primary consideration. Adding a public space that attracts nearby residents to a great and unique civic place can provide the level of patronage necessary to make the entire new enterprise financially successful. Additional improvements, many of which can be achieved now, are required to reposition and reinvigorate a tired regional mall setting:

- Improve freeway access with public investments in on- and off-ramps from the adjacent major road network;
- Add and improve wayfinding signage on all adjacent roads, and add a major site sign that signals the rebirth of the mall;
- Change the name of the center to reflect its location and the setting; and
- Create new public uses such as an amusement park for younger children, a farmer's market on the weekends from kiosks in the new open air promenade, water attractions, and an amphitheater.

The Public/Private Partnership

The southern Dallas residents have already planned together in a most effective way. *The Mayor's Southern Dallas Task Force Report* is a remarkable demonstration of community activism performed by 250 residents divided into 13 teams. The team reports contain recommendations on a wide array of topics from policy changes to infrastructure improvements.

The report introduction notes that “this is only the beginning of a larger effort to build capacity in the ten areas of Southern Dallas to attract and retain jobs, retailers, offices, industrial operations, and residents.”

The stage is set to move community participation and the public/private partnership to a new level. The residents should join forces with the city of Dallas, the owners and operators of small-to medium-sized commercial enterprises, and the essential parties of interest who own the anchor stores and the in-line commercial space in the mall.

The short- and long-term goals of this coalition will be:

- To identify and engage leaders from all sectors in the continuing dialogue about the evolution of the mall and surrounding areas;
- To produce a world-class, community-based vision for the mall property as a mixed-use attraction; and
- To incorporate a management and redevelopment enterprise that can marshal the essential resources to implement key projects, oversee the design and construction of infrastructure, and manage the redevelopment process.

Creating a Meaningful Place

Current national economic conditions have changed the way we view the shopping experience. There is a healthy movement toward things local: production and sale of food, support for local businesses and entrepreneurs, the desire to develop relevant public spaces embraced by

the community, and the rediscovery of the meaning of community.

Traditional past retail developments have taken the form of regional malls, strip centers, and neighborhood main streets. The success of main streets and the new economy suggest that things local have been rediscovered. The success of flexible and enticing public open space has been reflected in the plethora of farmers markets, community parks, and public gardens that have emerged in the neighborhoods of cities across the nation.

Adding such a space to the current mall anchors and the central enclosed space will be a magnet for economic development. This gathering place for neighborhood families will be an attraction to the regional marketplace. This kind of space will not take away from the attractiveness and viability of the anchor tenants. Rather, it will attract a constituency of potential buyers who may not have viewed the mall as a place for them to shop in the past.

Repositioning the mall acreage in this way responds to the unmet desire for something beyond a strip center or regional mall experience. The public space can be a destination that reflects a sense of pride and ownership by the community.

Although the vision presented in this report is not so specific, the panelists are convinced that the new central outdoor space can attract art and performance activities, house educational opportunities, support a seasonal farmers market, and be a magnet for restaurants and meeting places in a well-designed, landscaped environment. An interactive fountain, a playground, a stage, sitting lawns, and other meaningful attractions for adults and children can be just the thing that will reposition the current mall for future generations.

Improve Public Infrastructure

In order to improve the public infrastructure, the process should commence immediately for public sector funding commitments. Once a TIF is formed and approved, dollars need to be spent on improving the freeway access, developing

on-site public parking, planning and designing public spaces and public space landscaping, and developing a dependable bus line that services the trade area with new stops and park and ride areas. These amenities, along with other possible uses such as a sports complex and amphitheater, will add to the regional draw of the center.

Achieving Consensus on the Vision

An independent convener and moderator will be necessary to take this large group of local stakeholders through the process of reaching consensus on a vision for a redeveloped mall. The process starts with local leadership identifying the participants in the process. Major property owners, including mall department stores and owners, public agency and elected officials, community interests, quasi-public sector representatives, and others should occupy a seat at the table to assure that the planning process is equitable, and that it reaches a supportable conclusion.

Not everyone will be perfectly agreeable to the final product, but all should be able to express opinions and to ask questions. Once consensus is reached, the product should undergo review and incorporation in all local codes and ordinances that will support action. Formal adoption and incorporation in the city's master plan and redevelopment plans is fundamental to its implementation.

Notwithstanding the admiration that the plan will have garnered, the community must be prepared for change in the plan as new realities are discovered. Developer input and market responses will push the plan elements into new and unpredictable directions. Indeed that is the purpose of such a plan: to challenge others to seek higher quality and even more expansive goals within the framework of a consensus-based, community-developed plan.

Create a Public/Private Organization

A new organization will need to be created to implement the vision on behalf of the community and the stakeholders. Texas and Dallas law will have the final say about the form and responsibilities of a new organization tailored

to the revitalization of the mall and the larger district. But the fundamental mechanism will undoubtedly be some sort of redevelopment authority that will be independent of the city but with representation by city officials. *The Mayor's Southern Dallas Task Force Report* describes "the powers and authority of development corporations in Texas as they may be applicable to redevelopment efforts of the city of Dallas in Southern Dallas." This is a starting point for discussions about the possible redevelopment entities that can facilitate the revitalization of the mall and the greater area.

Downtown Dallas benefits from the nonprofit, 501(c)(3) DowntownDallas organization, which can be an additional future tool to enhance the quality of the built environment, and provide traditional litter pickup and para-security tasks. The downtown organization is funded by membership contributions, assessment revenue from the improvement district, and through contract with the city for specific projects and programs. The Southwest Center Mall area and the surrounding free-standing businesses could benefit from this kind of voluntary, professionally staffed, locally organized entity dedicated to the improvement of the district and the enhancement of the quality of life of area residents.

In all cases dedicated and talented leadership is required to sustain the effort and to achieve the goal of district-wide enhancement. Forming an enterprise accountable to the community at large will allow for a documented and equitable process.

Preparing for Development

After there has been an orderly and organized execution of the above tasks, and after the funding mechanisms are on their way to approval along with final design of the freeway and state highway access, then it will be time to choose the proper development team. The panelists are suggesting an RFP process through a national advertising campaign. This process will allow new eyes to take a look at the redevelopment. It will also separate the small-scale developer from the developer that has a track record with this type of redevelopment.

Streamlining the public improvement and public approval process is needed as well. Relaxing some restrictive zoning and architectural requirements will also help expedite development. The new center has to fit with today's architectural standards, yet not be so restrictive on the developer that the costs skyrocket. The city should be prepared to assign specific zoning, permitting, and building personnel to this project.

What It Looks Like

As we know, construction typically breeds interest and activity. Once bulldozers start moving dirt for new access points and old buildings are flattened, people will start getting excited. Tenants believe that something is really going to happen.

The city and community need to keep the local press and internet community up to date on the progress that is being made, and the community needs to hold small ground breaking parties every few months.

Once this activity is well on its way, buildings start taking shape and the excitement in the community rises. Remarkably within two to three years from the commencement of the revitalization effort, vibrancy, synergy, and excitement will begin to abound in the new center.

Implementation

This section of the report outlines how the panel’s recommendations can be implemented. The panel has suggested a development program to transform the Southwest Center Mall site into a valuable and strategic property for the community, city, and property owners. Successful implementation of this plan will require creative development skills from the community, property owners, and the highest level of city government. Successful implementation will also require an intricate pre-development phase that takes a dedicated effort from the property owners and the city, followed by series of phases that will transform the site from a mall to a mixed-use development.

General Observations

None of the current owners at the site are developers. Currently the site ownership is highly fragmented, the area is inaccessible from the regional roadways (I-20 and U.S. 67), and there is a strong perception that the site is in a high-crime area. Recognizing the need for a broader solution, the development proposed by the panel requires the following actions:

- Create a TIF district;
- Assemble the site;
- Prepare a community-based revitalization strategy for the adjoining areas, including the nonessential airport land;
- Move the nonessential airport land to the jurisdiction of the economic development department; and
- Distribute a request for proposals for developers.

What Needs to Happen

The first three strategies need to commence immediately and simultaneously. Creating the TIF district will raise money for capital improvements, site acquisition, and area-specific projects. Projects identified for immediate deployment of monies would include accessibility improvements, parks, site assembly, and in the future, structured parking. Along with TIF implementation, site acquisition and a community-based revitalization strategy need to begin immediately.

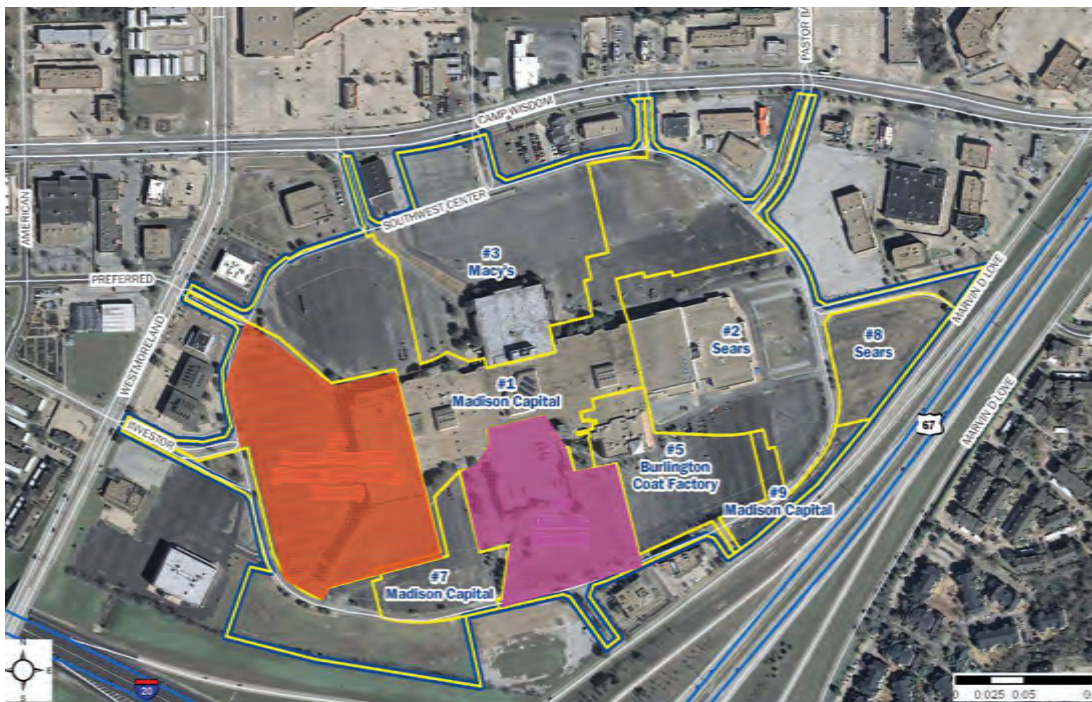
The city of Dallas leadership has indicated that they are prepared to create a TIF district before developer selection. Here, the need is especially urgent because the necessary infrastructure will need to be in place before developer selection.

The proposed TIF area includes the Southwest Center Mall and the surrounding areas. The redevelopment of the mall will create increased tax revenues from the property itself, but also from surrounding areas including the nonessential airport land immediately to the north. The Southwest Center Mall plan will act as the catalyst for a regional revitalization, and TIF will allow the area to capture the benefits it provides to the nearby areas.

Most urban revitalization strategies involve a private/public partnership. In many cases, the urban location is at a disadvantage due to costs associated with development that do not exist in a green-field site. Creating a TIF district will help fund infrastructure and other capital improvements that even the playing field between these two types of projects. There are other funding mechanisms such as business improvement districts (BIDs) that are an additional fee added to the real estate taxes. These fees are used exclusively by the BID to enhance sanita-



The panel proposes a TIF district that would include the mall and surrounding areas.



The panel recommends acquiring the JCPenney (orange) and Dillard's (pink) parcels.

tion, security, programming such as concerts, and beautification projects.

Using TIF money can close funding gaps and push forward projects that might not otherwise succeed. TIF district regulations require that the monies received in a TIF district be spent only within that district. This requirement keeps the money from being diverted to other areas or projects outside of the TIF district.

How TIFs Work

A tool to attract economic development, TIF works like a development credit card—it allows a community to buy a project now and pay for it later. TIF is a bond issuance that uses the increased tax revenue to pay interest and principal on the bonds. TIF pays a part of a project’s costs from new tax revenue generated by the project and its environs. This increment or tax revenue from the projects built or rehabilitated is usually used to pay for public infrastructure such as streets, sewers, land clearance, or parking garages. In this way, TIF provides funding for a project without cities having to dig into their current budgets. Some TIF boosters claim it is almost like getting something for nothing because the local municipalities do not have to use scarce resources for capital projects.

Assembling the Southwest Center Mall Site

The Southwest Center Mall site is a rough rectangle with an inside oval. The inside oval is the vast majority of the site and has only six owners, compared to the over 35 owners for the full rectangle. The inside oval is over 50 percent vacant and currently two of the unoccupied anchors (Dillard’s and JCPenney) are available for sale on the open market. The panel recommends acquiring these two parcels now before they are bought by speculators. The city of Dallas could advance the monies needed for this purchase and would be repaid from the future TIF monies.

For the acquisition process, the panel recommends using an independent consultant who

will be responsible to the city of Dallas and its taxpayers for the purchase of the land. The consultant would have deep expertise in property acquisition and would be well acquainted with the current real estate economic situation for the owners.

Partial site control of the Southwest Center Mall would allow for the phased implementation of the revitalization program that will be described later in this section. With site control, implementation could begin expeditiously and efficiently.

It is possible that the eminent domain process could be used for the public amenities or community facilities that are part of the revitalization strategy.

Community-Based Revitalization Strategy

To be successful, any revitalization strategy must look beyond Southwest Center Mall itself. The challenges that the mall faces are not specific to its unique location or circumstances. The mall is a symptom of a broader illness. To eliminate this symptom, the city must broaden its vision to solve these more general problems. This is best accomplished through a far-reaching community revitalization strategy.

The panel’s interviews point to the notion that the stage has been set for such an effort. Members of the Mayor’s Task Force, Best Southwest, and community members and business owners consistently stated that they believe Dallas is as focused as it has ever been on the unique challenges of the southern Dallas area.

An effective revitalization is rooted in a long-term commitment from city leaders and expertise from those who drive the effort. Unlike a small area plan or a site planning process, the revitalization plan is far more comprehensive and has a longer life. Naturally, all the stakeholders need to be involved. These stakeholders include, but are not limited to:

- Mayor
- City Council

- Mayor’s Task Force
- Best Southwest
- Representatives from city departments, including:
 - Development Services (Planning/Zoning)
 - Economic Development Department
 - Transportation
 - Education
 - Police Department
 - Airport Department
- Leaders of all neighborhoods in the subject area
- Church leaders
- Key property owners
- Business owners

It is difficult to imagine a situation where this list becomes too long.

The revitalization plan should be aimed at stabilizing and improving property values and insuring predictability for everyone who lives, works, and visits the area. Other goals include job creation and housing revitalization, in the form of both newly created units and improvements to those that already exist.

Orchestrating a successful revitalization plan is a discipline. Done well, it requires the full-time effort of many people. The stakeholders should establish a nonprofit whose job it is to create the strategy, manage the team, and shepherd the numerous elements of the strategy over a period of years. Funding for this nonprofit is part of what an expert manager brings to the equation. It can be sourced through the TIF district, an annual allocation from the Economic Development Department, contributions or partnerships from those who seek the expertise and services of the nonprofit, and partnerships with those involved in social entrepreneurship.

Implement Rezoning/Small Area Plan

One of the likely outcomes of a good revitalization plan is a series of small area plans. Determining which of these plans should receive the necessary funding should be rooted in their potential to either 1) greatly improve a given area in both quantitative and qualitative ways, fully unlocking the plan area potential; or 2) greatly mitigate the challenges of the plan area, stabilize it, and thereby enhance its adjacencies and improve prospects for the plan area’s future.

The Southwest Center Mall would almost certainly emerge as the center of a small area plan of some type. The mall has elements of both one and two above, which makes it a very important property from a planning perspective. As with the community revitalization effort, the small area plan should be approached with an eye toward what is possible. It is important that the process recognize the catalytic power of this site if the planning and execution are handled properly.

Often, conversation surrounding properties of this type begins and ends with, “How do we solve this problem? It’s a chore, this tired property that everyone talks about. What can we do with it so we can move on?” Instead, consider the notion that what you have is a large contiguous urban property with two highway frontages in an international gateway city. A property that is ready to be reborn with the potential to energize an entire area of the Dallas Metroplex. That is the reality. Every step of the planning process should pay reverence to this potential. There is plenty of time to get it right, but it will be very difficult to undo getting it wrong.

Small area plans conventionally result in zoning recommendations. These usually manifest themselves as bubble diagrams that lay out in simple schematic fashion how various uses might occur on the site. They are a guidance document. Where those involved in the plan feel strongly, moves can be made to actually initiate some of the recommended rezoning. In other cases, the development community will have to consider the plan and petition for any rezoning as part of a proposed development submittal. Small area

plans are an excellent tool for not only collecting and memorializing the thoughts of the stakeholders, they also define for the development community what is acceptable to the broader community. Small area plans demonstrate that the city and its residents are proactive as opposed to reactive, a quality that attracts development.

Move Nonessential Airport Land Under Economic Development Department Jurisdiction

The Dallas Executive Airport (also known as the Red Bird Airport) is immediately north of the site along with Boulder Park. Airports, the Federal Aviation Administration (FAA), and airport authorities are notoriously isolated in their approach and a piecemeal approach could endanger the hard work of the community to bring real and lasting change to the Southwest Center Mall. In order to integrate the airport into the community-based revitalization strategy described earlier, the airport property should be moved under the jurisdiction of the economic development department for the city of Dallas.

The airport land and Boulder Park are essential components of a comprehensive strategy for the Southwest Center Mall region. Creating jobs, connecting with regional parks, and creating walkways and regional bike trails are the cornerstones of sustainable community development. Ignoring the surrounding land uses and amenities would greatly reduce the value and potential success of the Southwest Center Mall. The entire region needs to have an integrated strategy to bring opportunities in employment, recreation, housing, and entertainment.

Request for Proposals Process

The panel recommends that a request for proposals (RFP) process be used instead of the request for qualifications (RFQ) process because the former will allow the city to enter into exclusive negotiations with a development entity that can be designated as the master developer to bring about this process. Once designated, this master developer, or deal maker, acts as the city's agent to carry out the redevelopment of the

property. The deal maker can conduct due diligence regarding the financial feasibility of the proposal and complete the TIF process, if necessary, to support the infrastructure. As part of the startup cost, the city should cover the expenses of the master developer through this phase, while the master developer retains the flexibility of structuring its own land deal within the framework of the community-based revitalization plan.

City employees and others involved in the deal maker selection process will need to be trained to understand real estate economics and to use third-party independent verification to ensure the deal is fair for all sides of the transaction.

Negotiate Public/Private Partnerships

The Southwest Center Mall site is an opportunity to create a place, a regional destination, and local amenities in a conveniently located infill Dallas location. The site has unique challenges ranging from fractured ownership to inaccessibility to a perception of crime. However a partnership of the parties—private residents, public agencies, and civic organizations—will enable the project to be accretive, not only to the owners but also to nearby residents, employers, and business owners.

Conclusion

An obsolete or declining mall is undoubtedly viewed as a serious problem for the community, the owner, and the city. However, it can also be seen as a long-term, once-in-a-generation opportunity. At the end of the day, great places are about people—not buildings, not uses, not streets. Great buildings, uses, and streets emerge when the focus is first on human beings. When done well, great places are simply byproducts of projects that respond to the human condition. The city must find the team that will understand all the people with a stake in this site by

understanding their goals, their aspirations, and their needs. This team must balance those goals with market realities and risk-adjusted decisions. The team's ability to establish trust will be the grease for the conversation when compromises must be reached. The city must be the leader in finding the right people and getting started. Through creative visioning and comprehensive planning, it will be possible to find an ingenious solution that will have an impact on the community far beyond the mall's parking lots.

About the Panel

Charles A. Long

Panel Chair
Berkeley, California

Long is a developer specializing in mixed-use infill projects, including acquisition, entitlement, consulting, and development. He has 32 years of diverse experience in local government and development with an emphasis on economic development, finance, and public/private partnerships. He served eight years as city manager in Fairfield, California, a city with a national reputation as innovative and well managed.

Since 1996 he has worked as a development and management consultant to public and private clients. Long has held interim positions for several cities in finance, redevelopment, and management, including interim town manager of Mammoth Lakes and interim city manager of Pinole, California. His assignments have been diverse, including writing redevelopment plans, working on development projects, conducting pro forma analysis, conducting strategic planning, representing public agencies in negotiations, marketing development opportunities, assisting with organizational development, conducting capital and financial planning, implementing budget reform, analyzing base reuse, and promoting alternative energy development. Long has overseen over \$600 million of public financing in his career. His work on development is focused in California with an emphasis on public/private partnerships and mixed-use infill.

Long is a full member of ULI, a member of ULI's Public Private Partnership Council, and a faculty member teaching ULI's Real Estate Development Process II, Public Private Partnerships, and Decision Making for Development Professionals courses. He has worked on 14 ULI Advisory Services panels, most recently serving on a panel in Pasco County, Florida, and chairing

panels in Salem, Oregon and Boise, Idaho. He has taught at the Golden Gate University School of Public Administration and has conducted courses on real estate development, economic development, and organizational change internationally. He has also worked with ULI to help design and deliver seminars on implementing sustainable communities for public officials.

Long has a bachelor's degree in economics from Brown University and a master of public policy degree from the University of California at Berkeley. He served in the U.S. Army as an infantry platoon sergeant.

Michael Berne

New York, New York

Berne is president of MJB Consulting (MJB), a New York City-based retail real estate consulting concern. MJB is retained by a mix of municipalities and quasi-public nonprofit organizations as well as private developers and retailers to work on market analyses, merchandising plans, revitalization strategies, tenant recruitment, and site location. The firm's assignments span the entirety of North America, with recent engagements in Modesto, California; Denver, Colorado; Albuquerque, New Mexico; Las Cruces, New Mexico; Saskatoon, Canada; Raleigh, North Carolina; Mobile, Alabama; Gainesville, Florida; Winnipeg, Manitoba, Canada; Minneapolis-St. Paul, Minnesota; Milwaukee, Wisconsin; Cleveland, Ohio; Pittsburgh, Pennsylvania; Toronto, Ontario, Canada; Philadelphia, Pennsylvania; Cambridge, Massachusetts; New Haven, Connecticut; and New York, New York.

He has written extensively for *Urban Land*, and has served on expert panels for ULI and the International Economic Development Council (IEDC). He has presented at the annual conven-

tions of the IEDC, the International Downtown Association, the Local Initiatives Support Corporation, the National Main Street Center, and the International Council of Shopping Centers Alliance Program, as well as numerous statewide conferences. He has lectured at the University of Pennsylvania's Graduate School of Planning. Lastly, he has appeared in a wide range of periodicals, including the *Washington Post* and the *Financial Times*.

Berne received his undergraduate degree at Columbia University in New York and a master of philosophy degree from Columbia University in the U.K. He lives on Manhattan's upper west side.

Marta Borsanyi

Newport Beach, California

Borsanyi is a founding principal of the Concord Group, a real estate advisory firm that provides vital strategic advice for land use issues and development. She has expertise in market, economic, and financial analyses associated with existing properties as well as development opportunities.

Borsanyi has extensive experience in evaluating both residential and nonresidential properties. She has participated in numerous projects where the objective has been to identify the highest and best mix of uses and reuses. Such approach to value maximization has had broad appeal to clients as well as to the public entities interested in identifying specific development scenarios. While such work has taken her to a wide variety of geographic locations across the country and beyond, her focus of consulting has been in the western United States, specifically in California, Nevada, Arizona, New Mexico, Colorado, and Texas.

Previously, Borsanyi was head of marketing services at the Mission Viejo Company. Her responsibilities included strategic planning, feasibility and acquisition studies, economic and financial analyses, and consumer and advertising research, as well as new program offering development.

Borsanyi has also held positions on the faculty of the Graduate School of Management at the University of California, Irvine, specializing in computerized modeling and scenario analysis. While teaching in the areas of consultative processes, administrative problem solving, and decision making, she managed consulting engagements for a broad range of clients, including corporations, public agencies, and nonprofit organizations.

An active member of ULI and the International Council of Shopping Centers, she is a professional with a broad range of expertise. Borsanyi is a frequent presenter at industry functions and writes published papers.

Stephen Dragos

Camden, New Jersey

Dragos is the senior adviser for development and previously served as the founding president and chief executive officer of the Greater Camden Partnership.

He has made a career of staffing and organizing privately funded nonprofit organizations that play a major role in planning and revitalizing urban communities. He founded organizations in Camden, New Jersey; Phoenix, Arizona (Phoenix Community Alliance); Milwaukee, Wisconsin (Milwaukee Redevelopment Corporation); and Somerset County, New Jersey (Business Partnership of Somerset County).

Dragos has extensive experience in creating master development plans and in developing mixed-use projects, including the Grand Avenue retail center, Yankee Hill Housing, and Kilbourn Row Town Houses in Milwaukee; and the \$500 million mixed-use Arizona Center in Phoenix.

He has been a full member of ULI since 1971. He has served on numerous ULI executive councils, committees, and task forces. He is past chairman of the Urban Land Institute Public Private Partnership Council and he is currently a member of the ULI Philadelphia District Council Board of Directors.

Dragos has participated in more than a dozen ULI Advisory Services Panels and several American Institute of Architects R/UDAT consulting projects in the United States and Canada. He has been a private consultant to the U.S. Agency for International Development, the Queen Emma Foundation, the state of Hawaii, and several North American cities.

He is past chairman of statewide downtown redevelopment organizations in Wisconsin, Arizona, and New Jersey and he has served on the International Downtown Association board and executive committee.

His awards include the ULI Award for Excellence for Large Scale Commercial Retail Development, the American Institute of Architects Honor Award for Excellence in Urban Design, and the Council on Economic Development Private Sector Initiative Award.

Dragos is a graduate of the University of Notre Dame School of Architecture, and he completed the Syracuse University Maxwell School of Public Policy program in Continuing Education for the Public Service.

Bob Feinberg

Albuquerque, New Mexico

Feinberg opened First Commercial Real Estate Services in Albuquerque in 1987. In 2004, Grubb & Ellis|Lewinger Hamilton and First Commercial merged, bringing Albuquerque's two most respected firms, and their people, together as Grubb & Ellis|New Mexico. Today, Feinberg is involved in some of Albuquerque's largest and most prestigious projects. He has brought Trader Joe's, Lowe's Home Improvement, Home Depot, Staples, and Chick-fil-A to the Albuquerque market. Wal-Mart was a client for 15 years.

As a result of his performance, he has been recognized nationally by Grubb & Ellis Company (Santa Ana, California) as a Million Dollar Producer and in 2007 was the second-highest retail producer in Grubb & Ellis nationally. He also qualified for the Grubb & Ellis Circle of Excellence in 2007, 2006, and 2005. Locally,

Feinberg was named Real Estate Advisor of the Year by Grubb & Ellis|New Mexico in 2008, 2007, 2006, 2005 and 2004. The *New Mexico Business Weekly* named Feinberg a 2006 Power Broker—one of New Mexico's movers and shakers.

Among his current projects are the groundbreaking Forest City/Covington Mesa del Sol new urbanism project on Albuquerque's southeast mesa, and the southeast corner of Paseo del Norte and Interstate 25, which Feinberg has worked on for 12 years. Feinberg's extraordinary results are legendary: since 1997, his sales and lease transactions have exceeded \$850 million.

Terri Gumula

New York, New York

Gumula is president of MMDC Group LLC, a real estate investment and advisory firm specializing in stressed and distressed assets. MMDC Group is known for its creative solutions and its ability to quickly craft actionable plans for difficult situations. She began her career as an appraiser, valuing commercial office buildings, retail, multifamily, and land for Delta Associates, a highly regarded firm based in the Washington, D.C., area. She went on to lead Long & Foster's Commercial Real Estate Research & Analysis Group in Washington, D.C., now a part of CB Richard Ellis. In 1990, after answering a blind ad in the *Wall Street Journal*, she moved to New York City to become a vice president at HB Pascal & Company, an industry leader in financial analysis (discounted cash flow analysis) software. There she refined her skills as a real estate analyst, teaching this precursor to Argus software before hundreds at some of the nation's largest financial institutions and guest lecturing on portfolio analysis at New York University's real estate master's program, National Council of Real Estate Investment Fiduciaries, and others.

She later held positions for the New York State Housing Finance Agency where she worked in the asset management group and lead a 15-month bond refunding of seven multifamily deals. In 1996 Gumula went on to become a commercial

mortgage broker with Pearce and Mayer Realty. She procured debt and equity for all types of commercial properties, working with mostly self-made New York City owners. In 2000 she joined Time Equities, a privately held commercial real estate company in New York City with almost \$2 billion of property. As project director, acquisitions she was directly responsible for originating, underwriting, and closing over \$100 million of commercial properties across the United States and Canada. In 2006 she went to Real Estate Capital Partners, spearheading acquisitions and commercial joint ventures in the Mid-Atlantic and Southeast regions. Real Estate Capital Partners is an institutional investor with over \$6 billion invested in existing and planned residential, office, and high-end retail properties in the United States.

Gumula holds a bachelor of arts degree in economics from the University of Maryland, College Park.

Monte Ritchey

Charlotte, North Carolina

Ritchey is president of the Conformity Corporation, a real estate development company specializing in mixed-use and historic preservation projects. He is also president of Accord Construction, an unlimited class general contracting company. The work of the Conformity Corporation is focused on respect for the human condition and breaking through known models to discover new solutions.

Acknowledging the value that historic structures can provide to a venture, the Conformity Corporation routinely looks for opportunities to combine preservation with new infill. Ritchey is an expert in the area of tax-advantaged rehabilitation, having completed more than half a dozen certified projects. Most recently, the Rutzler is the largest of the remaining multi-family structures in Charlotte's Elizabeth National Register District.

Recent infill projects include the Williamson, SteelHaus, and Elizabeth Village, all predomi-

nately residential projects with supporting retail and office components. Each is in a National Register District within in three miles of the city's core.

Today, the Conformity Corporation is in partnership with Lowe's Companies, Inc., completing Southborough. This project includes Lowe's flagship store and a related mix of uses in the SouthEnd, a transit-oriented business improvement district in Charlotte. Southborough is currently the subject of a ULI case study to be published later this year.

Conformity's work enjoys a continuing stream of top honors and awards from professional organizations including the American Institute of Architects, the American Society of Landscape Architects, the Counselors of Real Estate, Preservation North Carolina, and others. Conformity's work has been the subject of numerous white papers, and has been presented in the classroom at both the Harvard Graduate School of Design and the Massachusetts Institute of Technology Department of Urban Studies.

Ritchey is a member of ULI, the International Council of Shopping Centers, and Preservation North Carolina. He serves on the board of International House, is involved in ULI Charlotte, and serves on several resident advisory committees for Charlotte.

Jamie Rusin

Berkeley, California

Rusin is a principal with Berkeley-based ELS Architecture and Urban Design. He joined ELS in 1984 and has directed many of the retail, mixed-use, and urban design projects that have sustained ELS's national reputation for successful design and sensitive, context-based planning. His work reflects the firm's vision and underlying philosophy of design solutions that respect their environmental and cultural context, achieve architectural and technical excellence, and create places that celebrate and enhance the experience of urban life.

For Mueller in Austin, Texas, Rusin is currently master planning the core of the airport redevelopment into a locally inspired, mixed-use town center. His current work also includes renovating and expanding retail properties throughout the western United States by adding new uses, converting interior mall space to exterior shopping, and integrating formerly isolated projects with their surrounding communities.

The International Council of Shopping Centers (ICSC) has recognized three of Rusin's projects in the International Design and Development Awards program—Park Place in Tucson, Eastridge in San Jose, and Denver Pavilions. In addition, he led the design for Sundance Kabuki Cinemas, a widely recognized and innovative project integrating hospitality with cinemas, and also for the renovation of the mixed-use Embarcadero Center, both in San Francisco. His urban design work includes the downtown plan for Sunnyvale, California, which revitalizes a historic main street and a failing mall into a mixed-use, transit-oriented district.

Rusin graduated Phi Beta Kappa from the University of California, Berkeley, with a bachelor of arts in architecture degree in 1980. He returned to receive a master of architecture degree in 1984, and upon graduation was awarded the Eisner Prize for Architecture for design excellence.

He is an active member of ULI's Entertainment Development Council, ICSC, and the Congress for the New Urbanism. He recently assisted ULI with its publication, *Ten Principles for Rethinking the Mall* (2006), and presents at the ULI Real Estate School and the University of California at Berkeley. A member of the National Council of Architectural Registration Boards, Rusin is licensed to practice in several states.

Bryce Turner

Baltimore, Maryland

Turner is the president and chief executive officer of Brown Craig Turner, and the energetic force behind its emergence from a small design consulting firm to a nationally recognized architecture and planning firm.

Turner joined the firm in 1994 and became president and chief executive officer in 2002. He is a registered architect in 20 U.S. states, has directed the design of projects in five countries within Europe, North America, and Asia, and is a major force in obtaining entitlements and approvals for the firm's complex retail, commercial, and mixed-use projects. Turner frequently testifies before public commissions and agencies regarding the merits of the firm's mixed-use projects, and is an asset to a development team. His achievements include Lockwood Place Retail, Power Plant Live!, and Belvedere Square in Baltimore; Eastgate Complex in Harare, Zimbabwe; Downtown Silver Spring in Maryland; and Paramus Place in New Jersey.

He is a frequent speaker at International Council of Shopping Centers and ULI events, and as a recent chair of ULI Baltimore, led the successful Reality Check Plus visioning events in 2004 across the four regions of Maryland. Turner has been recognized by ULI as being instrumental in increasing the awareness of quality growth principles and the need for greater density in urban areas and inner suburbs. Brown Craig Turner has been a strong voice and an energetic design influence in the redevelopment of Charles Center in Baltimore, and other urban areas by advocating for street level retail and

improved walkability. Turner has also led an effort to make commercial buildings more sustainable through the firm's efforts with GreenBoxRetail.com.

Turner's university thesis in the early 1980s at Virginia Polytechnic Institute and State University was titled *Urban Infill in Main Street Communities*. This thesis discussed the development of design to complement existing pedestrian-scale buildings of three and four stories. Much of Brown Craig Turner's work today involves urban design and mixed-use developments that have evolved from that original thesis.

Bryce Turner is a member of ULI, Preservation Maryland, and the Greater Baltimore Committee. He serves on numerous boards including Friends of the Family and Higher Achievement, is former president of the Homeland Association, and is past junior warden of Old St. Paul's.



Urban Land Institute

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