IS IT REALLY SMART GROWTH?

by

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Abstract

A study was performed comparing the results of two different Smart Growth Scorecards against a land development project, Southlake Town Square, which the Smart Growth Network claims to be Smart Growth. Southlake Town Square was chosen from a list of projects published by the Smart Growth Network entitled “This Is Smart Growth: A List of Featured Communities”. The purpose of this study was to determine if Smart Growth Scorecards support what the Smart Growth Network claims to be Smart Growth. The Ten Principles of Smart Growth, published by the Smart Growth Network, served as a measurable set of definitions which cumulatively define Smart Growth. The New Jersey Smart Growth Scorecard for Proposed Developments published by New Jersey Future and the Austin, Texas Smart Growth Criteria Matrix by the City of Austin Transportation, Planning and Design Department were selected from the U.S. Environmental Protection Agency (E.P.A.) website on Smart Growth.

This investigation revealed that the two scorecards yielded similar results suggesting that Southlake Town Square failed to score better than 60% of the total possible points on either scorecard. Southlake Town Square failed to produce convincing results when the scorecards were analyzed in terms of the Ten Principles of Smart Growth. Furthermore, significant differences were observed in the measuring techniques of both Smart Growth Scorecards. The results of this study sufficiently conclude that significant inconsistencies exist between what the Smart Growth Network claims to be Smart Growth and what currently available Smart Growth measuring tools, Smart Growth Scorecards, say about a Smart Growth project. Consequently, the contemporary movement called Smart Growth maybe drastically weakened by unsupported claims, a lack of consistent, standardized measuring techniques, and differing definitions of Smart Growth.

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CHAPTER 1 - Introduction

"There is nothing economically or socially inevitable about either the decay of old cities or the fresh-minted decadence of the new unurban urbanization. On the contrary, no other aspect of our economy and society has been more purposefully manipulated for a full quarter of a century to achieve precisely what we are getting." – *Jane Jacobs, The Death and Life of Great American Cities.*

"Growth is inevitable, growth is necessary, but how growth is accommodated can be good or bad. In setting the framework for land development and redevelopment, we must focus on practices that are environmentally sound, economically vital, and that encourage livable communities – in other words, smart growth." – *Jim Chaffin, ULI Chairman opening the Smart Growth Conference, Baltimore, 1998*

Over the last 50 years the development of land has happened at a pace unmatched in the history of this nation. Funders' Network For Smart Growth and Livable Communities suggests that, "In the last 50 years the amount of urban land has quadrupled...If growth continues at the current pace, the amount of land developed in just the next 25 years will equal the total amount developed since this country was founded" (Funders' Network, 2002). The U.S. Department of Agriculture's National Resources Inventory (NRI) reported in 2001 that between 1982 and 1997 the amount of developed land in the contiguous United States increased by 25 million acres (Brookings Institute, 2001). In a study on Coastal Sprawl, Dana Beach stated that the NRI's 2001 report suggests that, "...more than one-fourth of all of the land converted from rural to urban and suburban uses since European settlement occurred in only 15 years" (Beach, 2002).

Staggering or not, the rate at which we are consuming land is a reality that demands prudence in development practices. As Jane Jacobs and many others have

been saying since the 1950's and 1960's, we have complete control over how we develop our nation; there is nothing inevitable about it. Sadly though today, money and politics seem to have greater decision making strength when it comes to land development than responsibility and logic. Good stewards of the land we have not been.

The proselytizing by Jane Jacobs, Jim Chaffin, and countless others over the past fifty years is beginning to finally resonate in the minds and attitudes of contemporary architects, landscape architects, urban planners and government agencies. Today, many states and municipalities have adopted legislative initiatives aimed at influencing land development practices. Contemporary movements in land management practices have brought new and meaningful terms such as Smart Growth and New Urbanism. Smart Growth and New Urbanism, although different movements themselves, both aim towards a change in land development practices that aim to both counteract poor decisions in the past that have led to sprawl and set new standards for future development decisions.

While New Urbanism aligns itself with the physical built environment, Smart Growth strives to provide legislative support by encouraging the use of regulatory mechanisms which reinforce comprehensive planning practices, and provide educational tools to developers, builders, planners, politicians and designers. One such tool that has surfaced as both a regulatory mechanism and an educational tool is Smart Growth scorecards.

Smart Growth scorecards have been developed as a tool that both evaluates the attributes of a project and serves as a catalyst to community discussion. They have

been created by various municipalities, Smart Growth organizations and consulting agencies for measuring Smart Growth at two different scales of development: regional, or municipal, and also at the project scale. Scorecards vary significantly in their makeup, measure and function. Some, like the Austin Smart Growth Matrix, have been used as an incentive tool by municipalities to guide development in a manner which reinforces comprehensive and land use plans. Other scorecards, such as the New Jersey Smart Growth Scorecard, serve primarily as an educational tool and discussion starter for planners, politicians, developers, designers and builders. The use of scorecards has not been tracked, but has had success in priming the pump for smart development practices.

Although great strides have been made, the Smart Growth movement is in an adolescent phase and struggling to find a sense of self awareness. Many varying definitions of Smart Growth exist today and no one standard of measure has been adopted. Publicized examples of Smart Growth have over emphasized individual Smart Growth Principles which has weakened its ability to assert exactly what Smart Growth is and what it looks like in the grand scheme of things.

The Smart Growth Network (SGN) is an organization that was created in 1996 by the U.S. Environmental Protection Agency and several non-profit and government organizations. SGN was a response to growing concerns among American communities about new ways to grow that boost the economy, protect the environment, and enhance community vitality. Today, SGN is the leading voice for Smart Growth and publishes educational guides to Smart Growth such as “This Is Smart Growth”.

“This Is Smart Growth” is an educational publication by SGN that is intended as an informative and illustrative guide to the Ten Principles of Smart Growth. In conjunction with the guidebook there is a list of featured communities, also titled as “This Is Smart Growth”, representing a cross-section of existing examples of each of the Ten Principles of Smart Growth. For each of the Ten Principles there are four examples on the list of featured communities. The fact that the list provides a sampling pool that incorporates representative samples of the 10 Principles of Smart Growth is not made clear anywhere in the publication. The list is simply marketed as “This is Smart Growth” leading the reader to assume that the examples shown are all examples of Smart Growth. However, each example may only be representative of one Smart Growth Principle. This begs the question; does a list of parts provide an adequate representation of the whole? Furthermore, just how “Smart” are the projects listed on the “This is Smart Growth: List of Featured Communities”?

This study seeks to determine how well one example on the “This Is Smart Growth: List of Featured Communities” stacks up against two Smart Growth scorecards. It is expected that an example which does not achieve a sufficient amount of Smart Growth Principles will not return a composite score warranting the declaration of Smart Growth. Conversely, it is expected that an example which successfully achieves a sufficient number of the Ten Smart Growth Principles will elicit a scorecard result favoring the declaration of Smart Growth.

The results of this study, it is hoped, will shed light on an opportunity for the Smart Growth Network to better represent its grand vision. Furthermore, since little research has been done on the use of Smart Growth scorecards, this study will

hopefully give Smart Growth supporters a reference from which old scorecards can be revised, or new scorecards developed in order to provide a more reliable means to measure Smart Growth.

CHAPTER 2 - Background

What is Sprawl and why is it bad?

Sprawl is a term that has been used primarily to describe the land use development patterns over the past half century. Defining sprawl has proven more challenging than identifying it. It is widely accepted that sprawl is a thing we know when we see it, but proves to be more difficult to define. Richard Moe, President of the National Trust for Historic Preservation, defined sprawl as, “Low-density development on the edges of cities and towns that is poorly planned, land-consumptive, automobile-dependent [and] designed without regard to its surroundings” (Freilich, 1997). George Galster, ET Al. (2001) in Housing Policy Debate, a publication by the Fannie Mae Foundation, performed an exhaustive study on Sprawl development in the U.S. In this research Galster, ET Al. developed a conceptual definition of sprawl.

> Sprawl (n.) is a pattern of land use in an urbanized area that exhibits low levels of some combination of eight distinct dimensions: density, continuity, concentration, clustering, centrality, nuclearity, mixed uses, and proximity.

The effects of sprawl have significant detrimental impacts on economic, social and physical aspects of our nation. Functionally sprawl development is not cost effective and undermines a greater sense of community. The American Society of Civil Engineers (ASCE) 2005 Infrastructure Report Card suggests staggering infrastructure maintenance costs which are largely under funded:

Roads

- Total spending of $59.4 billion annually is well below the $94 billion needed annually to improve transportation infrastructure conditions nationally.
- It will cost $9.4 billion a year for 20 years to eliminate all bridge deficiencies.

Drinking Water

- Faces an annual shortfall of at least $11 billion to replace aging facilities that are near the end of their useful life and to comply with existing and future federal water regulations.
- This shortfall does not account for any growth in the demand for drinking water.

Waste Water

- The EPA estimates that the nation must invest $390 billion over the next 20 years to replace existing systems and build new ones to meet increasing demands.
- In 2005 Congress cut funding for wastewater management for the first time in eight years. The Bush administration has proposed a further 33% reduction, to $730 billion, for FY06.

Energy

- Investment in transmission lines during the next 10 years is expected to be $3 billion to $4 billion per year, while the line-miles of transmission added will be only one third the rate of electricity demand.
- Maintenance expenditures have decreased 1% per year since 1992.
- Existing transmission facilities were not designed for the current level of demand, resulting in an increased number of "bottlenecks", which increase costs to consumers and elevate the risk of blackouts.

Sprawl has had significant environmental impacts as well. Beach (2002) reports that if past development trends continue, more than one-quarter of the nation's coastal watersheds will be developed by 2025. Beach compares this to the finding that only four states in the nation presently have more than one-quarter of their land area developed. A loss in biodiversity of plant and animal species has been largely impacted by land development patterns. Funders' Network (2002) reports that contemporary biologists are predicting a loss of a third of the world's plant and animal species within the next 50 years. Many Scientists believe that a "Sixth Extinction" is taking place today as a result of

forces largely under human control (National Science Teachers Association, 2007).

Perhaps most concerning is the idea that sprawl is an expression of American values focused on individualism and the private domain. Robert Liberty (1999), Executive Director of 1000 Friends of Oregon said, “Today, there are about seven times as many Americans living in private communities, usually gated, as there are Minnesotans. The way we have sprawled expresses a profound contempt for the idea of community.” Pietro Nivola, senior fellow at the Brookings Intitution stated in a 1999 Congressional briefing sponsored by the Environmental and Energy Study Institute, that the U.S. population has been more diverse, and the need to assimilate many ethnic groups has led society to “spread everybody out rather than pack them all in (Environmental and Energy Study Institute, 2000).” Thus, its no wonder that even pop-culture in the 1980s cried out about the dullness of sprawl. A band called Rush recorded a song entitled “Subdivisions” in 1982 which encapsulated the social influences of sprawl on humanity:

Sprawling on the fringes of the city
In geometric order
An insulated border
In between the bright lights
And the far unlit unknown
Growing up it all seems so one-sided
Opinions all provided
The future pre-decided
Detached and subdivided
In the mass production zone
Nowhere is the dreamer
Or the misfit so alone

Subdivisions –
In the high school halls
In the shopping malls
Conform or be cast out
Subdivisions –
In the basement bars
In the backs of cars
Be cool or be cast out
Any escape might help to smooth
The unattractive truth
But the suburbs have no charms to soothe
The restless dreams of youth
Drawn like moths we drift into the city
The timeless old attraction
Cruising for the action
Lit up like a firefly
Just to feel the living night
Some will sell their dreams for small desires
Or lose the race to rats
Get caught in ticking traps
And start to dream of somewhere
To relax their restless flight
Somewhere out of a memory
Of lighted streets on quiet nights

How did sprawl happen?

There are a myriad of things that have contributed to the patterns of development we call sprawl today. While it has been written about and studied extensively, sprawl is not the primary focus of this study. However, Smart Growth is the antithesis of sprawl. Therefore, a brief overview of sprawl is necessary in order to objectively critique Smart Growth initiatives that intend to combat and prevent sprawl. The better we understand the attributes of sprawl as

well as its effects, the better evaluators we will be of the criteria used in the scorecards to determine Smart Growth. In short, the effectiveness of any corrective measure hinges on a sound understanding of the action it intends to correct.

In response to growing health and habitability concerns, the Standard Zoning Enabling Act of 1924 paved the way for cities to control land use. The intent of this act was to empower local governments and establish accountability for development which jeopardized the health, safety and general welfare of its residents. The initial intent of zoning was to segregate incompatible land uses such as residential and industrial. However, through the years land use has become more and more segregated to the point that it is no longer necessarily segregated as a matter of incompatible use.

The Euclid v. Ambler realty case of 1926 essentially paved the way for single family only districts. This eventually led to a segregation of land use by density. Low density residential development was segregated from medium density residential development. Medium density residential development was segregated from high density residential development, and so on. This segregation of densities was expressed in all forms of land use. While density segregation may be appropriate in some land uses, the extent to which it has been segregated today has had a direct impact on land consumption and environmental decay.

Unfortunately zoning has reinforced some very negative development behaviors that have become self destructive habits. Most notably, zoning has

greatly reinforced a societal dependency on the automobile that consequently requires exorbitant amounts of costly infrastructure – infrastructure that today has reached the end of its life span and requires maintenance at costs which far exceed that which has been budgeted. Part of the problem is that our municipal codes reinforce our dependency on the automobile. "Everything in the code is oriented toward accommodating the automobile and making it easier for cars to get around" (Talen, 2001).

The best way to extinguish an unwanted behavior is to replace it with something that inhibits the ability to perform both actions at the same time. However, the reality is that in many cases the best we can do is learn to manage our undesired behavior better. Irreparable damage has been done. We as a society are as hooked on our automobiles as a junky is to his drug. The pushers of our automotive smack have addicted us not only as citizens, but as communities and as a nation. They have addicted us to a behavior that is controlled by a substance we as a nation cannot produce. Thus, we are at the mercy of those nations who possess our chemical dependency of petroleum. Rising gasoline costs are on the verge of making the automobile an unaffordable means of transportation. So, what is a nation to do? The zoning laws and codes of the majority of cities and towns continue to require development to take place in an automobile dependant manner. This is despite the fact that its citizens can no longer afford to travel by automobile?

In the case of land use management, zoning has become such a force in both public and private affairs that a complete change in zoning behaviors may

cause more harm than help. Therefore, perhaps the best thing we can do to combat the ills of sprawl is to learn how to better manage its effects, as well as develop a healthier decision making process for future land development decisions.

Land is being developed at a rate faster than the population is growing. In Kansas City between 1960 and 1990, regional population grew by 29%, but the amount of land developed during that same period increased by 110% and density decreased from almost 3,500 people per square mile to 2,150 per square mile (Freilich, 1997). The Sierra Club website publishes an online fact sheet on sprawl (sierra club, online: www.sierraclub.org). On this fact sheet are two notable studies that document the realities of sprawl development. First, Professor Rolf Pendall of Cornell University conducted a study on suburban sprawl in 282 metropolitan areas during the 1980's. His findings suggest that the population growth variable accounts for only about 31% of growth in land area. His findings also suggested that even those areas that experienced no population growth increased in urbanized land area by an average of 18 percent. The second study reported on the Sierra Club website is one by the David Rusk, former Mayor of Albuquerque. Rusk studied 213 urbanized areas between 1960 and 1990. In this 30 year period, as a whole, population increased by about 47% while the amount of land developed increased by about 107%. This decreased density per square mile by about 28%.

It was the Interstate Highway System initiated by the Clay Commission under President Eisenhower in 1954 that literally paved the way to suburbia. The

Interstate Highway System was aimed toward supporting a future population of 200 million by 1970. Today, we have crossed the 300 million population mark. Funded with a federal gasoline tax, some 41,000 miles of pavement were laid bisecting towns with neglect for mass transit. After the detrimental economic effects of bisecting cities and towns with major arterial roads were realized, a new approach was taken. Circumferential road alignments were constructed around the outskirts of many cities. I-435 in Kansas City is a prime example on this. However, this perpetuated migration to the suburbs even more by making the outer edges of a city more accessible. In effect, the circumferential approach to automobile transportation management redefined the edge by making the outer limits more accessible. "The decision to bypass (urban areas) brought into being the familiar beltway pattern that we see about most major cities. And that is a profoundly deurbanizing design" (Levy, 2006).

Consider that between 1970 and 1990 population in metropolitan areas grew by nearly 50 million people (U.S. Department of Transportation, 1997). During this time the social climate of the nation changed dramatically. More women than ever before began to enter the workforce. The United States Department of Transportation (USDOT) (1997) reported that the number of women working nearly doubled from 32 million to 61 million. USDOT (1997) further reports that between 1980 and 1990 the suburban share of jobs rose from 37% to 42% changing travel patterns such that suburb to suburb commutes in 1990 accouted for 44% of all metropolitan commutes.

Since the means to get out of the city were created, the money had to be there for people to be able to afford to live out there. Andre Duany in Suburban Nation (2000) claims that the most significant policy created which conspired to encourage suburban sprawl were the Federal Housing Administration (FHA) and Veterans Administration (VA) loan programs. These two programs provided greater accessibility to cash for home owning than ever before. The American dream of land ownership was made affordable through federal government guarantee on FHA and VA home loans. This gave soldiers returning home from World War II the means to be able to settle down, have a family and own a piece of land they spent the last half a decade fighting for.

My grandparents took advantage of the affordability of a VA loan to purchase their first home. In 1950 they bought a small home on less than a quarter acre for about $20,000 to $25,000. A purchase made possible on a combined annual income of $3000 by the VA loan program. VA loans were 80% to 90% loans during the 1950s. Today 100% loans are commonplace. The biggest downfall of this new found affordability, Duany (2000) says, was that the loan programs, “discouraged the renovation of existing housing stock, while turning their back on the construction of row houses, mixed-use buildings, and other urban housing types.” The EPA (online: www.epa.gov/dced/about_sg.htm) supports this claim by stating that the FHA, “protected homeowners and home sellers against default by insuring long-term, low down payment mortgages. These loans were exclusively for homes in areas that were thinly populated and dominated by lower density development. This policy created a clear non-market

influence on consumer choices and a bias towards dispersed growth in exurban areas."

Thus, it seems that any attempt to manage development behavior must necessarily target location, accessibility and money as the three primary enablers of growth. To continue this behavior management allegory one might ask if any cities have a behavioral management plan? The answer is yes. It is called a comprehensive plan. The comprehensive plan lays out all the goals that a community strives to accomplish and is intended to preserve a unique sense of character which defines its place. Comprehensive planning originated out of the City Beautiful movement and came to fruition in the McMillan plan for Washington, D.C., 1902. Since then, the use of comprehensive plans has met varying degrees of success. Those cities that use a comprehensive plan, update and utilize their comprehensive plans on an ongoing basis as the key enforcer to development accountability, have shown success in protecting the environment, creating clean, economically healthy and desirable places to live. Unfortunately, very few communities effectively do so. Even those cities which have the best comprehensive plans still struggle to overcome perhaps the greatest obstacle in land use management: private property rights, the right to do with property what individuals want. Private property rights epitomize the American dream. Embedded deep inside the American heart is the will to relentlessly follow and preserve that dream regardless of effects. However, our nation as a whole is beginning to recognize the significance of the greater good.

Contemporary movements in land use planning are having success at changing attitudes and perceptions about land use, land development, and community planning. The approach that such movements have used is to provide successful examples of development that encourages smarter land use and land development patterns. Through the past 50 years many opponents to sprawl have cried out, published extensive works and protested developments. Today, we are beginning to see a new movement towards an old way of living that was smarter, less costly, more accessible and contributed to a greater sense of community. Examples of new developments and implementation tools which preserve our environment, protect our economy and foster a sense character in our communities are being rewarded with recognition at the local, state and national levels. Appropriately, this movement is called “Smart Growth” and it is gaining significant momentum.

What is Smart Growth?

Smart Growth grew out of legislative initiatives enacted by the State of Maryland. James Cohen (2002) identified Maryland’s anti-sprawl programs as being primarily shaped by three main factors: a widespread public desire to preserve the health of the Chesapeake Bay; a strong resistance to State intervention in local land use planning; and political tension between urbanized and less populated jurisdictions. Thus, Smart Growth in Marlyand strives to achieve three key objectives (Cohen, 2002):

- “to save our most valuable remaining natural resources before they are forever lost”;

- "to support existing communities and neighborhoods by targeting state resources to support development in areas where the infrastructure is already in place or planned to support it"; and

- "to save taxpayers millions of dollars in the unnecessary cost of building the infrastructure required to support sprawl" (Maryland Office of Planning 2000a)

The 1997 Smart Growth Areas Act is considered to be the cornerstone of Maryland's Smart Growth initiatives. This Act relies on monetary incentives from the State and authorizes state funds for growth-inducing projects but limits them to designated growth areas. Therefore, Maryland attempts to discourage sprawl by denying State monies for projects that contribute to it.

Although incentive based programs have their limitations, they are attractive because there is less direct intervention by the State in land use planning at the local level. What is more, incentive based programs provide support for municipalities trying to entice developers to invest in infill developments. Infill developments are typically unattractive investments due to increased costs to upgrade existing infrastructure. O'Toole (2001) points out, "In fact, as noted by Harvard researchers Alan Altshuler and Jose Gomez-Ibanez, it costs far less to provide infrastructure to new developments than it does to augment the infrastructure of existing areas to support the higher densities demanded by smart growth." However, the success of Smart Growth depends heavily on the commitment level of future governors, availability of funds, and consistent implementation of the Act.

The alternative to an incentive based Smart Growth program is one that is regulatory based. The State of Oregon has the only directly elected regional government in the United States referred to as Metro. A bill passed in 1973 called Senate Bill 100 created Oregon's Land Conservation and Development Commission (LCDC). The LCDC adopted 19 state planning goals to deal with statewide development and conservation issues. Senate Bill 100 also required every city and county to either prepare a comprehensive plan or amend its existing one. The LCDC is charged with reviewing all comprehensive plans to ensure they satisfy the goals set forth and also oversees a periodic review of the plans every four to ten years.

In contrast to Maryland's incentive based program, Oregon's state regulated planning program controls land use planning and development through law. Urban growth boundaries have shown to be an effective regulatory tool as exemplified by the City of Portland. However, such regulatory based programs to manage growth have also shown to have their downfalls. Government imposed growth boundaries directly effects, and to a large extent controls, land values and property rights which many feel is too intrusive a role for government.

Today, thirteen states have adopted statewide or regional comprehensive planning initiatives toward Smart Growth. Godschalk (2000) points out, "The original enabling statutes for local planning, drafted in the 1920's are no longer adequate for the challenges of the 21st century…Results of modern smart growth initiatives at the state level suggest that effective statewide smart growth initiatives must combine incentives and mandates." Table 2.1 was created by

Godschalk (2000) and provides an overview of the varying types of growth management tools used by thirteen states.

Table 2.1 State Growth Management Tools (Godschalk, 2000)

State	Unique Elements	Incentives	Requirements	Penalties
Delaware		Investment –strategy map and policy	Land-use issues of greater than local concern reviewed by state agencies	
Florida	Concurrency of infrastructure and development; required capital improvement programs	Planning assistance grants	Mandatory local plans and implementation	Loss of eligibility for state grants; state court action
Georgia	Bottom-up approach	Grant eligibility	Regional plans required (local plans optional)	Loss of grant eligibility and impact fee authority
Hawaii	Statewide land classification system		County planning for urban districts; state review of land-use district boundaries	
Maine	Designation of growth and rural areas	State grants for local planning	Mandatory town planning and growth management; regional review of local plans	
Maryland	Priority Funding Areas (PFA's)	Growth-related funding directed to PFA's	Local comprehensive plans that designate PFA's	Loss of eligibility for state grants
New Jersey	Coss-acceptance (concensus building)	Local participation in state planning process; grants consistent with state goals	State plan required (local plans recommended)	Access to state funding
Oregon	Integration of transportation and growth management; use of urban growth boundaries (UGBs) to contain sprawl	Planning assistance grants	Consistency with statewide goals; designation of UGBs and critical lands; ordinances consistent with plans	Loss of eligibility for grants; enforcement orders
Pennsylvania	Bottom-up approach; city-county joint planning	Planning grants and tools; multi-municipal transfer of development rights, tax and revenue sharing, impact fees, designated growth areas, traditional neighborhood development	Mandatory county plans, which must be updated every 10 years (municipal plans optional)	
Rhode Island		State agency consistency with adopted local plans	Required local plans consistent with state plan; adoption of zoning consistent with plans	State adoption of local plan if locality fails to adopt one
Tennessee	Solution to annexation conflicts	Priority for state grants for approved plans	Joint city-county growth plans required, along with 20-year UGBs	Loss of eligibility for state and federal grants
Vermont	Regional review of local plans	Funding for planning from property transfer tax; authorization for towns with approved plans to levy impact fees	Optional local plans but must be consistent with state goals	
Washington	Horizontal, vertical, and internal consistency; Growth Management Hearing boards	Priority for grants given to high-growth areas; state agency consistency with local plans; authorization for impact fees	Local plans and UGBs required for fast-growing cities and counties	Forfeiture of revenue sources

At the national level, the U.S. Environmental Protection Agency (E.P.A.) is the national voice for Smart Growth. The E.P.A.'s role is one of support not regulation, providing information, model programs, and analytical tools to inform communities about growth and development. As Godschalk mentions, contemporary challenges in land use planning often are the result of outdated enabling statutes. The E.P.A. attempts to remove obstacles such as these which prevent smart growth initiatives from being not only practical but effective endeavors. The E.P.A also works to generate new opportunities and incentives for states enacting Smart Growth programs. To the E.P.A. Smart Growth is development that serves the economy, the community, and the environment. It changes the terms of the development debate away from the traditional growth / no growth question to "how and where new development should be accommodated." Smart growth answers these questions by simultaneously achieving healthy communities, economic development and jobs, strong neighborhoods and transportation choices (U.S. E.P.A. Smart Growth website).

While the E.P.A. provides a federal voice in support of smart growth initiatives, there are numerous organizations and networks of professionals working to promote Smart Growth initiatives. The Smart Growth Network (SGN) is one such entity and is a network of private, public, and non-governmental partner organiztions seeking to improve development practices in neighborhoods, communities, and regions across the U.S. SGN defines Smart Growth by saying that growth is smart when it gives us great commuinities, with more choices and personal freedom, good return on public investment, greater

opportunity across the community, a thriving natural environment, and a legacy we can be proud to leave our children and grandchildren. The SGN identifies ten guiding principles of Smart Growth called the Ten Principles of Smart Growth. They are:

1. Mix land uses
2. Take advantage of compact building design
3. Create a range of housing opportunities
4. Create Walkable neighborhoods
5. Foster distinctive, attractive communities with a strong sense of place
6. Preserve open space, farmland, natural beauty and critical environmental areas
7. Strengthen and direct development towards existing communities
8. Provide a variety of transportation choices
9. Make development decisions predictable, fair and cost effective
10. Encourage community and stakeholder collaboration

"This Is Smart Growth" is a publication published by SGN and produced under a cooperative agreement between the International City/County Management Association (ICMA) and the U.S. Environmental Protection Agency (EPA). In this publication SGN also provides a list of Smart Growth examples called, "This Is Smart Growth: Featured Communities" (Table 2.2). The list includes 40 examples of the Ten Principles of Smart Growth.

Table 2.2 – "This Is Smart Growth: List of Featured Communities"

This Is Smart Growth

Featured Communities

Example	Location	State
Florence	Florence	Alabama
East Bay Regional Park District	San Francisco -- Oakland Metro Area	California
Davis	Davis	California
Stapelton	Denver	Colorado
Wellington	Breckenridge	Colorado
Belmar	Lakewood	Colorado
Barracks Row	Washington	DC
Haile Village Center	Gainesville	Florida
Baldwin Park	Orlando	Florida
Carroll County	West of Atlanta	Georgia
Atlantic Station	Atlanta	Georgia
Garfield Park	Chicago	Illinois
Fall Creek Place	Indianapolis	Indiana
Coffee Creek Center	Chesterton	Indiana
Burlington	Burlington	Iowa
Konza Prairie	Manhattan	Kansas
Kentlands	Gaithersburg	Maryland
Lowell	Lowell	Massachusetts
Traverse City	Traverse City	Michigan
Excelsior & Grand	St. Louis Park	Minnesota
Cotton District	Starkville	Mississippi
Missoula	Missoula	Montana
Littleton	Littleton	New Hampshire
New Jersey Pinelands	Southern New Jersey	New Jersey
Saratoga Springs	Saratoga Springs	New York
Moore Square Museums Magnet Middles School	Raleigh	North Carolina
Davidson	Davidson	North Carolina
Cuyahoga County	Cleveland	Ohio
Slavic Village	Cleveland	Ohio
Portland	Portland	Oregon
East Liberty	Pittsburgh	Pennsylvania
South Providence	Providence	Rhode Island
Charleston	Charleston	South Carolina
Chattanooga	Chattanooga	Tennessee
Edwards Aquifer	San Antonio -- Austin Region	Texas
Southlake Town Center	Southlake	Texas
Envision Utah	Greater Wasatch Area	Utah
Arlington County	Northern Virginia	Virginia
Skagit County	Seattle Area	Washington
Middleton Hills	Middleton	Wisconsin

How Do We Recognize Smart Growth?

The majority of professionals including landscape architects, architects, and planners generally seem to agree on what the attributes of Smart Growth are, or should be. However, Smart Growth appears to be a relatively malleable construct in that what is smart for one community might not be the same for another. Many communities today have adopted planning programs that incorporate varying parts of the Smart Growth Network's Ten Principles of Smart Growth. Each of these communities vary in terms of the priority they have given to Smart Growth Principles in terms of the needs of the community. Not every community or development project utilizes all of the Smart Growth Principles all of the time. As a result, studying Smart Growth as a whole one-size fits all construct is nearly impossible. Not even the Smart Growth Network seems able to produce a list of communities or projects where each of the examples embodies all of the Ten Principles of Smart Growth. The best available at this time seems to be a cross-section of varying success stories of each Smart Growth Principle individually, which is exemplified in Table. 2.2. The information in Table 2.2 does not develop a greater understanding of what Smart Growth as a whole looks like, but it does provide us with successful examples of each of the Ten Principles of Smart Growth.

How Do We Measure Smart Growth?

Several municipalities, organizations and professionals have developed tools for measuring Smart Growth such as Smart Growth Scorecards. Smart Growth Scorecards come in two forms, one for evaluation at the municipal scale and one at the project scale. The EPA posts several examples of Smart Growth Scorecards on their website.

Smart Growth scorecards vary in use from community discussion catalysts to tax incentive tools for stimulating development. Scorecards also vary in complexity and composition. The State of New Jersey, for example has a relatively simple Smart Growth Scorecard with criteria that typically answer in a yes or no format. In contrast, the City of Austin, Texas has a very detailed matrix with very detailed criteria and measuring formats. The New Jersey Scorecard was intended as an informative, or educational, tool for communities, organizations and professionals to use in generating discussions related to community or neighborhood projects. The Austin Matrix was utilized as a tool to qualify development projects for tax incentives. Examples of both scorecards can be found in Appendix A.

Smart Growth scorecards are a relatively new concept that has not been studied in depth or detail. During this investigation no studies were discovered in the available literature on the use of Smart Growth scorecards. This report therefore serves as a baseline for further investigations into the Smart Growth movement.

Given the list of Smart Growth projects in Table 2.2 it seems plausible that evaluating them against the criteria of the Smart Growth Scorecards should

corroborate the claim that they are Smart Growth. This is the basis for this investigation. Do the projects listed on the “This is Smart Growth” list measure up when evaluated with Smart Growth Scorecards. Are these projects really making significant contributions to the Smart Growth movement, or are they just good designs being glorified as Smart Growth?

CHAPTER 3 - Methodology

Two Smart Growth scorecards[1] were selected from the official website of the United States Environmental Protection Agency (E.P.A.). While the EPA explicitly does not endorse any of the scorecards, the scorecard examples were collected by a group of experts as good examples of scorecards available today. The scorecards were then applied to the Southlake Town Center project in Southlake, Texas. Each scorecard serves as a unique measure of Smart Growth. Therefore, a direct comparison of scorecard values or between scorecard categories was not an intended, or achievable, objective of this study. The use of scorecards in this study was intended as a preliminary assessment of comparison between the SGN list of featured Smart Growth communities and the results obtained by the use of Smart Growth Scorecards. The objective was to determine how well the scorecard results stack up against a project listed by the SGN as Smart Growth. It is expected that a project recognized by the SGN as Smart Growth will yield results from a Smart Growth scorecard that also suggest that on the whole the project is Smart Growth. Although definitions of Smart Growth vary, this study assumes that the general spirit and intent of the Smart Growth Principles are commonly held principles of all Smart Growth definitions. If Southlake Town Center is an example of Smart Growth, then we should expect to obtain results from project scale Smart Growth Scorecards that suggest Southlake Town Center as a whole represents an example of Smart Growth.

[1] See Appendix A for scorecards.

Definition of Terms

There are multiple definitions of Smart Growth that exist today. Each of the scorecards used in this study has a definition of Smart Growth that reflects the Smart Growth goals of the particular community in which it was authored. Therefore, the results of each scorecard may only be interpreted through the definition provided by the scorecard's author. The conclusion of this study will discuss the compatibility of varying definitions of smart growth and the impact this has on the Smart Growth movement. The following definitions of Smart Growth serve the purpose of this study:

Smart Growth Network

> Growth is smart when it gives us great communities, with more choices and personal freedom, good return on public investment, greater opportunity across the community, a thriving natural environment, and a legacy we can be proud to leave our children and grand children (Smart Growth Network).

New Jersey Scorecard

> Smart Growth means adding new homes, new offices and businesses and new jobs to New Jersey's economy in a way that enhances the communities where we already live – without requiring higher taxes, adding to our road and traffic woes and without consuming or polluting our remaining farmland.

Austin, TX Smart Growth Matrix

> Smart Growth addresses problems caused by sprawl by emphasizing the concept of developing "livable" cities and towns. Livability suggests, among other things, that the quality of our built environment and how well we preserve the natural environment directly affect our quality of life. Smart Growth calls for the investment of time, attention, and resources in central cities and older suburbs to restore community and vitality. Smart Growth advocates patterns for newly developing areas that promote both a balanced mix of land uses and a transportation system that accommodates pedestrians, bicycles, transit and automobiles.

According to the EPA a Smart Growth scorecard is a basic assessment tool that allows communities to help determine whether a development project meets the criteria

for a community's Smart Growth goals. The EPA further states that, "Project-specific scorecards can measure how well a proposed development will meet the community's social, economic, environmental, and fiscal goals" (online, www.epa.gov/smartgrowth/scorecards/index.htm). They can also help a community determine if their goals for features such as compactness, walkability, and bikability are being met in new development projects. The following definitions serve to clarify operational terms used in each scorecard.

New Jersey Scorecard

Section VI: Walkable, designed for personal interaction.

Floor-area ratio (FAR): A measure of the amount of commercial floor space available for occupancy in relationship to the total size of developable land; unit of measure is square feet. FAR is calculated by dividing the amount of commercial floor space available in square feet by the total developable land in square feet.

Project Density: The general compactness of a project as a result of the amount floor space created in relation to the amount of developable land; expressed in relationship to the general density of the surrounding community.

Austin, TX Smart Growth Matrix

Goal #1*:*

Section: Location

1. Smart Growth Zones: Since the following definitions were developed specifically for the City of Austin, zoning areas were translated to similar zoning areas in the City of Southlake prior to the development of Southlake Town Center in order to determine appropriate scoring.

> ***A. Downtown:*** An area of land zoned as Central Business District (CBD). Austin zoning definition of CBD: Uses intended for the core area of Austin, including residential use types and a wide variety of office and commercial activities.
>
> ***B. Urban Core:*** An area of land zoned as downtown mixed use (DMU). This zone is intended for application to areas on the periphery of the CBD, permitting a wide variety of uses compatible with downtown Austin and allowing intermediate densities as a transition from the commercial core to surrounding densities.
>
> ***C. Desired Development Zone (DDZ) inside City Limits:*** A defined area where Austin wants to grow. This will be viewed as an area where Southlake wants to grow, within the city limits, for the purpose of this study.

Section: Critical Mass

1.Threshold Density:

> ***A. Population (DUA):*** Residential development density expressed as a number of dwelling units per acre (DUA). Residential density is calculated by dividing the total number of residential units within an area by either the total developable area for gross density or just the total area designated for residential development to get a net density. Gross density will be calculated for scoring in this study.
>
> ***B. Employment (FAR):*** A measure of the amount of commercial floor space available for occupancy in relationship to the total size of developable land; unit of measure is square feet. FAR is calculated by dividing the amount of commercial floor space available in square feet by the total developable land in square feet.

Section: Land Use

1. Land Use Contribution: Since the following definitions were developed specifically for the City of Austin, zoning areas were translated to similar zoning areas in the City of Southlake associated with the development of Southlake Town Center.

A. Downtown: An area of land zoned as Central Business District (CBD). Austin zoning definition of CBD: Uses intended for the core area of Austin, including residential use types and a wide variety of office and commercial activities. Southlake adopted a zoning ordinance specifying a Downtown District for the property on which Southlake Town Center was developed. Although the density specified for the DT district in Southlake suggest a density likely more comparable to an urban core area in Austin, this study will keep strictly to the comparable zoning classification for the sake of measurement.

B. Urban Core: An area of land zoned as downtown mixed use (DMU). This zone is intended for application to areas on the periphery of the CBD, permitting a wide variety of uses compatible with downtown Austin and allowing intermediate densities as a transition from the commercial core to surrounding densities.

C. Traditional Neighborhood Projects: A development with a specifically identified Traditional Neighborhood Development Ordinance. This type of project is generally residential in nature with an appropriate mix of commercial uses in a defined proximity.

Goal #2

Section: Local Economy

1. Neighborhood Stabilization

A. Traditional neighborhood retail use: such uses would be those that provide general necessities such as groceries, hardware, daycare, etc.

B. Neighborhood supported uses: such uses would be those which a general majority of the local community patron on a relatively frequent basis.

Site Selection

Southlake Town Center was selected from a list published by the Smart Growth Network titled "This is Smart Growth". This list represents a cross-section of various built examples of the Ten Principles of Smart Growth. For each of the ten principles there are four existing examples found nation wide. The merits of the communities listed are discussed in the handbook on Smart Growth, which is also titled "This is Smart Growth" and also published by SGN. Southlake Town Center serves as good a case study as any other similar project on the list.

Further investigation of Southlake Town Center and the context of its environment led to its selection for this study. The city of Southlake, Texas is about 22 square miles in size and has a population density of about 1,152 per square mile[2]. The average household income in 2005 was estimated at $186,645, up nearly $50,000 from the 2000 census report ($131,549). The average household size is about 3.35 people per household and the average home value is about $500,000. There were 6,414 total housing units according to the 2000 census bureau suggesting a gross residential density of about 2 dwelling units per acre. These facts are reflective of the city's comprehensive plan and zoning guidelines, which seek to preserve a low to medium density. Southlake hosts the county seat of Tarrant County and has become known as the county's premier retail location with the addition of Southlake Town Center.

The community of Southlake, Texas appears to desire an environment that embraces low density development and maintains a high standard of living. As part of Southlake's 2025 Plan Vision Statement the city of Southlake aspires to be a

[2] Population data obtained from City of Southlake website: www.ci.southlake.tx.us. Population density was based on a January 1, 2006 population estimate of 25,350.

community that epitomizes environmental sustainability. Goal number four of the Southlake 2025 Plan envisions the development of a transportation system that minimizes traffic congestion, provides alternatives to the automobile, promotes energy efficiency, and allows expanded opportunities for its citizens to meet some routine needs by walking or bicycling. These goals reflect a Smart Growth attitude. Unfortunately, the Southlake 2025 Plan was adopted after the development of Southlake Town Center had begun. The American Planning Association, Midwest Section, Texas Chapter reported in June 2003 that, “The city is about 80% built out...”(Baker, 2003). Has the development of Southlake Town Center achieved the principles of Smart Growth in such a manner that warrants the title of Smart Growth? If so, by what means? Is it possible that Southlake Town Center can achieve Smart Growth in a community that is already 80% built out in low density, high priced housing? Is it fair to call this project Smart Growth if it achieves only one or two Smart Growth Principles?

Scorecard Selection

The Austin, Texas Smart Growth Matrix and the New Jersey Scorecard for Proposed Developments were selected for use in this study. These two scorecards were selected from a list provided by the U.S. Environmental Protection Agency. The EPA explicitly does not endorse these scorecards, but provides them as available current examples. Selection of these scorecards was predicated on the basis of two general criteria. First, scorecards had to be designed for use at the project scale. Second, scorecards had to use objective and quantifiable terms. Scorecards on the

EPA list which frequently used vague descriptors or did not use quantifiable measures were eliminated.

New Jersey Scorecard

Intended Purpose/Function: Educational tool

This scorecard is broken up into seven sections. Within each section there are up to six measurement criteria. Each criterion has a quantifiable range of possible answers that are associated with a point value. Each measured criteria also bears a weighted value that is multiplied by the point value of the answer to reflect its importance to Smart Growth goals. Figure 3.1 illustrates an example of one section of the New Jersey Smart Growth Scorecard. The seven ections are:

1. Near existing development and infrastructure
2. Range of housing options
3. Protects open space, farmland and critical environmental areas
4. Mix of uses
5. Choices for getting around
6. Walkable, designed for personal interaction
7. Respectful of community character and design

I. Near existing development and infrastructure – Makes the most of limited public resources and builds on public investments already made. Upgrading existing infrastructure and services is more efficient than building new in previously undeveloped areas. Creates opportunity for infill or redevelopment of under-utilized, abandoned and brownfield sites.

Measurement	Answer	Points	Weight	Score
Project is located adjacent to existing infrastructure: roads, water and sewer	Existing service Less than 1/4 mile 1/4 to 1/2 mile 1/2+ mile(s)	3 2 1 0	X 4	
Project is in State Plan Planning Area 1 or 2, a designated center (according to the State Plan) and/or a designated Area in Need of Redevelopment	Yes No	1 0	X 2	
Project is near at least three of the following – housing, restaurants, retail/convenience/services, schools, recreation centers, offices	Less than 1/4 mile 1/4 to 1/2 mile 1/2 to 3/4 mile 3/4 to 1 mile 1+ miles	4 3 2 1 0	X 2	
Project requires new/additional services and/or facilities (fire, police, school)	Not needed Needed	1 0	X 2	
		Subtotal		

Figure 3.1 – Example of a New Jersey Smart Growth Scorecard Section

After each section of the New Jersey scorecard was scored, the subtotals of each section were tabulated. Figure 3.2 shows the final calculation table of the New Jersey Smart scorecard. The final score of each section is calculated as a percent to total possible points and then assigned a letter grade, like grading a history exam (see Figure 3.3). Section scores are then summed for a total over all criteria and calculated to obtain a final overall grade.

TABLE I

Smart Growth Criteria	Column 1 Total Possible	Column 2 Section Scores	Column 3 Calculation (Col 2/Col 1)	Column 4 Final Score (Col 3 x 100)	Column 5 Final Grade (A-F)
I. Near existing development and infrastructure	24				
II. Range of housing options*	7				
III. Protects open space, farmland and critical environmental areas	12				
IV. Mix of uses	17				
V. Provides choices for getting around	18				
VI. Walkable, designed for personal interaction	16				
VII. Respectful of community character, design and historic features	6				
TOTAL OVER ALL CRITERIA	100				

* If there is no housing component to the project under review, deduct 7 points from column 1, bringing the total possible to 93 points. Divide the total for column 2 by the new total possible (93 points) to find the project's overall score.

Figure 3.2 – New Jersey Scorecard final calculation table.

TABLE II

Final Score	Letter Grade
100 – 90	A
89 – 80	B
79 – 70	C
69 – 60	D
59 – 0	F

Figure 3.3 – New Jersey Scorecard grade conversion table.

Austin, Texas Smart Growth Matrix

Intended Purpose/Function: Tax Incentive Tool

This scorecard is broken down into three major goals with a total of 10 Smart Growth categories having up to 5 criteria. The scoring is similar to the New Jersey scorecard, however, raw score values are more important than the percent to total for each goal. The intended use of this scorecard is to qualify a development project for tax incentive. Raw scores are determined and summed. The final score is compared to matrix threshold levels to determine the level of incentive qualification. Figure 3.4 illustrates an example of a Smart Growth category in the Austin Matrix. The Smart Growth goals and categories of the Austin Smart Growth Matrix are:

I. Goal #1: Determine How and Where Development Occurs
   A. Location
   B. Process
   C. Critical Mass
   D. Land Use

II. Goal #2: Improve Our Quality of Life
   A. Urban Design
   B. Multi-Modal Transportation Elements
   C. Parking
   D. Housing
   E. Local Economy
   F. Sustainable Building Practices

III. Goal #3: Enhance our Tax Base

	Element	Criteria	Weight	Value	Max. Points Available	Score	Comments	Total Possible	Total Score
Land Use (110 Points)	A. Downtown Projects	1. Regional draw – retail (anchor retail), entertainment, or cultural center.	5	3	12				
		2. Greater than 200 new housing units	5	4	20				
	or B. Urban Core Projects	1.Regional draw – retail (anchor retail), entertainment, or cultural center.	4	3	12				
		2.Variety of housing types (apartments, rowhouses, SF).	4	3	12				
		3. Greater than 200 new housing units.	4	1	4				
	or C. Traditional Neighborhood Projects	1. Meets TND codes and ordinances.	3	3	9				
		2. Variety of housing types (rowhouses, gar. Apts, SF).	3	3	9				
		3. Town Center with neighborhood retail.	3	3	9				

Figure 3.4 – Example - Austin, Texas Smart Growth Matrix, Land Use category criterion and scoring.

In the Austin Smart Growth Matrix, threshold levels determine a project's eligibility for a potential amount of tax incentive. The higher the final score the higher the value of the incentive package (Figure 3.5) it qualifies for. Projects that score in the top two levels are looked at closer to determine a not to exceed (NTE) value for the incentive package.

Matrix Threshold Levels

0 to 250 points = No Additional Consideration

251 to 335 points = 50% of All Applicable COA Fees Waived (GF & Enterprise)

For projects that score in the two highest levels a business case analysis sets a not to exceed (NTE) value for the incentive package. The NTE value is based on the present value of the increase in property tax revenues generated by the project over a 5 or 10 year time period. The amount of the incentive package can include up to 100% of applicable COA fees, utility charges (at a 5 or 10 year break even level) and the cost of planned infrastructure accelerated in time for the project.

Figure 3.5 – Austin, Texas Smart Growth Matrix – Threshold Levels.

The City of Austin used this Matrix in conjunction with Desired Development Zones (DDZ). A prerequisite for incentive was that the development project had to be within a defined Desired Development Zone to even be considered. The city of Southlake does not have a similar land use plan with Desired Development Zones like that developed by the City of Austin. Therefore, the use of Austin's scorecard in this study must be regarded as hypothetical assuming that Southlake Town Center is in a desired development zone by virtue of local zoning practices. Thus, the total scorecard value arrived at in scoring Southlake Town Center should be regarded as the potential Southlake Town Center would have if it were in a DDZ in Austin. Furthermore, assuming that the intent of the scorecard is to encourage smart growth, the final score will be discussed in terms of how well Southlake Town Center would achieve Smart Growth if it were in a DDZ in the City of Austin.

This study does not seek to determine an incentive value for Southlake Town Center, nor does it consider the use of desired development zones as a pre-requisite. This study strictly looks at the performance of a so-called Smart Growth project through the lens of various Smart Growth scorecards. The outcome of each scorecard, as it is applied to Southlake Town Center, will also be discussed in comparison to the Smart Growth categories each scorecard measures. Furthermore, the implications of the final scores of Southlake Town Center will be considered in light of current issues related to the success of the Smart Growth movement.

Scoring Procedure

Each scorecard was scored against Southlake Town Center at the same level of project completion. It was recognized that in at least one case of each scorecard a scoring criterion was not applicable and therefore thrown out. In cases where the number of non-applicable criterion severely jeopardized the measurability of a category, the whole category was thrown out. In cases where a category was thrown out, scoring values were adjusted to preserve the integrity of the results. The final scores obtained for each scorecard are unique and only suggest how Southlake Town Center would perform in the context of each scorecard's constraints.

The following criterion were deemed not-applicable and therefore thrown out of the scoring process for this study:

New Jersey Scorecard

Section II – Range of housing options

Removed Criterion:

Measurement	Answer	Points	Weight	Score
Project contributes to community's fair share of affordable housing (COAH number).	Yes No	1 0	X2	

Reason for removal: Criterion refers to regional planning goals undeterminable for scoring.

Austin Matrix

Goal #1: Determine How and Where Development Occurs

<u>Category: Process</u>

Removed Criterion:

Element	Criteria	Weight	Value	Max. Points Available	Score	Comments	Total Poss.	Total Score
2.Design Commission (choose A or B)	A. Presentation & Endorsement of plans without conditions B. Downtown Projects.	5	2	10 50			50	

Reason for removal: Vague or immeasurable terms.

<u>Category: Process</u>

Removed Criterion:

Element	Criteria	Weight	Value	Max. Points Available	Score	Comments	Total Poss.	Total Score
3. Historic Landmark Commission	A. Presentation & Endorsement of plans without conditions B. Historically zoned buildings or buildings within a historic district.	5	5	25 50			50	

Reason for removal: Southlake Town Center is not identified as a historic landmark site.

Category: Land Use

Removed Criterion:

Element	Criteria	Weight	Value	Max. Points Available	Score	Comments	Total Poss.	Total Score
2. Land Use Compatibility	1. Part of a Downtown District Plan 2. Consistent with a corridor Plan 3. Cosistent with a Transit Node Plan							

Reason for removal: Criteria based on information that is not complete or available for scoring.

Category: Land Use

Removed Criterion:

Element	Criteria	Weight	Value	Max. Points Available	Score	Comments	Total Possible	Total Score
1. Transit Coordination	A. Project includes CMTA participation / coordination B. Provides Facilities associated w/ bus to rail transfers	4 -	5 -	20 -			0	0

Reason for removal: Undeterminable scoring measure and criteria based on information that is not complete or available for scoring.

Austin Matrix

Goal #3: Enhance Our Tax Base

Category:

Removed Criterion:

1. Tax Base Enhancement	A. Meets AISD 60/40 Goal			2			0	
A business case analysis for proposed developments seeking financial incentives is handled separately.								

Reason for removal: Undeterminable scoring.

Caveats

Each scorecard used in this study serves as an individual heuristic measurement of Smart Growth. The Smart Growth scorecards used in this study do not suggest when a project should or should not be built. The results obtained through the use of scorecards in this study are meant only to generate a preliminary analysis of how well the results obtained through the use of smart growth scorecards commensurate with what the Smart Growth Network publishes as Smart Growth. Scorecards do not necessarily embody all of the 10 Principles of Smart Growth published by the SGN and therefore only reflect how well a project would perform within the context of a particular scorecard's set of variables.

CHAPTER 4 - Results and Discussion

This chapter will discuss the individual results of each category and justify how each score was arrived at. Since there are few Smart Growth scorecards actually in use today and research on the use of Smart Growth scorecards is virtually non-existent, this study provides a baseline for future research on the development and use of Smart Growth Scorecards. The expectation of this study is that the results will support the claim that a project listed by the Smart Growth Network as “This is Smart Growth” will also be considered Smart Growth by measure of a Smart Growth Scorecard. Two unique Smart Growth Scorecards were scored on the same project, Southlake Town Center. Each scorecard’s overall result was then compared to determine how well the final score stacked up against the claim that “This is Smart Growth” by the Smart Growth Network.

Scoring was performed as objectively as possible and where an objective means of scoring was unachievable, or a precedent was not available, or measuring instructions were too vague, the criterion was thrown out. Examples of both the Austin, Texas and New Jersey Smart Growth Scorecards can be found in Appendix A. Chapter 6 will discuss the conclusions obtained from the following results as well as the measuring similarities and differences between the scorecards.

New Jersey Smart Growth Scorecard

The results of the New Jersey Smart Growth scorecard suggest that Southlake Town Center achieves a "D" rating when it comes to Smart Growth. Interestingly under the parameters of the N.J. Scorecard, STC scored well in some of the Smart Growth categories for which it has been nationally recognized (Mixed-Use and Near Existing Infrastructure), but also scored poorly in other categories for which it has been nationally recognized (Respectful of Community Character). STC achieved only 60% of the total Smart Growth points possible on the New Jersey Smart Growth Scorecard for Proposed Developments.

Overall, Southlake Town Center scored 58 out of a possible 92 points. Figure 4.1 shows the final score table with the results by section. The New Jersey scorecard uses a grade card approach to measuring Smart Growth. The overall performance score is translated into a letter grade of either A, B, C, D or F where A is the best possible rating and F is the worst. This type of measuring is derived from traditional U.S. educational practices, is fairly simple to score, and is relatable to most Americans.

Smart Growth Criteria	Total Possible	Section Scores	Calculation (Col 2/Col 1)	Final Score (Col 3 x 100)	Final Grade (A-F)
I. Near existing development and infrastructure	~~24~~ 22	22	1.00	100%	A
II. Range of housing options*	~~7~~ 5	0	0.00	0%	F
III. Protects open space, farmland and critical environmental areas	~~12~~ 8	7	.875	88%	B
IV. Mix of uses	17	17	1.00	100%	A
V. Provides choices for getting around	18	2	.11	11%	F
VI. Walkable, designed for personal interaction	16	8	.50	50%	F
VII. Respectful of community character, design and historic features	6	3	.50	50%	F
TOTAL OVER ALL CRITERIA	~~100~~ 92	58	.63	63%	D

Section I: Near existing development and infrastructure

Southlake Town Center scored 22 out of a total 22 points possible in Section I (Figure 4.2). Section I attempts to evaluate how well a project, makes the most of limited public resources. This section looks at how well a project builds on public investments already made by upgrading existing infrastructure and services, creating opportunity for infill, or redevelopment of under-utilized, abandoned and brownfield sites.

I. Near existing development and infrastructure – Makes the most of limited public resources and builds on public investments already made. Upgrading existing infrastructure and services is more efficient than building new in previously undeveloped areas. Creates opportunity for infill or redevelopment of under-utilized, abandoned and brownfield sites.

Measurement	Answer	Points	Weight	Score
Project is located adjacent to existing infrastructure: roads, water and sewer	Existing service Less than 1/4 mile 1/4 to 1/2 mile 1/2+ mile(s)	3 2 1 0	x 4	12
Project is in State Plan Planning Area 1 or 2, a designated center (according to the State Plan) and/or a designated Area in Need of Redevelopment	Yes No	1 0	x 2	N/A
Project is near at least three of the following – housing, restaurants, retail/convenience/services, schools, recreation centers, offices	Less than 1/4 mile 1/4 to 1/2 mile 1/2 to 3/4 mile 3/4 to 1 mile 1+ miles	4 3 2 1 0	x 2	8
Project requires new/additional services and/or facilities (fire, police, school)	Not needed Needed	1 0	x 2	2
		Subtotal		22

Figure 4.2 – Section I results

Section I was one of the highest scoring sections for Southlake Town Center. The site selected for Southlake Town Center offered close proximity to existing infrastructure and transportation routes. Adjacent land uses include an established residential community and commercial areas. From a Smart Growth point of view this is an ideal location for Greenfield development.

Southlake Town Center is surrounded by two major collector streets (Southlake Boulevard and North Carroll Avenue) and a major arterial road (State Highway 114). This infrastructure existed prior to the development of Southlake Town Center and no

extensive linkages to sewer or water were necessary. Figure 4.3 shows the location of Southlake Town Center. Scoring marks for the first criterion of Section I received the full twelve points possible. Locating new development near existing development and infrastructure significantly reduces development costs, as well as future maintenance costs. This translates to less cost to taxpayers and can significantly increase community support.

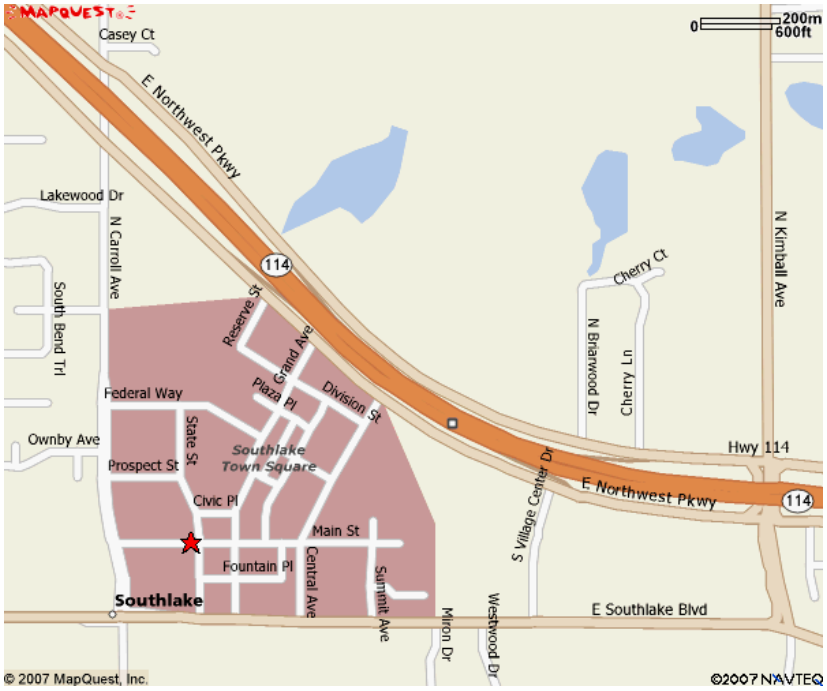


Figure 4.3 – Map showing the location of Southlake Town Center in the light red area. Image assessed from MapQuest, Inc (www.mapquest.com).

Southlake Town Center is not in a specified State Planning Area, nor is it in a designated area in need of redevelopment. At the time of scoring there was no existing official state plan nor was there any designated planning area for the State of Texas. Currently there are 13 states that have implemented various forms of comprehensive planning strategies at the state and regional level. Texas is in the process of

developing such a plan and at the time of this writing is currently still in the planning phase. The North Texas Council Of Government (NTCOG) is the body responsible for the development of a regional plan to address planning strategies for a projected significant increase in population to the region including Southlake, Tx. Criterion two of Section I is specific to New Jersey and no objectionable means for scoring could be achieved. Therefore this criterion was deemed not applicable and was thrown out.

Criterion three of Section I evaluates the proximity of Southlake Town Center to three or more uses. Criterion three received the total points possible since Southlake Town Center is within ¼ mile of three or more of the following uses – housing, restaurants, retail/convenience/services, schools, recreation centers, offices. Figure 4.4 shows the zoning and land uses adjacent to Southlake Town Center.

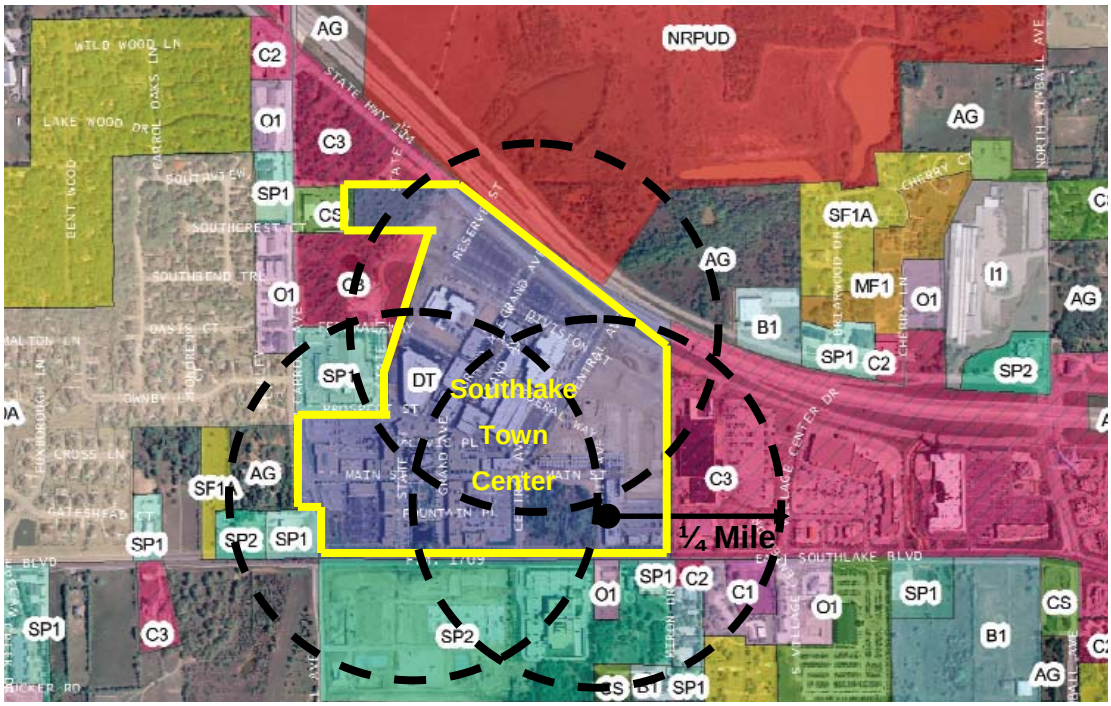


Figure 4.4 – Map showing the location of Southlake Town Center in relation to surrounding uses. Concentric rings represent a quarter mile radius. Image courtesy of the City of Southlake, Texas found online at: http://www.cityofsouthlake.com/development/zoning28_aerial-2.pdf

The addition of Southlake Town Center to the City of Southlake does not appear to have required any new or additional services or facilities such as fire, police or school. A new Department of Public Safety building was built near Southlake Town Center and became occupied in April of 2002. Construction of Phase 1 of Southlake Town Center had finished completion by March of 1999. It was undeterminable during this study whether or not the new DPS facility was a direct impact of the development of Southlake Town Center.

Section II: Range of housing options

Section II of the New Jersey Smart Growth Scorecard seeks to determine whether or not a development offers a range of housing types and sizes. It also seeks to determine if a development offers an increase in the choices available to households of all income levels. Figure 4.5 shows the final score of Section II as it appears on the scorecard.

II. Range of housing options – Offers a range of housing types and sizes. Increases the choices available to households of all income levels.

Measurement	Answer	Points	Weight	Score
Project offers a mix of housing types and sizes (apartments, condos, townhouses, single-family, studios, 1BR, 2BR, 3BR, etc.)	Yes / (No)	1 / 0	X 3	0
Project has units with a wide-range of pricing options that will be sold or leased, with at least 15 percent priced as affordable housing	Yes / (No)	1 / 0	X 2	0
Project contributes to community's fair share of affordable housing (COAH number)	Yes / No	1 / 0	X 2	N/A
		Subtotal		0

Figure 4.5 – Final scoring tabulation for Section II of the New Jersey Smart Growth Scorecard.

The first criterion in Section II addresses the mix of housing types and sizes. Only one type of housing option is offered in Southlake Town Center: town homes called The Brownstones. The Brownstones at Southlake are 3-story, luxury town homes varying in size from 2,800 to 3,300 square feet and valued at $400,000 and up. This is the only residential addition to Southlake Town Center and there will be a total of 113 units at full build out. Figure 4.6 illustrates the location of The Brownstones within Southlake Town Center. Since town homes are the only type of residential units and they are all similar is size, Southlake Town Center received a score of zero on the first criterion of Section II. Southlake Town Center does not provide a mix of housing types.

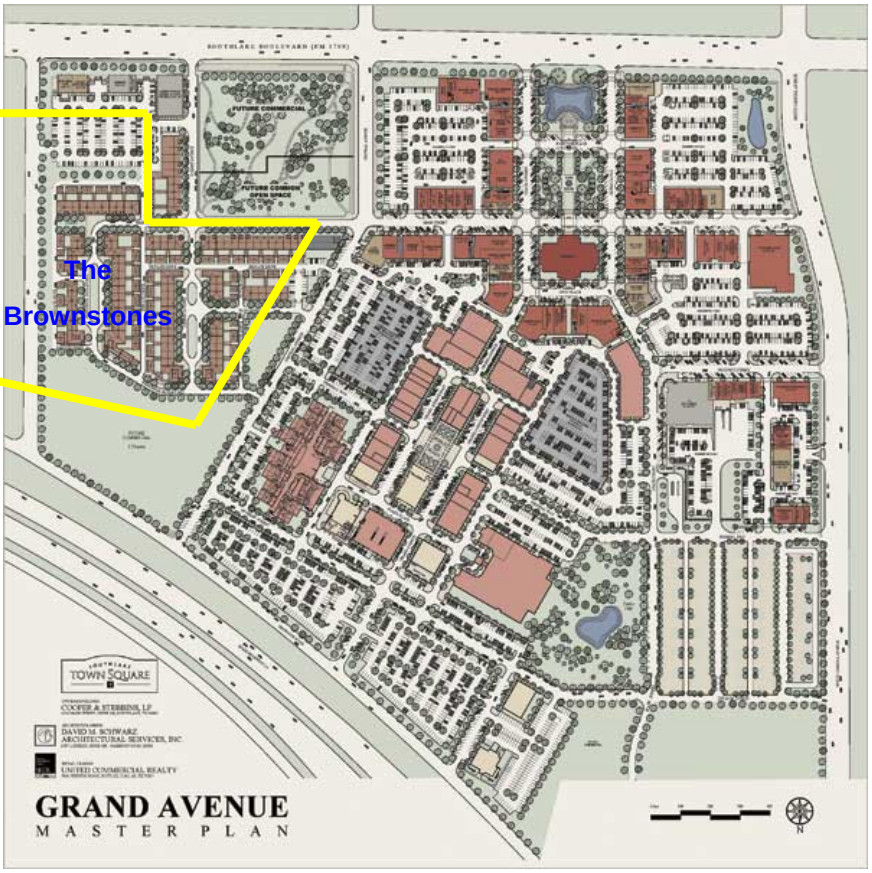


Figure 4.6 – Final scoring tabulation for Section II of the New Jersey Smart Growth Scorecard.

The second criterion of Section II evaluates the range of pricing options within a development. The New Jersey scorecard asks for a minimum of 15% of all residential units related to the project to be priced affordably. Housing affordability generally targets availability for low- to moderate-income households[3]. This becomes somewhat trivial in a community like Southlake, Texas which had a median household income of $131,549 at the time of the 2000 Census Report (1999 dollars). This is more than three times the national average ($41,994). According to the 2000 Census Report, the median value of single family homes in Southlake, Texas was $341,400, nearly three times the national average ($119,600).

The Department of Housing and Urban Development (2003) states, "...families in unusually affluent areas are not considered low-income even if their income is less than 80 percent of the local median family income level unless justified by the area housing costs." Housing prices are three times that of the national average and so is the median household income. The sales prices of The Brownstones are in line with local housing market values. Furthermore, the housing market values in Southlake, Texas appear to be affordable to the median income. Southlake, Texas is an unusually affluent area and it is likely that the majority of citizens could not be considered low-income even if their income is less than 80 percent of the median household income.

The household income breakdown for Southlake, Texas according to the 2000 U.S. Decennial Census, suggested that about two-thirds of Southlake households made more than 80% of the Southlake median household income ($105,239). Only about

[3] U.S. Department of Housing and Urban Development (2003) states that, "Housing is affordable if a low- or moderate-income familiy can afford to rent or buy a decent quality dwelling without spending more than 30 percent of its income on shelter."

8.5% of Southlake households made less than the national household median income. So, do the $400,000 luxury town homes offer affordable housing? Not to those Southlake households who make at or less than the national average household income.

This researcher takes the stance that by not providing affordable housing in line with the pay scale associated with the new jobs that will be created, or by some comparable means to national norms, employees will be forced to commute. Forcing such a condition where local employees cannot afford to live in the community in which they work is contradictory to the Principles of Smart Growth. This further reinforces dependency on the automobile, continued sprawl development and is counter productive to proliferation of Smart Growth.

The purpose of this study is to simply provide a preliminary analysis of the use of Smart Growth scorecards at a project development scale in order to assess the inherent difficulties in measuring Smart Growth. This study does not attempt to define, or redefine, scorecard variables for which vague or no definition has been given. The New Jersey Scorecard does not define affordable housing, nor does it offer a means to calculate it. Thus, an initial assessment of this criterion proves problematic and it could be argued that criterion two of Section II should be thrown out of this study.

This researcher takes the stance that since affordable housing is a major goal of Smart Growth, any absence of affordable housing as defined by the U.S. Dept. of Housing and Urban Development, regardless of cause, is still an absence and therefore contrary to the goals of Smart Growth. Southlake Town Center does not provide housing options that meet the U.S. Dept. of Housing and Urban Development definition

of affordable housing. Therefore, the second criterion of Section II received zero (0) points.

The third and last criterion in Section II of the New Jersey Scorecard seeks to determine if a project contributes to the community's fair share of affordable housing. The New Jersey Council on Affordable Housing (COAH)[4] attempts to guide community growth by suggesting that communities grow in a proportional manner. This is a regional control measure which has not been established in the State of Texas. Criterion three requires the calculation of a municipally derived variable for which no data exists in Southlake, Texas. Furthermore, it would be at the discretion of Southlake, Texas as to whether or not it participated in a program identical to COAH. There is no objective way to determine such an alignment. Criterion three of Section II was therefore discarded.

Section III: Protects open space, farmland and critical environmental areas

Section III assesses how well a project benefits the general public as it spares watersheds, scenic vistas and agricultural areas needed for drinking water, farm and tourism revenues and strong quality of life. There are five criteria that make up this section. Figure 4.7 shows the scoring results of Section III of the New Jersey Smart Growth Scorecard as they apply to Southlake Town Center.

[4] N.J. Council On Affordable Housing (COAH) is an administrative and regulatory organization. It does not produce, fund or compel municipalities to expend local funds to build affordable housing. However, COAH does provide municipalities with an administrative shield from developer's lawsuits. This governing body is empowered to: (1) define housing regions, (2) estimate low and moderate income housing needs, (3) set criteria and guidelines for municipalities to determine and address their own fair share numbers and then (4) review and approve housing elements/fair share plans and regional contribution agreements (RCA's) for municipalities. (New Jersey Dept. of Community Affairs, www. state.nj.us/dca/coah/about.shtml)

III. Protects open space, farmland and critical environmental areas – Benefits the general public as it spares watersheds, scenic vistas and agricultural areas needed for drinking water, farm and tourism revenues and strong quality of life.

Measurement	Answer	Points	Weight	Score
Project avoids critical environmental areas (State Plan Planning Area 5, prime watersheds, unbroken forest and grassland areas, critical wildlife areas/wildlife habitat)	(Yes) No	1 0	X3	3
Project located on land that is physically suitable for development steep slopes greater than 15 percent, floodplains, stream (avoids corridors, aquifers and aquifer recharge areas)	(Yes) No	1 0	X2	2
Project does not intrude into agricultural and/or open lands	(Yes) No	1 0	X2	2
Project cleans up a brownfield site	Yes No	1 0	X2	N/A
Project is energy efficient (example: exceeds standards in NJ energy code, meets standards of NJ Energy Star Homes program, etc.)	Yes No	1 0	X2	N/A
Project uses at least 30 percent recycled or "low impact" building materials	Yes (No)	1 0	X1	0
		Subtotal		7

Figure 4.7 – Final scoring tabulation for Section III of the New Jersey Smart Growth Scorecard.

Two scoring criteria in this section were thrown out. First, since there were no brownfield sites identified in Southlake, Texas criterion number four of Section III was thrown out. Second, criterion number five (evaluating energy efficiency) was thrown out due to climatic and geographical differences between New Jersey and Texas that could potentially threaten the integrity of the measure. The limits of this study did not allow for a fair investigation of energy codes in Texas as they were applied to STC. This study can only assume that the minimum requirements were met per local, state and federal codes. Furthermore, research failed to reveal any publications which suggest any significant contributions to maximizing energy efficiency in STC. Therefore, this criterion was thrown out of the study. Throwing out these two variables moderately impacted the performance of Southlake Town Square in Section III and the scorecard overall. Throwing out these two criteria reduced the total possible points of Section III by one third.

The first criterion in Section III assesses a development's sensitivity to critical environmental areas. Southlake Town Center is located on a piece of land that is not part of an unbroken forest or grassland area, nor is it part of a critical wildlife area/wildlife habitat. Southlake, Texas belongs to the Denton watershed (USGS cataloging Unit: 12030104) and is near the lower reach of the watershed. No current impairments have been reported for this watershed by the U.S. EPA[5]. Southlake Town Center does not appear to have a significant negative impact on the health of the watershed in which it exists and does utilize wet ponds and detention areas to manage runoff. Figure 4.8 shows the watershed to which Southlake Town Center belongs. Full credit was given for the first criterion in Section III of the New Jersey Smart Growth Scorecard.

[5] Watershed information provided by the U.S. EPA's Surf Your Watershed website: www.epa.gov/surf/ .

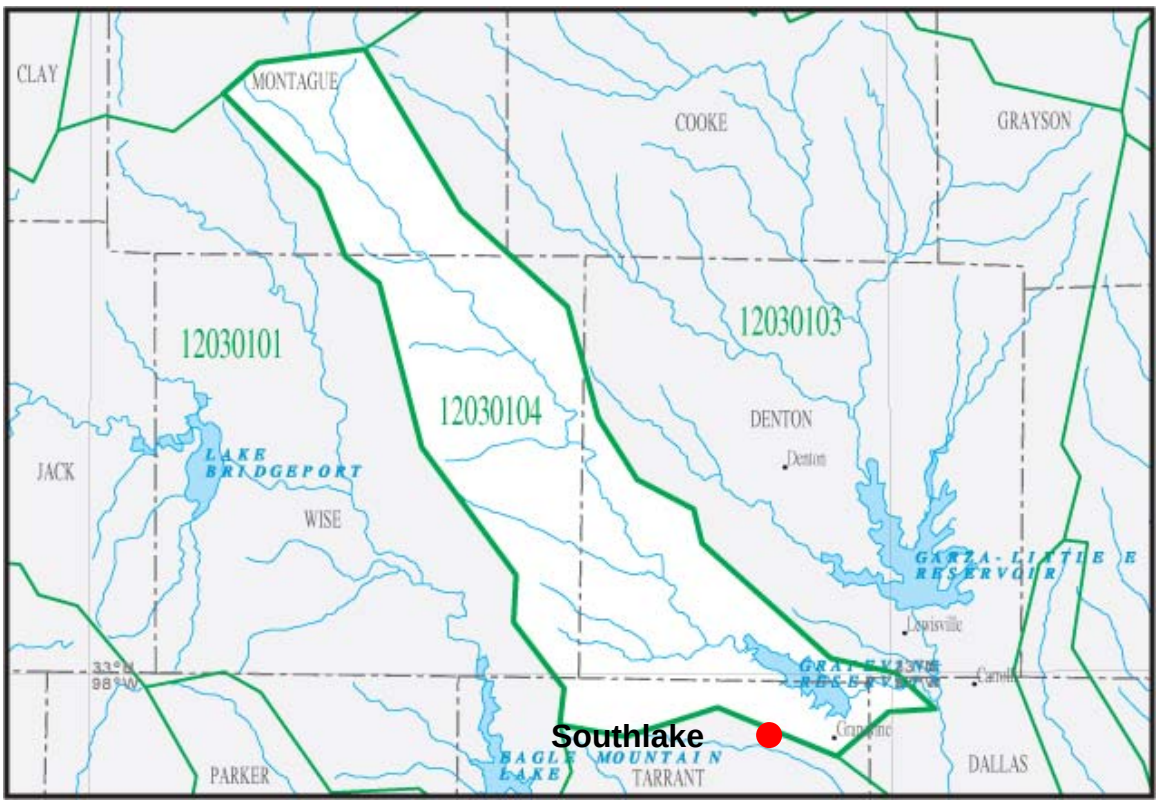


Figure 4.8 – Denton Watershed to which Southlake, TX belongs. Image courtesy of the USGS Map Your Watershed website (http://water.usgs.gov/wsc/cat/12030104.html).

The second criterion of Section III evaluates the suitability of the land to accommodate development. The piece of land on which Southlake Town Center was built is a relatively flat piece of ground, with gentle undulation and is outside of any floodplain. The Southlake Town Center property is physically suitable for development. Figure 4.9 shows a topographic image of the Southlake Town Center site provided by the United States Geological Survey (USGS) online geospatial mapping website. The second criterion of Section III therefore received all points possible.

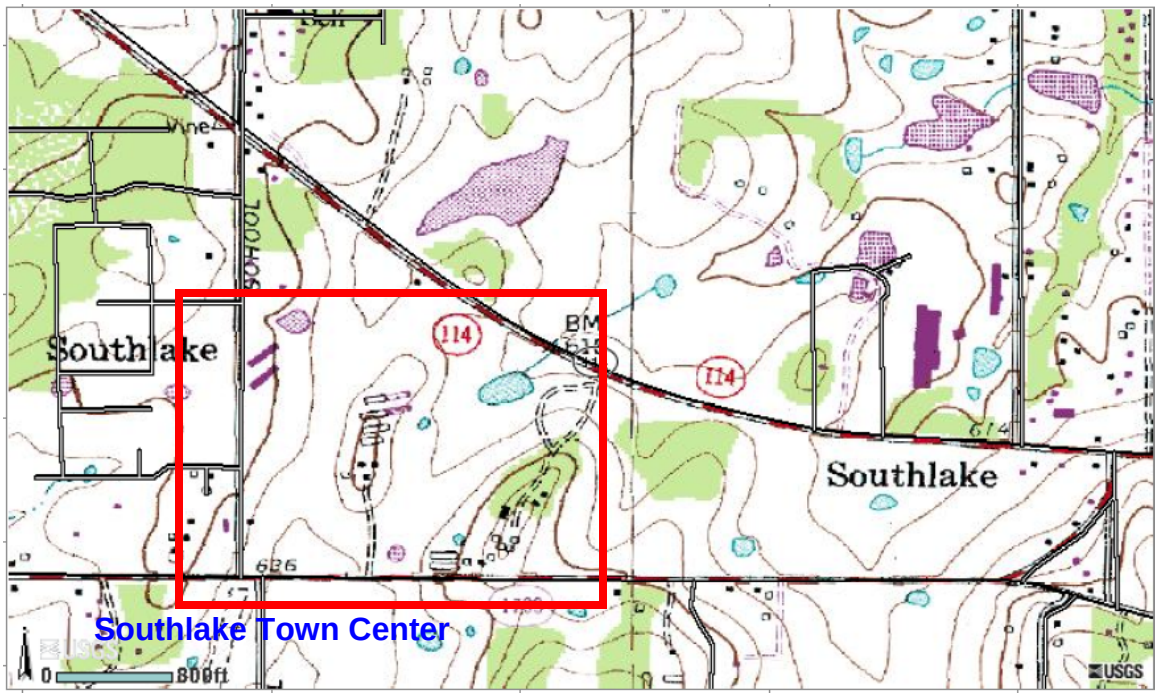


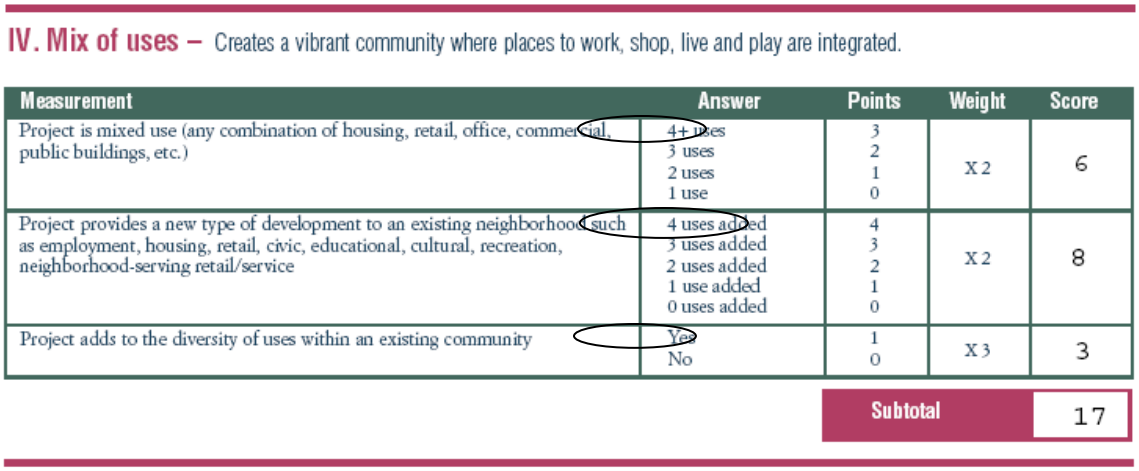
Figure 4.9 – Topographic map of Southlake Town Center. Image courtesy of the USGS National Map Viewer (website: http://nmviewogc.cr.usgs.gov/viewer.htm).

Criterion number three of Section III asks whether the project intrudes into agricultural and/or open lands. Prior land uses of the Southlake Town Center property have included an egg farm and horse farm (Corrigan, 2004). Southlake Town Center did not intrude on any significant agricultural land use at the time of development. Full points were scored for criterion three of Section III.

Section IV: Mix of Uses

Section IV assesses a development's mix of uses. This section of the New Jersey scorecard seeks to determine if a development creates a vibrant community where places to work, shop, live and play are integrated. Southlake Town Center

provides a good mix of uses and has been recognized in numerous publications for its merits in mixed use development. Southlake Town Center scored the maximum possible points for this section. Figure 4.10 shows the scorecard criterion for Section IV and the resulting scores for Southlake Town Center.



IV. Mix of uses – Creates a vibrant community where places to work, shop, live and play are integrated.

Measurement	Answer	Points	Weight	Score
Project is mixed use (any combination of housing, retail, office, commercial, public buildings, etc.)	4+ uses 3 uses 2 uses 1 use	3 2 1 0	X 2	6
Project provides a new type of development to an existing neighborhood such as employment, housing, retail, civic, educational, cultural, recreation, neighborhood-serving retail/service	4 uses added 3 uses added 2 uses added 1 use added 0 uses added	4 3 2 1 0	X 2	8
Project adds to the diversity of uses within an existing community	Yes No	1 0	X 3	3
		Subtotal		17

Figure 4.10 – Section IV of the New Jersey scorecard with scoring results for Southlake Town Center.

The first criterion of Section IV assesses the degree to which a development provides a mix of uses. Scoring is based on the number of uses introduced within a development. Southlake Town Center provides at least four or more uses including housing, retail, office and public buildings. Full points were awarded for this criterion.

The second criteria for Section IV assess whether a project provides a new type of development to an existing neighborhood. This is a rather ambiguous category. While STC does not necessarily introduce new development types from a categorical point of view, STC does introduce a development which integrates different uses as well as adds new commercial industries to the neighborhood. Furthermore, by integrating civic and cultural uses within a primarily commercial development with a splash of

housing opportunities, STC creates a very unique and distinct place that in essence provides a whole new type of development that generates a regional draw. Appendix B shows a list of tenants within STC. Full points were awarded based on the unique integration of uses which creates a single new development type introducing more than four new uses to the existing neighborhood. Examples of new uses that STC introduces are a civic square with cultural amenities, new retail and service ventures bringing new employment opportunities as well as office space.

Criteria three of Section IV assess whether a project adds to the diversity of uses within an existing community. STC introduced several new uses into the community including a 248 room hotel with 15,000 square feet of convention and banqueting space, a movie theatre and high end retail shopping. Municipal facilities are also located within the development including City Hall and a post office. The diversity of the mix of uses attracts a regional draw and provides amenities for patrons to spend long periods of time there. Full points were awarded for criteria three.

Section V: Choices for Getting Around

Section V assesses the location of development near existing transit service to decrease dependency on the automobile, thereby reducing traffic and encouraging walkability. Southlake Town Center exhibited a weak performance in this category due to a lack of multi-modal transportation opportunities.

STC is located near a major highway and can be expected to attract a regional draw. As a result, STC could also expect to see a significant increase in the need for multi-modal transportation options accessible to both local and regional patrons. Southlake Town Center is a predominantly automobile oriented development, with

severely limited pedestrian and bicyclist connectivity to surrounding residential areas. During this study no future plans for bus or rail lines were found which would connect Southlake to the Dallas and Fort Worth areas. Furthermore, there are no local bus or rail stations within 10 miles of Southlake. Given the abnormally high median income and average home prices along with the limited availability of multi-family dwelling units, employees of STC shops are likely not to reside in Southlake. The results of this section illuminate the high dependency on the automobile to support the economic vitality of STC while limiting the opportunities for a live work environment.

STC received a total of two (2) points in this section (See Figure 4.11). Criteria three was the only point producing criteria for STC in this section. Criteria three evaluates the development's use of either an interconnected road system without cul-de-sacs or the being sited near an existing interconnected road system.

V. Choices for Getting Around – Sited near existing transit service to decrease dependency on the automobile, thereby reducing traffic and encouraging walkability (see VI. below).

Measurement	Answer	Points	Weight	Score
Project is accessible by multiple modes of transportation (auto, bus, rail, walking, biking)	4+ modes 3 modes 2 modes	2 1 0	X 4	0
Project is in walking distance to public transit (bus, rail, jitney)	Less than 5 mins 6-10 minutes 11-15 minutes 16-20 minutes 20+ minutes	4 3 2 1 0	X 2	0
Project has an interconnected road system without cul-de-sacs OR the project is located on an existing street network that is interconnected	Yes No	1 0	X 2	2
		Subtotal		2

Figure 4.11 – Section V of the New Jersey scorecard with scoring results for Southlake Town Center.

Section VI: Walkable, designed for personal interaction

Section VI evaluates the scale of development in relationship to the pedestrian. This section evaluates the project's performance on design at the human scale, rather than for the automobile, to help reduce traffic and create places with increased potential for social interaction, walking, and a sense of community. Figure 4.12 shows Section VI of the New Jersey Scorecard with the resulting scores for Southlake Town Center.

VI. Walkable, designed for personal interaction – Designed at the human scale, rather than for the automobile, to help reduce traffic and create places with increased potential for social interaction, walking and sense of community.

Measurement	Answer	Points	Weight	Score
For residential: Average number of dwelling units/acre (including on-site right-of-way and open space)	14+ DU/acre 10-13 DU/acre 7-9 DU/acre 4-6 DU/acre < 4 DU/acre —or— **For commercial:** High floor-area ratio (exclude structured parking and right-of-way) 1.0+ FAR .76 - 1.0 FAR .51 - .75 FAR .4 - .5 FAR < .4 FAR	4 3 2 1 0 4 3 2 1 0	X 2	0
Project parking is located where it does not visually dominate the development from the street and allows easy and safe pedestrian access to buildings	Parking in rear Structured parking On-street parking Lot in front	3 2 1 0	X 2	6
Project density is equal to or greater than that of surrounding areas	Greater density Equal density Lower density	2 1 0	X 1	2
		Subtotal		8

Figure 4.12 – Section VI of the New Jersey scorecard with scoring results for Southlake Town Center.

The first criterion for Section VI evaluates the project's density. Since STC is a predominantly commercial development the Floor-to-Area Ratio (F.A.R.)[6] was computed and scored accordingly. Southlake Town Center is estimated to have a potential build out of 2,000,000 square feet of mixed-use development (City of Southlake, 2006). On 125 acres, STC translates to a development with an F.A.R. of approximately .36.

[6] Floor-to-Area Ratio (F.A.R) – a ratio depicting the relationship of the total square footage of usable floor space of the built environment to the total square footage of the property on which it is to be developed. The higher the ratio the higher the density of development.

Southlake Town Center received a score of 0 for the first criterion based on this computation.

Criterion two of Section VI evaluates the location of parking within the development as a function of visual impact and pedestrian safety. Figure 4.13 shows an aerial view of Southlake Town Center. While much care has been taken to push parking behind buildings to improve the pedestrian experience, it has come at the price of the visual character of Southlake Town Center. From the major collector streets that border the development the visual experience of Southlake Town Center tends to be dominated by massive areas of parking and the backs of buildings.

Figure 4.13 – Aerial view of Southlake Town Center showing the massive parking areas and backs of buildings that dominate the visual experience from major collector

Mass parking lots are not necessarily designed for the pedestrian experience. Parking lots in general tend to be designed around a single purpose; the efficient storing of the minimum number of vehicles to sufficiently support the economic prosperity of the

development based on a calculated ratio. There are many additional services and roles that parking lots have the potential to perform such as storm water management. The New Jersey Scorecard simply asks whether parking is located in the rear, in a structure, on-street, or in the front of the lot. Full points are awarded to project that have parking in the rear. There are no limiting factors to prevent scoring Southlake Town Center with the highest rating on criterion two of Section VI of the New Jersey Scorecard. Despite the visual dominance of the mass parking lots from major collector streets bordering the development as shown in Figure 4.13, Southlake Town Center must be scored with full points since it does have parking in the rear. There is an obvious tension here, both spatial and visually speaking in that while parking is situated to the rear of the store faces, it is situated at the front of the development in high visibility locations where high volumes of potential patrons pass by daily. Andres Duany suggests that, “An essential rule of thumb is to provide no more off-street parking than can be *concealed* behind buildings, and no more buildings than that amount of parking can support (Duany, 2000, p. 208).” It seems unfortunate that the view into Southlake Town Center from the intersection with the greatest amount of traffic is a sea of parking and the backs of buildings.

The third criterion of Section VI evaluates the project density in relationship to the surrounding environment. Southlake Town Center is greater in density as compared to the surrounding area. By virtue of the type of development (mixed use) and by the amount of leaseable floor space within a given area STC accounts for nearly 15% of all commercial space in the City of Southlake and possibly more. A 2007 draft report of the Commercial Properties Summary by the City of Southlake Economic Development

Department reported a total leaseable area of 7,446,028 square feet for the entire city. At its current state of development to this report STC accounted for 1,119,304 sq. ft., or about 15% of the total leaseable commercial development in Southlake, Texas. Considering that the full potential of STC is expected to be near 2,000,000 sq. ft., or more, at full build out, STC could account for nearly one quarter of all commercial development in the City of Southlake at full build out, and all on only 125 acres. Southlake Town Center is clearly higher in density than that of surrounding areas and therefore received all points possible for criterion three of Section VI.

Section VII: Respectful of community character and design

The final section of the New Jersey Smart Growth Scorecard for Proposed Developments evaluates the preservation of community character and design. This section seeks to determine how well a proposed development keeps with the local architecture and enhances the community's desirability as a place to live, work, shop and recreate. Overall Southlake Town Center scored poor in this section scoring only three out of a total six possible points. However, the results must be considered in the context of individual merit. That is, the section score results were heavily weighted by the results of a single criterion, criterion number one. Figure 4.14 shows the scoring results of Section VII.

VII. Respectful of community character and design – In keeping with the local architecture, especially in historically significant areas. Enhances the community's desirability as a place to live, work, shop and recreate.

Measurement	Answer	Points	Weight	Score
Project reuses or rehabilitates existing and/or historic structures	Yes No	1 0	X 3	0
Project building design follows existing or desired architectural style	Yes No	1 0	X 1	1
Project contributes to public streetscape with pedestrian-friendly amenities such as benches, lighting, street trees, trash cans, and windows at street level	Yes No	1 0	X 1	1
Project creates or enhances community spaces such as public plazas, squares, parks, etc.	Yes No	1 0	X 1	1
		Subtotal		3

Figure 4.14 – Section VII of the New Jersey scorecard with scoring results for Southlake Town Center.

The first criteria of Section VII evaluates whether the proposed development reuses or rehabilitates existing and/or historic structures. All structures within Southlake Town Center were newly built and no rehabilitation of existing or historic structures was done. Smart Growth advocates the reuse, or rehabilitation, of existing structures as opposed to, or at least in addition to, new construction. "One way to make the most of public investment is to reuse an old structure in a new way (Smart Growth Network, 2006). " Zero points were awarded for criterion number one of Section VI.

The second criterion of Section VII evaluates whether the project building design follows existing or desired architectural style. Southlake Town Center, for the most part, achieves a cohesive architectural statement that creates a sense of place. However, there are a few buildings that stray from the norm such as the Apple store which juxtaposes a more modern look. Figure 4.15 shows a variety of examples of the architectural style seen throughout Southlake Town Center. Full points were scored for criterion two.

Figure 4.15 – photographs showing the architectural style found throughout Southlake Town Center. Left above) View along Grand Avenue (image found online at www.boleyfeatherston.com/southlake.htm); Right above) View of The Brownstones residential condos (image found online at http://southlakebrownstones.com/gallery.html).

Figure 4.16 – Photos showing the typical streetscape found in Southlake Town Center. (Images found online at: www.southlaketownsquare.com).

Criterion three of Section VII evaluates whether a project contributes to the public streetscape with pedestrian friendly amenities such as benches, lighting, street trees, trash cans and windows at street level. The streetscape of Southlake provides a variety of pedestrian amenities. Figure 4.16 shows two photos of the streetscape experience at Southlake Town Center. Street trees, seating, awnings, lighting and trash receptacles are all present to enhance the pedestrian experience. Full points were awarded for criterion three of Section VII.

Finally, criterion four of Section VII evaluates whether a project creates or enhances community spaces such as public plazas, squares, parks, etc. Southlake Town Center provides such amenities and has been nationally recognized for doing so. Figure 4.17 shows the civic heart of Southlake Town Center. Full points were scored for criterion four of Section VII.

Figure 4.17 – Image of the civic green located at the heart of Southlake Town Center. (images found online at: www.southlaketownsquare.com).

Discussion

While the simplicity of this scorecard lends an amiable practicality, the looseness of measuring criteria often proved to jeopardize the integrity of the final score. One limitation of this particular scorecard is interpreting the meaning of the final score. The New Jersey scorecard translates a final percentage to a letter grade. However, the scorecard does not define the meaning of each letter grade. Therefore, a grade of "C" is simply a grade with no real defined meaning. In education terms a grade of "C" tends to imply an average score, or a score that suggests that the subject met the minimum requirements. In any case, the lack of clearly defined terminology and a final scoring platform that has no referential meaning severely undermines the usefulness of the scorecard, as well as its integrity as a measure of Smart Growth.

Austin, Texas Smart Growth Matrix

The Smart Growth Matrix created by the City of Austin Transportation, Planning and Design Department represents, in contrast to the New Jersey Scorecard, a more refined and measure of Smart Growth. The City of Austin implemented this matrix in response to population increase projections estimating approximately 19,000 new residents annually over a 10 year period. The city of Austin developed their Smart Growth Matrix as an incentive based catalyst to stimulate development in identified **Desired Development Zones (DDZ)**. The expectation was that by managing development through development fee reductions and differentiated utility reimbursements the city could encourage development in these DDZ's while creating a disincentive for developing in environmentally sensitive areas. The environmentally sensitive areas most significant to Austin were designated as the **Drinking Water**

Protection Zone (DWPZ). Lands in the Drinking Water Protection Zone include one or more of the following characteristics that could be threatened by development:

- Watersheds that supply a portion of Austin's drinking water
- Endangered species habitat
- A portion of the Edwards Aquifer that feeds Barton Springs
- Steep Slopes and shallow soils of the hill country that are not well suited for intensive development

Austin's approach to regulating development centers on three main goals. These goals serve as the foundation of Austin's Smart Growth Matrix. Each goal is broken down into categories of measure. Categories are subsequently broken down into one to five elements each with up to ten measurable criteria. Figure 4.18 illustrates the structure of the two principle goals for the Austin Matrix drilled down to the elements of measure. A copy of the full matrix can be found in Appendix A.

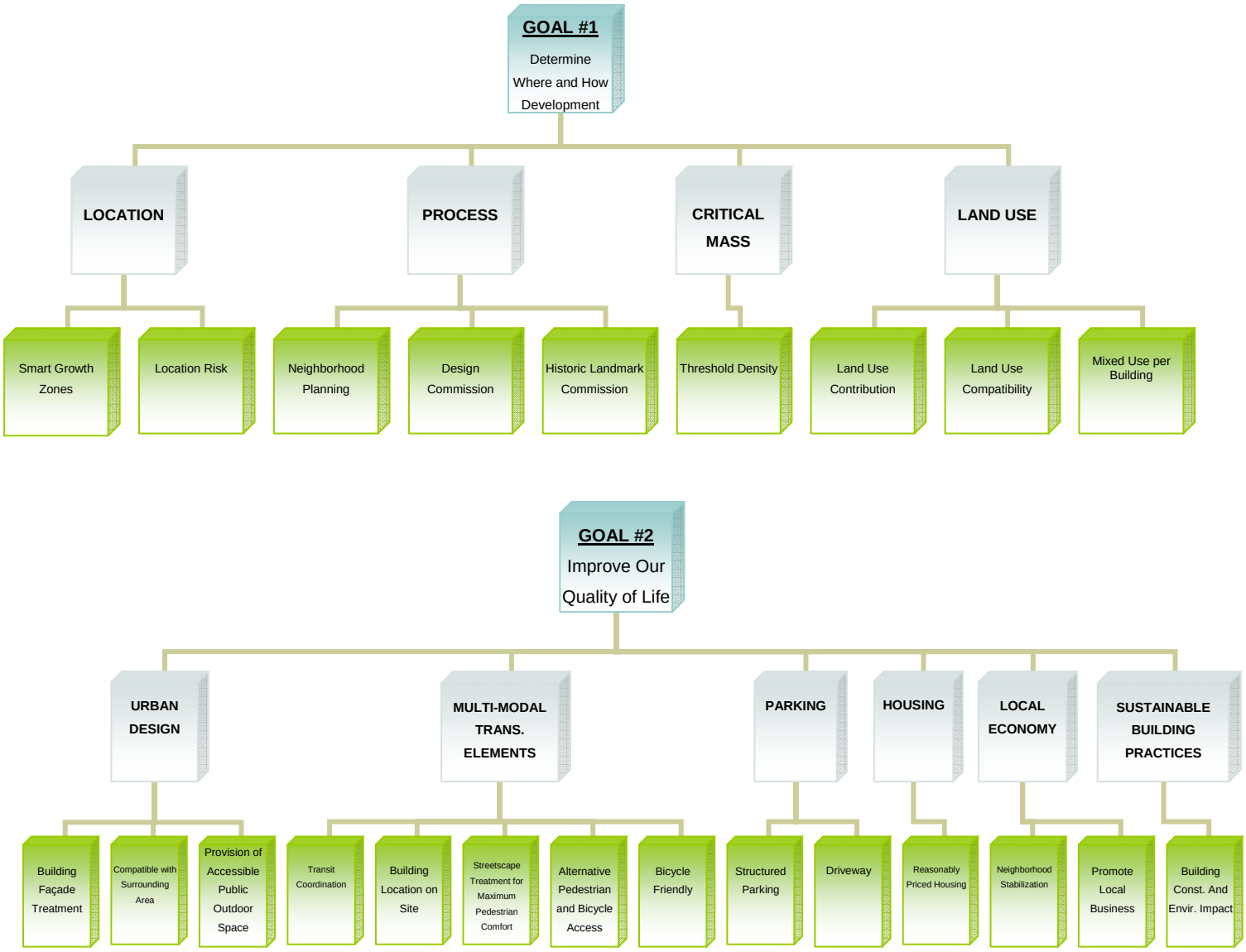


Figure 4.18 – Goals 1 and 2 of the Austin Smart Growth Matrix drilled down to the elements of measure. Each chart flows from the goal to a series of categories each having a number of elements that are measured for each category. Measured criteria for each element can be found on the Austin Matrix in Appendix A.

In order to apply the Austin Matrix to Southlake Town Center one major assumption was made. First, the underlying approach of identifying Desired Development Zone's and Drinking Water Protection Zones is not a construct transferable to evaluating Smart Growth in Southlake, TX. Southlake does not identify

any such Zone designation. This does not necessarily negate the usefulness of the Austin Matrix itself as a tool to evaluate Smart Growth in other locales. Assuming that the Elements and Criteria that measure Smart Growth in the Austin Matrix are commonly accepted Smart Growth measures, the results should still yield a valuable evaluation. For the purpose of this study, the construct of identifying DDZ's and DWPZ's is dismissed since no such designation exists in Southlake. Thus, all things being equal, if Southlake Town Center did exist in a Desired Development Zone and was outside of any Drinking Water Protection Zone, the results should still yield an evaluation of Smart Growth that is relatively consistent with the results yielded by other Smart Growth scorecards.

Goal I

The first Smart Growth goal of the Austin Matrix is to determine how and where development occurs. Goal I rests on four primary indicators, or categories, of growth: Location, Process, Critical Mass, and Land Use. Overall, Goal I accounts for 50% of the total points possible. The priority breakdown by category for Goal I is as follows:

1. Process 38%
2. Land Use 31%
3. Location 24%
4. Critical Mass 7%

Process

The category Process is comprised of three elements: Neighborhood Planning, Design Commission, and Historic Landmark Commission. Two of these elements (Design Commission and Historic Landmark Commission) were dropped from measure against Southlake Town Center due to the fact that little or no information was obtainable during this investigation. The Element Historic Landmark Commission was dropped since no historic relevance was found pertaining to the development of Southlake Town Center. As a result, the overall significance of the category Process was reduced from 38% to 34% (See Figure 4.19).

Process (135 pts)	**1. Neighborhood Planning** *(Choose A or B)*	A. Requires dialogue and support by adjacent neighborhoods (Projects outside of Downtown) B. Downtown Projects			75 35	37		75	37	
	2. Design Commission *(Choose A or B)*	A. Presentation & endorsement of plans without conditions (Projects outside of Downtown) B. Downtown Projects	5	2	10 50	n/a	undeterminable	50	n/a	
	3. Historic Landmark Commission	A. Presentation & endorsement of plans without conditions B. Historically zoned buildings or buildings within a historic district	5	5	25 50	n/a	not applicable	50	n/a	

Figure 4.19 – Scoring of the Process category for Goal I of the Austin Matrix

Neighborhood Planning is the first element of measure for the Process category. This element is measured by determining whether the project is in a downtown location or outside of downtown. Projects which are outside of downtown require dialogue and support by adjacent neighborhoods and are weighted heavier than downtown projects. Southlake Town Center is located in an area rezoned as a Downtown District. However this is a new development and not one within an established, urbanized downtown area. Therefore, since this is a new development in a location rezoned to accommodate the desired development type desired it will be scored as being outside downtown, or an urban core project. The total possible points for such projects is 75. However,

receiving full credit for this criteria requires dialogue and support by adjacent neighborhoods.

The City of Southlake, TX has a neighborhood program called Southlake Program for the Involvement of Neighborhoods (S.P.I.N.). "SPIN is a nonpartisan, City Council-appointed volunteer organization comprised of representatives from 16 geographic areas within the City of Southlake. The purpose of SPIN is to provide a vehicle for facilitating communication between residents and the City staff (City of Southlake, Texas website; available: http://www.cityofsouthlake.com/SouthlakeGovernment/Boards_and_Commissions/SPIN/What_is_SPIN.asp)."

Southlake meets the requirement of dialogue with adjacent neighborhoods. However, this study has failed to find overwhelming neighborhood support for the development of STC. An article by the Urban Land Institute (ULI) (ULI, 2005) reported about neighborhood concern for the STC project, ""Town Square was slow to be embraced," said Greg Last, Southlake's economic development director. "It was a different type of product than people had seen before, and there were a lot of concerns." Furthermore, Southlake planning and zoning commission meetings often turned out more audience members in opposition than support. For example, the May 23, 2002 planning and zoning meeting to approve three agenda items pertaining to Southlake Town Center turned out 4 out of 5 audience members speaking in opposition. Therefore, STC scored half of the total points possible (37.5 / 75) since the forum for neighborhood dialogue existed.

Had more evidence for adjacent neighborhood support been found, STC would have been given all the points possible. As noted above, the remaining two elements were dropped from scoring. The total points scored for STC in the Process category was 37.5.

The second most important category for Goal I of the Austin Matrix is Land Use. This category is comprised of three elements: Land Use Contribution, Land Use Compatibility, and Mixed use per Building. However, Land Use Compatibility was dropped from scoring since the criteria were based on information that was not complete or available for scoring (designated as such by the authors of the matrix). Figure 4.20 shows the Austin Matrix scoring results.

Land Use (110 points)	**1. Land Use Contribution** *(Eligible for only one-A,B, or C for a maximum possible 35 points)*									
	A. Downtown Projects	1. Regional draw - retail (anchor retail), entertainment, or cultural center	5	3	15					
		2. Greater than 200 new housing units	5	4	20					0
	or B. Urban Core Projects	1. Regional draw - retail (anchor retail), entertainment, or cultural center	4	3	12					
		2. Variety of housing types (apartments, rowhouses, SF)	4	3	12					12
		3. Greater than 200 new housing units	4	1	4					
	or C. Traditional Neighborhood Projects	1. Meets TND codes and ordinances	3	3	9					
		2. Variety of housing types (rowhouses, gar. apts, sf)	3	3	9					
		3. Town Center with neighborhood retail	3	3	9				35	0
Land Use Continued (110 points)	**2. Land Use Compatibility**	1. Part of a Downtown District Plan								
		2. Consistent with a Corridor Plan								
		3. Consistent with a Transit Node Plan							0	0
	3. Mixed Use per Building (Min. 20% for each use - residential, retail, office)	A. Includes residential above 1st floor	5	4	20					
		B. Street level pedestrian uses	5	3	15	15				30
		C. Includes 2 uses	5	3	15	15				
		D. Includes 3 uses	5	5	25				75	

Figure 4.20 – Scoring of the Land Use category for Goal I of the Austin Matrix.

Land Use Contribution is the first element of the Land Use category. This criteria evaluates the where development is taking place in relationship to the smart growth goals of the municipality. In this case, Austin places greater emphasis on projects in downtown areas by giving downtown projects the opportunity to score 100% of the possible 35 points for this element. Urban Core Projects and Traditional Neighborhood

Projects are eligible for only 80% of the total points possible. The Landuse Contribution element of the Land Use category requires the scorer to select and score the project as either a Downtown Project, Urban Core Project, or Traditional Neighborhood Project. As determined above, this study has taken the stance that the Southlake Town Center project should be scored as an Urban Core Project. The three criteria of the Urban Core Projects element are:

1. Regional Draw – retail (anchor retail), entertainment, or cultural center.
2. Variety of housing types (apartments, rowhouses, SF)
3. Greater than 200 housing units

Southlake Town Center scored 12 out of a possible 28 points for the Land Use Contribution element. These twelve points were scored from the regional draw that is generated primarily by the retail opportunities it provides. Southlake Town Center offers approximately 500,000 square feet of retail and restaurants, a 68,000 square foot movie theatre and a 248 room four-star Hilton hotel. Civic and cultural events, such as the Fourth of July event, shown in the image to the right, have also been successful in generating a regional draw to the community.

However, residential opportunities are a marginal part the Southlake Town Center project. As discussed above, the Brownstones are the only residential opportunity offered within STC. The Brownstones will offer a total of 117 luxury town homes at full build out. Therefore, no points were awarded for criteria 2 and 3 of the Land Use contribution element.

Mixed Use per Building is the next, and last, element scored for the Land Use category. Southlake Town Center scored 30 out of a possible 75 points for this

element. There are four criteria for scoring within this element. STC scored points for only two of the four criteria (See Table 4.1).

Criteria	Max. points	Score
a. Includes residential above 1st floor.	20	0
b. Street level pedestrian uses.	15	15
c. Includes 2 uses.	15	15
d. Includes 3 uses.	25	0

Table 4.1 – Scoring Table of the criteria for the Mixed Use per Building element of the Land Use Category in the Austin Matrix.

Within the STC development there are no buildings that offer residential units above the 1st floor. There are a variety of street level pedestrian uses including office, retail, and civic uses. The maximum number of uses per building within STC is two. Overall STC scored 40% of the total possible points for mixed uses per building. While STC has received a wealth of recognition for mixed use, this score suggests that STC missed out on a significant amount (60%) of potential mixed use opportunities.

The third most important category of Goal I is Location. Location contributes 24% of the points possible for Goal I. There are two elements within this category: Smart Growth Zones and Location Risk. Overall, Southlake Town Center scored 28 points (32%) of a possible 87 points (See Figure 4.21).

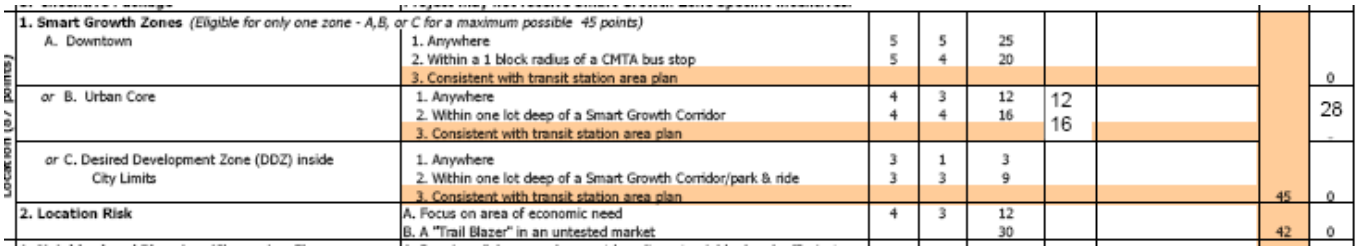


Figure 4.21 – Scoring of the Location category for Goal I of the Austin Matrix.

The first element categorizes projects into one of three Smart Growth Zones: Downtown, Urban Core or Desired Development Zone (DDZ) inside city limits. As previously discussed, this study designates STC as an Urban core project. This study assumes that if the City of Southlake had a program designating Desired Development Zones (DDZ) as the City of Austin did, then STC might have been built within a DDZ. Thus, this study gives STC the benefit of the doubt. Furthermore, since there are no designated Smart Growth Corridors in Southlake, STC is again given the benefit of the doubt that it would have been built within one lot deep of a Smart Growth Corridor. Therefore, STC received 28 points for an Urban Core project.

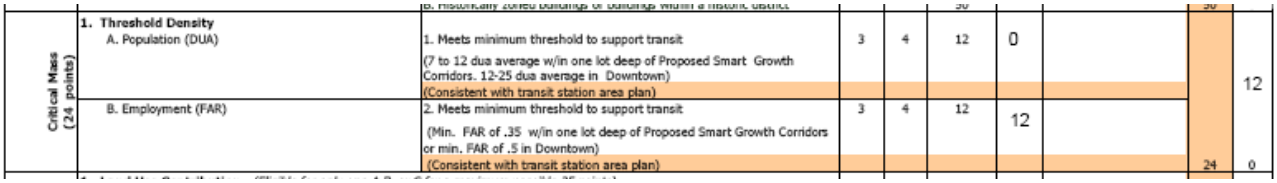
The second element of the Location category is Location Risk. The two criteria evaluated in this element are:

a. Focus on area of economic need
b. A “Trail-Blazer” in an untested market

A brief economic study revealed that Southlake Town Center was not a project that focused on an area of economic need, nor was it a “Trail-Blazer” in an untested market. Southlake, Texas is a community that experienced a 16% population increase between 1990 and 2000 (City of Southlake website, available:). The city of Southlake reported an average household income of $150, 956 and an average home sales price near $500,00. A September 2007 report by the City of Southlake (City of Southlake, 2003) stated that real-estate comporised over $3.64 billion in appraised value, and personal property counted for $208 milllion in appraised value. Over 40% of all businesses in Southlake are home-based. However, Southlake also has several major

employment centers including Sabre Holdings Corporation, Tri-Dal, Ltd., Solana, and Verizon Wireless. Therefore, no points were scored for criteria A and B of Location Risk.

The last category evaluated in Goal I was Critical Mass. This category is comprised of only one element: Threshold Density. Threshold Density measures a projects contribution to population (D.U./Acre) and Employment (FAR). Overall STC scored 12 (50%) of the total 24 points possible (See Figure 4.22).



Critical Mass (24 points)	1. Threshold Density A. Population (DUA)	1. Meets minimum threshold to support transit (7 to 12 dua average w/in one lot deep of Proposed Smart Growth Corridors. 12-25 dua average in Downtown) (Consistent with transit station area plan)	3	4	12	0			12
	B. Employment (FAR)	2. Meets minimum threshold to support transit (Min. FAR of .35 w/in one lot deep of Proposed Smart Growth Corridors or min. FAR of .5 in Downtown) (Consistent with transit station area plan)	3	4	12	12		24	0

Figure 4.22 – Scoring of the Critical Mass category for Goal I of the Austin Matrix.

The dwelling units per acre (DUA) within STC is less than 1.0. This was computed by dividing the total residential units provided (117 units) by the total development acreage (125 acres) of the project. The required 7 to 12 DUA by the Austin Matrix was not met. Therefore, no points were awarded for the population component of Threshold Density.

The Floor Area Ration (FAR) provided by STC equals .45. FAR was computed by dividing the total potential commercial floor space (2.5 million square feet) available at full build out by the total area developed (125 acres – 5,445,000 sq. ft.). Southlake Town Center exceeded the required minimum FAR of .35. Therefore, all 12 points for Employment (FAR) were awarded.

Goal II

Goal II of the Austin Smart Growth Matrix evaluates how well a project improves the quality of life. This section of the matrix takes a closer look at the design of the project in terms of scale, accessibility, sustainability, and the details which contribute to the potential success of place making. Moreover, this section evaluates how well a project achieves these design elements in a manner that embodies the principles of smart growth. Goal II is broken down into the following six categories listed in matrix priority:

1. Multi-Modal Transportation Elements - 40%
2. Local Economy – 14%
3. Urban Design – 13%
4. Housing – 12%
5. Parking – 11%
6. Sustainable Building Practices – 10%

Clearly the Austin Matrix defines Multi-Modal Transportation Elements as the most significant smart growth element of when it comes to a project's potential to improve the quality of life (Goal II). There are five elements evaluated in Multi-Modal Transportation category:

1. Transit Coordination
2. Building Location on Site
3. Streetscape Treatment for Maximum Pedestrian Comfort
4. Alternative Pedestrian and Bicycle Access
5. Bicycle Friendly

The scoring results of Multi-Modal Transportation Elements suggest that Southlake Town Center was fairly successful. The Transit Coordination element was dropped from scoring thus reducing the total possible points from 134 to 104. Overall, Southlake Town Center scored 86 points (See Figure 4.23).

Figure 4.23 – Scoring of the Multi-Modal Transportation Elements category for Goal II of the Austin Matrix.

		F. Provision of outdoor public art	2	2	4			16	0	
Multi-modal Transportation Elements (134 pts)	1. Transit Coordination	A. Project includes CMTA participation / coordination	4	5	20			20	n/a	
		B. Provides facilities associated w/ bus to rail transfers								
	2. Building Location on Site	A. Oriented to pedestrian network	3	1	3	3				
		B. No drive through facilities	3	1	3	3				
		C. Buildings built up to right of way	3	4	12	12			24	
		D. Parking in rear of lot behind building	3	2	6	6		24	-	
	3. Streetscape Treatment for Maximum Pedestrian Comfort	A. Street trees min. 4" caliper, 30' o.c. on all frontages	3	3	9	9				
		B. Use of smaller scale pavement (pavers or scoring)	3	1	3	3				
		C. Rain protection (awnings, arcades)	3	1	3	3				
		D. Maintain existing alleys or extend walkable street grid plan	3	3	9	9				
		E. First floor level at street level or within 18"	3	1	3	3				
		F. On street parking along street frontages	3	1	3	3			54	
		G. Min. 12' wide clear sidewalk along street frontage	3	3	9	9				
		H. Provision of pedestrian scale street lighting	3	1	3	3				
		I. Continuation of existing sidewalk networks	3	2	6	0				
		J. Crossing treatment at street corners (bulb outs, crossings)	3	4	12	12		60	-	
	4. Alternative Pedestrian and Bicycle Access	A. Greenways								
		1. Access to and no interruption of greenbelt trails	2	2	4	0				
		2. Office, retail, or residential uses facing creek	2	2	4	0				
		B. Internal Sidewalk Network								
		1. Pedestrian network linking buildings on site and to streetscape sidewalks	2	4	8	8			8	
								16	-	
	5. Bicycle Friendly	A. Bike racks (1:10), Bike Lockers (1:50) available	2	3	6					
		B. Locker room facilities, showers and dressing room	2	2	4					
		C. Bicycle linkages	2	2	4			14	0	

The first element, Transit Coordination, was dropped from scoring in this study. The criteria for this element required that the project included Capital Metropolitan Transportation Authority (CMTA) participation / coordination. This investigation found no evidence suggesting that similar coordination efforts were achieved throughout the development of Southlake Town Center. This doesn't necessarily mean that there were none, simply that none were obtainable during this study. It doesn't seem likely that such events occurred in depth since STC appears to be accessible only by automobile and there are with no bus stops located nearby. However, the element was thrown out due to a lack of evidence for or against such coordination. Dropping this element had little effect on STC's overall score in Goal II.

Building Location on Site is the second element evaluated within the Multi-Modal Transportation Elements category. Southlake Town Center scored the total possible 24 points for this element. The buildings are oriented in a grid which caters to an easily navigable pedestrian network. No drive-through facilities are located on site. Buildings

are built up to the right of way and large parking areas are located to the rear of buildings.

The third element is Streetscape Treatment for Maximum Pedestrian Comfort. Southlake Town Center scored 54 out of a total possible 60 points for this element. Southlake Town Center received no points for the criteria Continuation of existing sidewalk network. STC is not located in an area that fosters connectivity to existing pedestrian networks. Pedestrian connectivity to adjacent areas is essentially cut off by four lane thoroughfares (see figure 4.24).

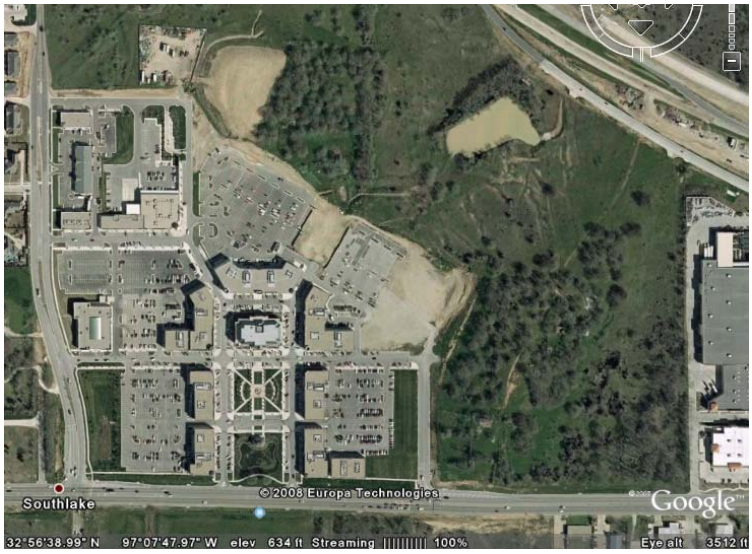


Figure 4.24 – Aerial view showing the major collectors and arterials which serve as pedestrian barriers and prevent safe pedestrian accessibility.

The ten criteria for this element are listed below. To the right are images supporting the streetscape treatment elements listed in the Austin Matrix which can be found throughout Southlake Town Center.

Criteria	Total Possible	Score
Street trees min. 4” caliper, 30’ o.c. on all frontages	9	9
Use of smaller scale Pavement (pavers or scoring)	3	3
Rain protection (awnings, arcades)	3	3
Maintain existing alleys or Extend walkable street grid plan	9	9
First floor level at street level or within 18”	3	3
On street parking along street frontages	3	3
Min. 12’ wide clear sidewalkalong street frontage	9	9
Provision of pedestrian scalestreet lighting	3	3
Continuation of existing Sidewalk networks	6	0
Crossing treatment at Street corners (bulb outs, crossings)	12	12

Figure 4.25 – Aerial view of pedestrian sidewalks along storefronts. Image found online: www.southlaketownsquare.com.

Figure 4.26 –– Image of central green area in Southlake Town Square. Image foundonline: www.southlaketownsquare.com.

Figure 4.27 –– Image of storefronts showing lighting, parking and awning treatments in Southlake Town Square. online: www.boleyfeatherston.com

CHAPTER 5 - Conclusion

This investigation was the result of observations of a modern movement. This movement has come to be known as Smart Growth and it attempts to provide tools by which cities can begin to counteract the detrimental effects of sprawl. There has been a great deal of publicity about Smart Growth and many examples of what Smart Growth is, as well as what it is not. Great strides have been made by both municipalities and industry to re-direct a societal mentality towards land development. By re-directing the thought process of land development the most important consequential effect inevitably becomes a change in behavior. Behavior modification is the essence of the Smart Growth movement.

Smart Growth scorecards can be likened to a behavior management tool very similar to that used by behavioral psychologist. Smart Growth scorecards essentially invoke a token economy of sorts. Tax incentives and development fees have shown to be significant enough rewards, or tokens, to impact how and where development occurs. However, as in any token economy, follow through, police power, and consistency are critical factors that ultimately determine the success of the desired outcome.

Consistency and a significant reward are perhaps the greatest assets to any successful endeavor in behavior modification. This investigation into Smart Growth scorecards is essentially a study in behavior modification. The results of this study suggest that perhaps the most significant immediate threat to the Smart Growth movement is consistency. This study began with the premise that a project on the “This

Is Smart Growth" list, authored by the Smart Growth Network, should yield correlating results when a Smart Growth scorecard is applied to that project.

Unfortunately, this study had significant difficulty in supporting the case that Southlake Town Center is an example of Smart Growth. This is evidenced by the results of two Smart Growth scorecards. Each of the two scorecards in this study yielded results that captured at or less than 60% of the Smart Growth criteria set forth. However, the interpretation of results between the two scorecards is problematic since one significantly rewards this level of accomplishment while the other suggests the result is less than average. By the New Jersey scorecard Southlake Town Center received a score of 60% equating to a D grade in educational terms. Conversely, the Austin Matrix score, accumulating 49% of the total points possible, qualified Southlake Town Center for the second highest level of tax incentive. There is a clear discrepancy in the consistency to which the internal variables of Smart Growth are measured, scored, and interpreted. This inconsistency in measure and interpretation of results undermines the effectiveness of scorecards as a behavioral modification tool for the Smart Growth movement.

A closer look at how the scorecards compare and contrast to each other as well as the Principles of Smart Growth is necessary. The following discussion will analyze the scorecards in comparison to each other as well as how each stacks up to the Ten Principles of Smart Growth. The challenges faced during the scoring of both scorecards regarding Southlake Town Center will be discussed in terms of how they relate to the Smart Growth Principles. This conclusion will proceed by looking at each of the Ten Principles of Smart Growth, the related criteria found in both scorecards, and discussing

the criteria and scoring differences found during this investigation. Finally, a Smart Growth analysis will discuss the implications of Southlake Town Center as Smart Growth based on the results found in this study.

Scorecards v. Smart Growth Network

Given the discrepancy between Smart Growth Network's claim that Southlake Town Center is Smart Growth and the lackluster results of both the New Jersey Scorecard and the Austin Matrix, several questions must be answered. Below is a list of five questions that will be answered in attempt to flush out this discrepancy.

1. How is eligibility for the This Is Smart Growth list determined?
2. Do the categories and criteria of the scorecard adequately represent the principles of Smart Growth set forth by the Smart Growth Network?
3. Do the criteria appropriately measure the subjects they intend to evaluate?
4. Is the scoring of scorecard criteria appropriately weighted?
5. Are there any biases that could have influenced the results?

How is eligibility for the This is Smart Growth list determined?

The publication entitled "This is Smart Growth" by the Smart Growth Network incorporated a list of exemplary projects selected by a team of authors. A phone interview (personal communication, February 2, 2006) with Dan Emerine of the U.S. EPA Smart Growth Office revealed that the authors of This is Smart Growth included members of the International City/County Management Association (ICMA) and officials from the U.S. E.P.A Smart Growth office. The authors of This is Smart Growth put out a call for examples from peer organizations and then in a round table manner selected those examples that exemplified at least one of the Ten Principles of Smart Growth.

For each of the ten principles four main examples were chosen in an arbitrary manner. Mr. Emerine stated that the examples were chosen not without reservation and should not necessarily be considered the best of the best. Furthermore, the projects on the This is Smart Growth list represent a cross-section of the 10 Principles of Smart Growth.

Do the categories and criteria of the scorecard adequately represent the principles of Smart Growth set forth by the Smart Growth Network?

In order to make a valid argument regarding the consistency between Smart Growth scorecards and the Ten Principles of Smart Growth it must first be shown that the two speak the same language. The scorecards must be credible in such a manner that the criteria use language that speaks to the 10 Principles of Smart Growth. Table 5.1 lists the Ten Principles of Smart Growth and shows whether or not each of the scorecards has criteria that measures these principles. As Table 5.1 shows, the Austin Matrix utilized criteria that represented all of the Ten Principles of Smart Growth while the New Jersey Scorecard only represented eight out of ten.

Table 5.1 – Shows whether or not each scorecard contains criteria relating to each of the Ten Principles of Smart Growth

Smart Growth Principle	New Jersey Scorecard	Austin Matrix
1. Mixed use	**YES**	**YES**
2. Take advantage of compact building design	**YES**	**YES**
3. Create a range of housing opportunities and choices	**YES**	**YES**
4. Create walkable neighborhoods	**YES**	**YES**
5. Foster distinctive, attractive communities with a strong sense of place	**YES**	**YES**
6. Preserve open space, farmland, natural beauty, and critical environmental areas.	**YES**	**NO**
7. Strengthen and direct development towards existing communities	**YES**	**YES**
8. Provide a variety ofTransportation choices	**YES**	**YES**
9. Make development decisions predictable, fair and cost effective	**NO**	**NO**
10. Encourage community andStakeholder collaboration in Development decisions	**NO**	**YES**

To take this a step further, this study took a close look at the criteria used by each of the scorecards to get a sense for how closely they relate to each of the 10 Principles of Smart Growth. Below is the language used by the Smart Growth Network for each principle followed by the supporting criteria from each of the two scorecards showing the value of each principle by percent to total for each scorecard. The purpose

of this analysis is to determine if there any discrepancies between the Smart Growth Network definition of principles and how each of the scorecards attempts to measure them. If the criteria in the scorecards sufficiently relates to principles then it can be assumed that the scorecards adequately support the Smart Growth Principles. This does not necessarily mean that the scorecard results are reliable measures, but only whether or not the scorecards contain sufficient criteria to be considered representative of the 10 Principles of Smart Growth. If the criteria sufficiently relate to the 10 Principles of Smart Growth and the scoring procedures are reliable, then the scorecard results can be assumed to be reliable measures of Smart Growth.

1. Mixed Use

Smart Growth Network Definition:

"Smart growth supports the integration of mixed land uses into communities as a critical component of achieving better places to live. By putting uses in close proximity to one another, alternatives to driving, such as walking or biking, once again become viable. Mixed land uses also provides a more diverse and sizable population and commercial base for supporting viable public transit. It can enhance the vitality and perceived security of an area by increasing the number and attitude of people on the street. It helps streets, public spaces and pedestrian-oriented retail again become places where people meet, attracting pedestrians back onto the street and helping to revitalize community life.

Mixed land uses can convey substantial fiscal and economic benefits. Commercial uses in close proximity to residential areas are often reflected in higher property values, and therefore help raise local tax receipts. Businesses recognize the benefits associated with areas able to attract more people, as there is increased economic activity when there are more people in an area to shop. In today's service economy, communities find that by mixing land uses, they make

their neighborhoods attractive to workers who increasingly balance quality of life criteria with salary to determine where they will settle. Smart growth provides a means for communities to alter the planning context which currently renders mixed land uses illegal in most of the country."(Online:www.smartgrowth.org)

New Jersey Scorecard related criteria:

Section IV: Mix of Uses – Creates a vibrant community where places to work, shop, live and play are integrated. **Weight by scorecard percent to total**: 17%

Measurement	Answer
Project is mixed use (any combination of housing, retail, office, commercial, public buildings, etc.)	4+ uses 3 uses 2 uses 1 use
Project provides a new type of development to an existing neighborhood such as employment, housing, retail, civic, educational, cultural, recreation, neighborhood-serving retail/service	4 uses added 3 uses added 2 uses added 1 use added 0 uses added
Project adds to the diversity of uses within an existing community	Yes No

Austin Matrix related criteria:

Smart Growth Goal 1 - Category Land Use. Weight by scorecard percent to total: 15%

Element	Criteria
1. Land Use Contribution (choose one A, B, or C)	
A. Downtown Projects	1. Regional draw – retail (anchor retail), entertainment, or cultural center 2. Greater than 200 new housing units
B. Urban Core Projects	1. Regional draw – retail (anchor retail), entertainment, or cultural center 2. Variety of housing types 3. Greater than 200 new housing units
C. Traditional Neighborhood Projects	A. Meets TND codes and ordinances B. Variety of housing types (row houses, gar. apts, sf) C. Town center with neighborhood retail

2. Land Use Combatibility	1. Part of a Downtown District Plan 2. Consistent with a Corridor Plan 3. Consistent with a Transit Node Plan
3. Mixed Use per Building (Min. 20% for each use – residential, retail, office)	1. Includes residential above 1st floor 2. Street level parking 3. Includes 2 uses 4. Includes 3 uses

The two scorecards both have criteria that measure mixed use. In both cases the criteria were written such that measuring was accomplished with ease and no interpretation of terms was necessary. The mixed use category for each scorecard shared similar weighting in overall score impact, 15-17%. The N.J. Scorecard placed greater emphasis on whether or not a project added new types of development, or uses, while the Austin Matrix emphasized mixed use per building. The criteria in both scorecards are comparable as apples to apples and the results between the two agree that Southlake Town Center is mixed use. More importantly, the two scorecards appear to provide appropriate measures that correspond with the definition provided by the Smart Growth Network. Thus, we can conclude that both scorecards appropriately reflect and measure mixed use as intended by the Smart Growth Network. In all, the two scorecards support the claim that Southlake Town Center is a sufficient example of mixed use.

One unique aspect to the Austin Matrix is that it places even more emphasis on the location of projects. Projects located in downtown areas receive greater points while projects in urban core areas and traditional neighborhood developments receive fewer points. The New Jersey Scorecard does not do this. The use of the Land Use Contribution criteria by the Austin Matrix reinforces the municipality's desire for more infill projects. Thus, this criterion strengthens the scorecards ability to direct growth toward desired development areas.

2. Takes advantage of compact building design

Smart Growth Network Definition:

"Smart growth provides a means for communities to incorporate more compact building design as an alternative to conventional, land consumptive development. Compact building design suggests that communities be designed in a way which permits more open space to be preserved, and that buildings can be constructed which make more efficient use of land and resources. By encouraging buildings to grow vertically rather than horizontally, and by incorporating structured rather than surface parking, for example, communities can reduce the footprint of new construction, and preserve more green space. Not only is this approach more efficient by requiring less land for construction. It also provides and protects more open, undeveloped land that would exist otherwise to absorb and filter rain water, reduce flooding and storm water drainage needs, and lower the amount of pollution washing into our streams, rivers and lakes.

Compact building design is necessary to support wider transportation choices, and provides cost savings for localities. Communities seeking to encourage transit use to reduce air pollution and congestion recognize that minimum levels of density are required to make public transit networks viable. Local governments find that on a per-unit basis, it is cheaper to provide and maintain services like water, sewer, electricity, phone service and other utilities in more compact neighborhoods than in dispersed communities.

Research based on these developments has shown, for example, that well-designed, compact New Urbanist communities that include a variety of house sizes and types command a higher market value on a per square foot basis than do those in adjacent conventional suburban developments. Perhaps this is why increasing numbers of the development industry have been able to successfully integrate compact design into community building efforts. This despite current zoning practices – such as those that require minimum lot sizes, or prohibit multi-

family or attached housing – and other barriers - community perceptions of "higher density" development, often preclude compact design."(Online:www.smartgrowth.org)

New Jersey Scorecard related criteria:

Section VI: Walkable, designed for personal interaction – Designed at the human scale, rather than for the automobile, to help reduce traffic and create places with increased potential for social interaction, walking and sense of community. **Weight by scorecard percent to total:** 16%

Measurement	Answer
For Residential: Average number of dwelling units/acre (including on-site right-of-way and open space)	14+ DU/acre 10-13 DU/acre 7-9 DU/acre 4-6 DU/acre < 4 DU/acre
OR	
For Commercial: High floor-area ratio (exclude structured parking and right-of-way)	1.0+ F.A.R. .76 – 1.0 F.A.R .51 – .75 F.A.R. .40 – .50 F.A.R. < .40 F.A.R.
Project parking is located where it does not visually dominate the development from the street and allows easy and safe pedestrian access to buildings	Parking in rear Structured parking On-street parking Lot in front
Project density is equal to or greater than that of surrounding areas	Greater density Equal density Lower density

Austin Matrix related criteria:

Smart Growth Goal 1 – Critical Mass. Weight by scorecard percent to total: 3%

Element	Criteria
1. Threshold Density	
A. Population (DUA)	Meets minimum threshold to support transit (7-12 dua average within one lot deep of Proposed Smart Growth Corridors. 12-25 dua avg. in Downtown)
B. Employment (FAR)	Meets minimum threshold to support transit. (Min F.A.R. of .35 w/in one lot deep of Proposed Smart Growth Corridors or min. F.A.R. of .5 in Downtown)

Smart Growth Goal 2 – Parking. Weight by scorecard percent to total: 5%

Element	Criteria
1. Structured Parking	A. Structured and/or underground parking B. Ground floor of structured parking retail C. Provides for shared parking for adjacent businesses D. Division of façade into 30' +/- increments & detailing
2. Driveway	A. Minimizes curb cuts along front property line

On the face of things Southlake Town Center appears to take advantage of compact building design. However, the results of both scorecards suggest there is more to be desired. Both scorecards measure density in terms of residential and/or commercial uses. The New Jersey Scorecard scored either residential or commercial

density while the Austin matrix accounted for both uses. Density requirements were slightly different between the two scorecards. The N.J. Scorecard broke density down into five levels with a minimum density of 4 du/ac while the residential density minimum for the Austin Matrix was 7 du/ac, or 12 du/ac in downtown settings. In both scorecard instances Southlake Town Center did not meet minimum residential density requirements to score points. Similar differences were seen in commercial density requirements. The N.J. Scorecard required a minimum F.A.R. of .40 to point, while the Austin Matrix required a minimum F.A.R. of .35. This difference in F.A.R. density requirements enabled Southlake Town Center to point on the Austin Matrix, but not on the N.J. Scorecard. This discrepancy in density requirements appears to be the result of the Austin Matrix emphasizing density that supports transit opportunities. The N.J. Scorecard does, however, measure project density in comparison to the surrounding area scoring more points for increased density, while the Austin Matrix does not.

Parking was also measured by both scorecards. The Austin Matrix evaluates parking more critically though than does the New Jersey Scorecard. The New Jersey Scorecard evaluates the type of parking (4 types) available, while the Austin Matrix evaluates the attributes of only structured parking. Structured parking may perhaps be the most significant factor in reducing overall development footprints. However, typical parking requirements and the high cost of structured parking often prevent this as a feasible endeavor in Greenfield developments. Southlake Town Center provides two structured parking garages. However, as the Austin Matrix scores show there are additional opportunities and uses which can be gained by these garages in Southlake Town Center. The two criteria that the Austin Matrix suggests could have been

accomplished in Southlake Town Center are detailing of the façade into 30+/- increments, and providing retail spaces at ground level.

Overall, both scorecards measure the same criteria in terms of compact building design; they just have different minimum density requirements. Both scorecards also have criteria that measure parking accommodations. In all, both scorecards appear to provide criteria that support the Smart Growth principle regarding compact building design. The results for Southlake Town Center in terms of compact building design were similar between the two scorecards. This suggests that the two scorecards agree that Southlake town center performed at about a 50%-55% performance level in terms of compact building design.

What is interesting though, is that this Smart Growth category represents only 16% of the overall score for the New Jersey Scorecard and less than 10% for the Austin Matrix. This is interesting because density is the underlying variable that appears to effect the performance of nearly all Smart Growth categories, yet in both scorecards its value is relatively low. Moreover, compact building design is perhaps the most readily identifiable feature of Smart Growth development. In terms of overall ranking, this category is fourth out of seven in the N.J. Scorecard and fifth out of ten in the Austin Matrix. Furthermore, the Austin Matrix placed a higher priority on parking than density. If structured parking is generally dependent upon density, then it seems logical that by placing a higher scorecard value on density would force parking solutions to be more innovative in achieving Smart Growth attributes.

The Brownstones, luxury town homes, offer a residential density higher than is typically found in Southlake. Urban Land Institute (ULI) defines high density simply as, "…new residential and commercial development at a density that is higher than what is typically found in the existing community. (ULI, 2005)". Therefore, the claim that Southlake Town Center offers a high density residential development is at least plausible. However, residential densities required by both scorecards (see Principle #2 above) have specific minimums which Southlake Town Center did not meet on either scorecard. The Smart Growth Network doesn't explicitly give any density requirements for residential or commercial development, but encourages vertical growth. Thus, the inconsistencies seen in definitions of density fog the lens of what Smart Growth really is in terms of compact building design.

3. Create a range of housing opportunities and choices

Smart Growth Network Definition:

> "*Providing quality housing for people of all income levels is an integral component in any smart growth strategy. Housing is a critical part of the way communities grow, as it is constitutes a significant share of new construction and development. More importantly, however, is also a key factor in determining households' access to transportation, commuting patterns, access to services and education, and consumption of energy and other natural resources. By using smart growth approaches to create a wider range of housing choices, communities can mitigate the environmental costs of auto-dependent development, use their infrastructure resources more efficiently, ensure a better jobs-housing balance, and generate a strong foundation of support for neighborhood transit stops, commercial centers, and other services.*

No single type of housing can serve the varied needs of today's diverse households. Smart growth represents an opportunity for local communities to increase housing choice not only by modifying their land use patterns on newly-developed land, but also by increasing housing supply in existing neighborhoods and on land served by existing infrastructure. Integrating single- and multi-family structures in new housing developments can support a more diverse population and allow more equitable distribution of households of all income levels across the region. The addition of units -- through attached housing, accessory units, or conversion to multi-family dwellings -- to existing neighborhoods creates opportunities for communities to slowly increase density without radically changing the landscape. New housing construction can be an economic stimulus for existing commercial centers that are currently vibrant during the work day, but suffer from a lack of foot traffic and consumers in evenings or weekends. Most importantly, providing a range of housing choices allow all households to find their niche in a smart growth community – whether it is a garden apartment, a row house, or a traditional suburban home – and accommodate growth at the same time."(Online:www.smartgrowth.org)

New Jersey Scorecard related criteria:

Section II: Range of housing options – Offers a range of housing types and sizes. Increases the choices available to households of all income levels. **Weight by scorecard percent to total:** 7%

Measurement	Answer
Project offers a mix of housing types and sizes (apartments, condos, town houses, single-family, studios, 1BR, 2 BR, 3 BR, etc.)	Yes NO
Project has units with a wide-range of pricing options that will be sold or leased, with at least 15 percent priced as affordable housing	Yes No
Project contributes to community's fair share of affordable housing (COAH number)	Yes No

Austin Matrix related criteria:

Smart Growth Goal 2 – Housing. Weight by scorecard percent to total: 6%

Element	Criteria
1. Reasonably Priced Housing	A. 20% of units for 80% (4 person) AMFI households B. 20% of units for 60% (4 person) AMFI households

Perhaps the most devastating blow to the claim that Southlake Town Center is Smart Growth is the lack of diverse housing opportunities and choices. The definition above emphatically states that, "*Providing quality housing for people of all income levels is an integral component in any smart growth strategy.*" Objectively, one must consider that the Brownstones are diverse in that they offer a different residential density and housing type than is typically found in the community of Southlake. Despite the fact that the Brownstones are single family attached housing units, their prices compete with much of single family detached housing stock in the area. While the market may support this, Smart Growth encourages diversity in housing options that would be marketable to a wide range of incomes. Southlake Town Center clearly does not achieve this. The unfortunate outcome of this is the majority of the labor force needed to support the commercial product in Southlake Town Center is forced to find housing in outlying areas. This is a classic example of segregation of classes. It segregates social classes by forcing lower income levels to find housing in outlying areas. As a result this inherently reinforces a societal dependency on the automobile and does nothing to reduce infrastructure costs.

There was some difficulty in scoring criteria in this section on both scorecards with measuring affordable housing. The New Jersey scorecard provided no definition of affordable housing, while the Austin Matrix utilized part of the U.S. Housing and Urban Development's (HUD) definition. While housing affordability varies by market, HUD limits the definition of affordability by stating, "...families in unusually affluent areas are not considered low-income even if their income is less than 80 percent of the local median family income level unless justified by the area housing costs." Thus you can't provide affordable housing to affluent families and get HUD recognition it, this would defeat the spirit and intent of the definition of affordable housing. More clarification is needed in the wording of affordable housing criteria on the scorecards. Affordable housing for whom?

Another difficulty in determining affordable housing, when scoring a smart growth scorecard, is determining an affordable home price range. The U.S. Census Bureau provides median income statistics from which can be broken down to 80% and 60% levels. However, determining what home price the average person who makes 60% or better of the area median family income (AMFI) can afford is a question for a banker. Typically it is accepted that affordable housing payments should not exceed 30% of a family's combined income. So, if my family lives in an area with a median family income of $100,000 and makes a combined income of that is 60% of that ($60,000) what home price can we afford? Thirty percent of $60,000 equals a maximum monthly affordable payment of $1,500. This is a challenging figure to determine an affordable home price for without consulting a financial institution. Additionally, there are many other factors that influence what is affordable such as interest rates, debt, etc. Thus, in terms of

scoring a Smart Growth scorecard for affordable housing these factors need to be more clearly defined in order to ensure that the desired results are achievable.

4. Create walkable neighborhoods

Smart Growth Network Definition:

"Walkable communities are desirable places to live, work, learn, worship and play, and therefore a key component of smart growth. Their desirability comes from two factors. First, walkable communities locate within an easy and safe walk of goods (such as housing, offices, and retail) and services (such as transportation, schools, libraries) that a community resident or employee needs on a regular basis. Second, by definition, walkable communities make pedestrian activity possible, thus expanding transportation options, and creating a streetscape that better serves a range of users -- pedestrians, bicyclists, transit riders, and automobiles. To foster walkability, communities must mix land uses and build compactly, and ensure safe and inviting pedestrian corridors.

Walkable communities are nothing new. Outside of the last half-century communities worldwide have created neighborhoods, communities, towns and cities premised on pedestrian access. Within the last fifty years public and private actions often present created obstacles to walkable communities. Conventional land use regulation often prohibits the mixing of land uses, thus lengthening trips and making walking a less viable alternative to other forms of travel. This regulatory bias against mixed-use development is reinforced by private financing policies that view mixed-use development as riskier than single-use development. Many communities -- particularly those that are dispersed and largely auto-dependent -- employ street and development design practices that reduce pedestrian activity.

As the personal and societal benefits of pedestrian friendly communities are realized – benefits which include lower transportation costs, greater social

interaction, improved personal and environmental health, and expanded consumer choice -- many are calling upon the public and private sector to facilitate the development of walkable places. Land use and community design plays a pivotal role in encouraging pedestrian environments. By building places with multiple destinations within close proximity, where the streets and sidewalks balance all forms of transportation, communities have the basic framework for encouraging walkability."(Online:www.smartgrowth.org)

New Jersey Scorecard related criteria:

Section VI: Walkable, designed for personal interaction – Designed at the human scale, rather than for the automobile, to help reduce traffic and create places with increased potential for social interaction, walking and sense of community. **Weight by scorecard percent to total:** 16%

Measurement	Answer
For Residential: Average number of dwelling units/acre (including on-site right-of-way and open space)	14+ DU/acre 10-13 DU/acre 7-9 DU/acre 4-6 DU/acre < 4 DU/acre
OR	
For Commercial: High floor-area ratio (exclude structured parking and right-of-way)	1.0+ F.A.R. .76 – 1.0 F.A.R .51 – .75 F.A.R. .40 – .50 F.A.R. < .40 F.A.R.
Project parking is located where it does not visually dominate the development from the street and allows easy and safe pedestrian access to buildings	Parking in rear Structured parking On-street parking Lot in front
Project density is equal to or greater than that of surrounding areas	Greater density Equal density Lower density

Section V: Choices for Getting Around – Sited near existing transit service to decrease dependency on the automobile, thereby reducing traffic and encouraging walkability. **Weight by scorecard percent to total:** 18%

Measurement	Answer
Project is accessible by multiple modes of transportation (auto, bus, rail, walking, biking)	4+ modes 3 modes 2 modes
Project is in walking distance to public transit (bus, rail, etc.)	Less than 5 min. 6-10 minutes 11-15 minutes 16-20 minutes 20+ minutes
Project has an interconnected road system without cul-de-sacs OR the project is located on an existing street network that is interconnected	Yes No

Austin Matrix related criteria:

Smart Growth Goal 2 – Multi-Modal Transportation Elements. Weight by scorecard percent to total: 19%

Element	Criteria
1. Transit Coordination	A. Project includes CMTA participation / coordination B. Provides facilities associated w/ bus to rail transfers.
2. Building Location on Site	A. Oriented to pedestrian network. B. No drive through facilities C. Buildings built up to right of way D. Parking in rear of lot behind building
3. Streetscape Treatment for Maximum Pedestrian Comfort	A. Street trees min. 4" caliper, 30' o.c. on all frontages B. Use of smaller scale pavement (pavers or scoring) C. Rain protection (awnings, arcades) D. Maintain existing alleys or extend walkable street grid plan E. First floor level at street level or within 18" F. On street parking along street frontage G. Min. 12' wide clear sidewalk along street frontage H. Provision of pedestrian scale street

	lighting I. Continuation of existing sidewalk networks J. Crossing treatment at street corners (bulb outs, crossings)
4. Alternative Pedestrian and Bicycle Access	A. Greenways 1. Access to and no interruption of greenbelt trails 2. Office, retail, or residential uses facing creek B. Internal Sidewalk Network 1. Pedestrian network linking buildings on site and to streetscape sidewalks
5. Bicycle Friendly	A. Bike racks (1:10), Bike Lockers (1:50) available B. Locker room facilities, showers and dressing room C. Bicycle linkages

Walkability is a variable that is dependent upon other Smart Growth attributes such as critical mass and multi-modal transportation opportunities. The criteria used by the N.J. Scorecard to measure walkability include density, parking proximity, and multi-modal transportation opportunities. The Austin Matrix incorporates similar criteria, but also adds criteria which is more oriented to scale and site furnishings. One challenge, however, in comparing walkability measures between the two scorecards is that while both scorecards measure the same criteria, the N.J. Scorecard specifically targets walkability as a measurable attribute and the Austin Matrix does not. A comparison of the walkability related criteria shown above suggests that the scorecards tend to agree. Furthermore, both scorecards appear to cover the essential criteria discussed by the Smart Growth Network.

One issue related to walkability that was left out of both scorecards was a measure of specific commercial uses related to the basic goods and services necessary to sustain daily life. Sure a person can walk from the brownstones to the shops in

Southlake Town Center, but how often are they likely to visit for clothing and electronics compared to how often they might for a gallon of milk and a loaf of bread? The more accessible essential goods and services the more likely a person may be to walk ¼ of a mile to purchase them. Providing uses such as grocery, home improvement, and medical services creates an environment that not only sustains a community with necessary goods, but also sustains economic performance by attracting a more constant stream of patronage. A person living in the brownstones is more likely to walk a ¼ mile for a gallon of milk and a loaf of bread than a shirt and a CD. Moreover, they are likely to do this more often. So, having the infrastructure and site furnishings to accommodate a comfortable pedestrian scaled experience is only half the battle. The inclusion of specific commercial uses that are likely to encourage and increase pedestrian specific modes of transportation should be a part of the criteria used to measure walkability.

5. Foster distinctive, attractive communities with a strong sense of place

Smart Growth Network Definition:

"Smart growth encourages communities to craft a vision and set standards for development and construction which respond to community values of architectural beauty and distinctiveness, as well as expanded choices in housing and transportation. It seeks to create interesting, unique communities which reflect the values and cultures of the people who reside there, and foster the types of physical environments which support a more cohesive community fabric. Smart growth promotes development which uses natural and man-made boundaries and landmarks to create a sense of defined neighborhoods, towns, and regions. It encourages the construction and preservation of buildings which prove to be

assets to a community over time, not only because of the services provided within, but because of the unique contribution they make on the outside to the look and feel of a city.

Guided by a vision of how and where to grow, communities are able to identify and utilize opportunities to make new development conform to their standards of distinctiveness and beauty. Contrary to the current mode of development, smart growth ensures that the value of infill and greenfield development is determined as much by their accessibility (by car or other means) as their physical orientation to and relationship with other buildings and open space. By creating high-quality communities with architectural and natural elements that reflect the interests of all residents, there is a greater likelihood that buildings (and therefore entire neighborhoods) will retain their economic vitality and value over time. In so doing, the infrastructure and natural resources used to create these areas will provide residents with a distinctive and beautiful place that they can call "home" for generations to come." (Online:www.smartgrowth.org)

New Jersey Scorecard related criteria:

Section VII: Respectful of community character and design – In keeping with the local architecture, especially in historically significant areas. Enhances the community's desirability as a place to live, work, shop and recreate. **Weight by scorecard percent to total:** 6%

Measurement	Answer
Project reuses or rehabilitates existing and/or historic structures	Yes No
Project building design follows existing or desired architectural style	Yes No
Project contributes to public streetscape with pedestrian-friendly amenities such as benches, lighting, street trees, trash cans, and windows at street level	Yes No
Project creates or enhances community spaces such as public plazas, squares, parks, etc.	Yes No

Austin Matrix related criteria:

Smart Growth Goal 2 – Urban Design. Weight by scorecard percent to total: 6%

Element	Criteria
1. Building Façade Treatment	A. Division of façade into traditional 30' +/- increments B. Variety of treatment and human scale details C. 50% or more façade in glass at street level D. Well-defined entrances every 50' on street frontages
2. Compatibility with Surrounding Area	A. Appropriate or compatible massing B. Integration of height with abutting facades C. Rear building treatment Mechanical equipment screened where visible
3. Provision of Accessible Public Outdoor Space	A. Area greater than 500 s.f. B. Provides table and chairs C. Landscape, including trees D. Pedestrian scaled lighting, min. 3 footcandles E. Located adjacent to Greenway or Street F. Provision of outdoor public art

Both scorecards include criteria that measure sense of place. This category is essentially an evaluation of urban design. The Austin Matrix provides very specific criteria that allows for a more telling result. In the Austin Matrix a sense of place is measured in the category of Urban Design which is broken down into three specific elements: Building Façade Treatment, Compatibility with Surrounding Area, and Provision of Accessible Public Outdoor Space. Each element measures three to six specific criteria that the authors feel are important to creating a sense of place. In contrast, the N.J. scorecard has four criteria with a simple yes or no answer. A comparison of the results tells two different stories for Southlake Town Center. The Austin Matrix suggests that Southlake Town Center accomplished a successful urban design since it scored all of the possible points. Conversely, the N.J. Scorecard

suggests that since Southlake Town Center did not reuse or rehabilitate existing and/or historic structures it only achieved half of the total points that define a project that is respectful of community character and design.

This discrepancy brings to light the inconsistency in defining what Smart Growth means in terms of urban design when creating a sense of place. The N.J. Scorecard appears to put too much emphasis on rehabilitation and perhaps does not give enough credit towards streetscape and community space design elements. By providing a simple yes or no answer the authors of the N.J. Scorecard leave scoring up to the interpretation of the person scoring a project. By doing this the N.J. Scorecard weakens its reliability and opens a wide door for bias.

A closer look reveals that the N.J. Scorecard, despite its different scoring measures, does have three criteria that relate to the three categories found in the Austin Matrix. Comparison of these three criteria, excluding the criteria for rehabilitation, suggests that the two scorecards do agree that Southlake town center exhibits a successful example of urban design in terms of Smart Growth.

6. Preserve open space, farmland, natural beauty, and critical environmental areas.

Smart Growth Network Definition:

"Smart growth uses the term "open space" broadly to mean natural areas both in and surrounding localities that provide important community space, habitat for plants and animals, recreational opportunities, farm and ranch land (working lands), places of natural beauty and critical environmental areas (e.g. wetlands). Open space preservation supports smart growth goals by bolstering local

economies, preserving critical environmental areas, improving our communities quality of life, and guiding new growth into existing communities.

There is growing political will to save the "open spaces" that Americans treasure. Voters in 2000 overwhelmingly approved ballot measures to fund open space protection efforts. The reasons for such support are varied and attributable to the benefits associated with open space protection. Protection of open space provides many fiscal benefits, including increasing local property value (thereby increasing property tax bases), providing tourism dollars, and decreases local tax increases (due to the savings of reducing the construction of new infrastructure). Management of the quality and supply of open space also ensures that prime farm and ranch lands are available, prevents flood damage, and provides a less expensive and natural alternative for providing clean drinking water. The availability of open space also provides significant environmental quality and health benefits. Open space protects animal and plant habitat, places of natural beauty, and working lands by removing the development pressure and redirecting new growth to existing communities. Additionally, preservation of open space benefits the environment by combating air pollution, attenuating noise, controlling wind, providing erosion control, and moderating temperatures. Open space also protects surface and ground water resources by filtering trash, debris, and chemical pollutants before they enter a water system." (Online:www.smartgrowth.org)

New Jersey Scorecard related criteria:

Section III: Protects open space, farmland and critical environmental areas – Benefits the general public as it spares watersheds, scenic vistas and agricultural areas needed for drinking water, farm and tourism revenues and strong quality of life. **Weight by scorecard percent to total:** 12%

Measurement	Answer
Project avoids critical environmental areas (State Plan Planning Area 5, prime watersheds, unbroken forest and grassland areas, critical wildlife areas/wildlife habitat)	Yes No
Project located on land that is physically suitable for development steep slopes greater than 15 percent, floodplains, stream (avoid corridors, aquifers and aquifer recharge areas)	Yes No
Project does not intrude into agricultural and/or open lands	Yes No
Project cleans up a brownfield site	Yes No
Project is energy efficient (example: exceeds standards in NJ energy code, meets standards of NJ Energy Star Homes program, etc.)	Yes No
Project uses at least 30 percent recycled or "low impact" building materials	Yes No

Austin Matrix related criteria:

Smart Growth Goal 2 – Sustainable Building Practices. Weight by scorecard percent to total: 5%

Element	Criteria
1. Building Construction and Environmental Impact (Choose A or B)	A. Green Building Program Participation a. One star multi-family b. Two star multi-family / one star commercial c. Three star multi-family / two star commercial d. Four star multi-family / three star commercial e. Five star multi-family / four star commercial B. LEED a. Certified Rating b. Silver Rating c. Bronze Rating d. Gold Rating C. Green Choice Renewable Energy Program

This Smart Growth category is evaluated on both scorecards, but the N.J. Scorecard appears to provide a more immediate response. The Austin Matrix relies on

additional scoring devices, such as LEED, to tell the story of a project's environmental impact. By doing this, the Austin Matrix validates industry accepted standards of measure as opposed to creating new and possibly inconsistent additional measures. This is a very important difference between the two scorecards as a matter if credibility. Support from industry respected environmental agencies and programs such as the Green Building Program and LEED who have extensive measures to determine a project's environmental impact adds credibility to Smart Growth measurements.

In the case of the New Jersey Scorecard two criteria were thrown out during the scoring of Southlake Town Center. A decision was made during scoring that these two criteria were impossible measures for Southlake Town Center to achieve and therefore should not be part of the evaluation. However, this was an arbitrary decision made by the scorer during this investigation. In contrast, scoring the related Sustainable Building Practices category of the Austin Matrix was simply a matter of determining whether or not Southlake Town Center had achieved environmental merits from extensive evaluations performed by professional environmental agencies.

Thus, a comparison of the two scorecards is not really apples to apples. The N.J. Scorecard suggests that Southlake Town Center achieved 88% of the criteria for environmental impact while the Austin Matrix scorecard suggests it did not accomplish any sustainable building practices. In terms of environmental impact the two scorecards tell us the following about Southlake Town Center:

<u>Achieved</u>

- Avoids Critical Areas (N.J.)
- Land is physically suitable for development (N.J.)

- Does not intrude into agricultural and/or open lands (N.J.)

Did Not Achieve

- Used at least 30% recycled or "low impact" building materials (N.J.)
- Green Building Program Participation (Austin)
- Leed certification (Austin)
- Green Choice Renewable Energy Program (Austin)

While there are discrepancies between the two scorecards, the Smart Growth Network does not reference any particular environmental programs or agencies in its definition of preserving open space, farmland, natural beauty, and critical environmental areas. Both scorecards do in fact, albeit differently, have criteria that measure the preservation of open space and critical environmental areas. Therefore, it cannot be said that either scorecard does not reflect the goals of this Smart Growth Principle. The conclusion to be drawn here is that the two scorecards disagree as to the measurement and scoring of environmental impact.

7. Strengthen and direct development towards existing communities

Smart Growth Network Definition:

"Smart growth directs development towards existing communities already served by infrastructure, seeking to utilize the resources that existing neighborhoods offer, and conserve open space and irreplaceable natural resources on the urban fringe. Development in existing neighborhoods also represents an approach to growth that can be more cost-effective, and improves the quality of life for its residents. By encouraging development in existing communities, communities benefit from a stronger tax base, closer proximity of a range of jobs and services, increased efficiency of already developed land and infrastructure, reduced development pressure in edge areas thereby preserving

more open space, and, in some cases, strengthening rural communities.

The ease of greenfield development remains an obstacle to encouraging more development in existing neighborhoods. Development on the fringe remains attractive to developers for its ease of access and construction, lower land costs, and potential for developers to assemble larger parcels. Typical zoning requirements in fringe areas are often easier to comply with, as there are often few existing building types that new construction must complement, and a relative absence of residents who may object to the inconvenience or disruption caused by new construction.

Nevertheless, developers and communities are recognizing the opportunities presented by infill development, as suggested not only by demographic shifts, but also in response to a growing awareness of the fiscal, environmental, and social costs of development focused disproportionately on the urban fringe. Journals that track real estate trends routinely cite the investment appeal of the "24-hour city" for empty nesters, young professionals, and others, and developers are beginning to respond. A 2001 report by Urban Land Institute on urban infill housing states that, in 1999, the increase in housing permit activity in cities relative to average annual figures from the preceding decade exceeded that of the suburbs, indicating that infill development is possible and profitable." (Online:www.smartgrowth.org)

New Jersey Scorecard related criteria:

Section I: Near existing development and infrastructure – Makes the most of limited public resources and builds on public investments already made. Upgrading existing infrastructure and services is more efficient than building new in previously undeveloped areas. Creates opportunity for infill or redevelopment of under utilized, abandoned and brownfield sites. **Weight by scorecard percent to total:** 24%

Measurement	Answer
Project is located adjacent to existing infrastructure: roads, water and sewer	Existing service Less than ¼ mile ¼ to ½ mile ½ + mile(s)
Project is in State Plan Planning Area 1 or 2, a designated center (according to the State Plan) and/or designated Area in Need of Redevelopment	Yes No
Project is near at least three of the following - housing, restaurants, retail/convenience/services, schools, recreation centers, offices	Less than ¼ mile ¼ to ½ mile ½ to ¾ mile ¾ to 1 mile 1+ miles
Project requires new/additional services and/or facilities (fire, police, school)	Not needed Needed

Austin Matrix related criteria:

Smart Growth Goal 2 – Location. Weight by scorecard percent to total: 12%

Element	Criteria
1. Smart Growth Zones	
a. Downtown	1. Anywhere 2. Within a 1 block radius of a CMTA bus stop 3. Consistent with transit station area plan
OR	
b. Urban Core	1. Anywhere 2. Within a 1 block radius of a CMTA bus stop 3. Consistent with transit station area plan
OR	
c. Desired Development Zone (DDZ) inside City Limits	1. Anywhere 2. Within a 1 block radius of a CMTA bus stop 3. Consistent with transit station area plan
2. Location Risk	a. Focus on area of economic need b. A “Trail Blazer” in an untested market

Both scorecards evaluate Smart Growth criteria related to the location of a project’s development. The N.J. Scorecard tends to be a bit more specific about a project’s proximity to existing infrastructure by giving specific distances as a means of

measure. The Austin Matrix, however, evaluates projects from more of a zoning perspective. That is, the City of Austin wanted to encourage development in either a downtown area, urban core area, or Desired Development Zone within city limits.

The N.J. Scorecard provided scoring criteria that was much more relatable to the scoring of a project such as Southlake Town Center. The distance criteria provided by N.J. Scorecard makes it a more flexible evaluative tool that can be used without the need for modification to fit the Smart Growth desires of a particular community. The Austin Matrix, in contrast, uses Smart Growth Zones defined by the City of Austin as a basis for evaluating location values of a particular project. This allows the Austin Matrix to be an effective tool for that particular municipality, however, if it is to be applied to a project in a different locale, such as Southlake, TX, then it should be modified to fit the growth desires of that community. Otherwise, the Austin Matrix is slightly out of context. Southlake, TX, for example, is a much smaller municipality than Austin, TX and has not defined any specific desired development zones.

This doesn't necessarily mean that the Austin Matrix is unusable. In fact, scorecards are likely to be more effective tools if they are in tune with the growth desires and comprehensive plan of a particular community. However, in the case of this investigation on Southlake Town Center, an arbitrary decision had to be made regarding the zoning quality of the location where it was built. The property where Southlake Town Center exists was re-zoned to a "Downtown District". However, comparing a Downtown District in Southlake to one in Austin doesn't equate. The setting of Southlake Town Center reflects more closely an Urban Core area of a larger metropolitan area such as Austin. Furthermore, since no Desired Development Zones

were specifically outlined attributes of the comprehensive plan of Southlake, TX the designation of Southlake Town Center as an Urban Core zone makes sense. By doing this Southlake Town Center received the benefit of scoring the middle of the road between the three Smart Growth Zone choices on the Austin Matrix. Prior to development the Southlake Town Center site was a greenfield and it created a new downtown setting unique to the community. Therefore, it could be argued that the project did not fit any of the Smart Growth Zones listed on the Austin Matrix. However, an evaluation of the uses and infrastructure surrounding the STC site gave sufficient support for the designation of STC as being in an Urban Core area for the purpose of this investigation.

Overall, the N.J. Scorecard suggests that the location Southlake Town Center was a successful Smart Growth achievement while the Austin Matrix suggests it was not so successful. The Austin Matrix gave the maximum possible points in the first element, Smart Growth Zones, to those projects in Downtown areas. Since STC was evaluated as being in an Urban Core area it was only able to, and did, achieve 62% of the total possible points for that element.

The two criteria in the second element of the Location category of the Austin Matrix separated the results between the two scorecards for this Smart Growth Principle even more. These two criteria evaluated the location risk of a project. Projects which are considered “Trail Blazers” in an untested market receive nearly three times the points than those considered to focus on an area of economic need. No evidence was found in this investigation to support Southlake Town Center as either a project that focused on a area of economic need, nor as a “Trail Blazer” in an untested market. This

decision was based on the fact that the community has a median family income tripling that of the national average and the surrounding area of STC has established commercial uses similar to those proposed for STC.

Is Southlake Town Center a project that is directed toward an existing community? The N.J. Scorecard certainly suggests that STC does so, but does so in disagreement with the Austin Matrix. The contrast and inconsistency in results here appears to be a function of perspective. Although the N.J. Scorecard does have one criteria that is similar to the approach taken overall by the Austin Matrix, by and large it evaluates the specific location qualities of a project. The Austin Matrix evaluates a project more from big picture view that uses the context of a municipality's comprehensive plan. Thus, while both scorecards have criteria that measure this Smart Growth Principle, they do it differently and any attempt to compare these results is really an apples to oranges comparison.

8. Provide a variety of transportation choices

Smart Growth Network Definition:

> *"Providing people with more choices in housing, shopping, communities, and transportation is a key aim of smart growth. Communities are increasingly seeking these choices -- particularly a wider range of transportation options -- in an effort to improve beleaguered transportation systems. Traffic congestion is worsening across the country. Where in 1982 65 percent of travel occurred in uncongested conditions, by 1997 only 36 percent of peak travel occurred did so. In fact, according to the Texas Transportation Institute, congestion over the last several years has worsened in nearly every major metropolitan area in the United States.*

In response, communities are beginning to implement new approaches to transportation planning, such as better coordinating land use and transportation; increasing the availability of high quality transit service; creating redundancy, resiliency and connectivity within their road networks; and ensuring connectivity between pedestrian, bike, transit, and road facilities. In short, they are coupling a multi-modal approach to transportation with supportive development patterns, to create a variety of transportation options." (Online:www.smartgrowth.org)

New Jersey Scorecard related criteria:

Section V: Choices for Getting Around – Sited near existing transit service to decrease dependency on the automobile, thereby reducing traffic and encouraging walkability. **Weight by scorecard percent to total:** 18%

Measurement	Answer
Project is accessible by multiple modes of transportation (auto, bus, rail, walking, biking)	4+ modes 3 modes 2 modes
Project is in walking distance to public transit (bus, rail, etc.)	Less than 5 min. 6-10 minutes 11-15 minutes 16-20 minutes 20+ minutes
Project has an interconnected road system without cul-de-sacs OR the project is located on an existing street network that is interconnected	Yes No

Austin Matrix related criteria:

Smart Growth Goal 2 – Multi-Modal Transportation Elements. Weight by scorecard percent to total: 19%

Element	Criteria
1. Transit Coordination	A. Project includes CMTA participation / coordination B. Provides facilities associated w/ bus to rail transfers.
2. Building Location on Site	A. Oriented to pedestrian network. B. No drive through facilities C. Buildings built up to right of way D. Parking in rear of lot behind building
3. Streetscape Treatment for Maximum Pedestrian Comfort	A. Street trees min. 4" caliper, 30' o.c. on all frontages B. Use of smaller scale pavement (pavers or scoring) C. Rain protection (awnings, arcades) D. Maintain existing alleys or extend walkable street grid plan E. First floor level at street level or within 18" F. On street parking along street frontage G. Min. 12' wide clear sidewalk along street frontage H. Provision of pedestrian scale street lighting I. Continuation of existing sidewalk networks J. Crossing treatment at street corners (bulb outs, crossings)
4. Alternative Pedestrian and Bicycle Access	A. Greenways 1. Access to and no interruption of greenbelt trails 2. Office, retail, or residential uses facing creek B. Internal Sidewalk Network 3. Pedestrian network linking buildings on site and to streetscape sidewalks
5. Bicycle Friendly	A. Bike racks (1:10), Bike Lockers (1:50) available B. Locker room facilities, showers and dressing room C. Bicycle linkages

Both scorecards clearly agree that multi-modal transportation opportunities are lacking in Southlake Town Center. While the pedestrian experience within the STC appears to be a success, access is still dependent solely on the automobile. The Critical Mass category of the Austin Matrix yielded a result that suggests Southlake Town Center offers a density to support public transit. However, no such facilities

currently exist on the site. It is also does not appear that any provisions were made to provide such facilities in the future of Southlake Town Center.

Differences seen between the two scorecards regarding the evaluation of this Smart Growth Principle were fairly significant. The N.J. Scorecard has two separate sections that specifically evaluate choices for getting around, and the pedestrian experience of a project. In contrast, the Austin Matrix does more to associate transportation opportunities with related variables such as density. While the N.J. Scorecard evaluates density as a function of the pedestrian experience, the Austin matrix evaluates density as a function of providing alternate forms of transit. Thus, once again the two scorecards evaluate transportation choices with different mind sets.

With the exception of the Transit Coordination element which had to be thrown out of scoring in the Multi-Modal Transportation Elements category of the Austin Matrix, the remaining elements evaluate only the pedestrian and bicycle modes of transportation. Conversely, the N.J. scorecard specifically inquires to the accessibility of alternate modes of transportation and public transit. The Austin Matrix does not do this. One criteria listed on the Austin Matrix, provides facilities associated with bus to rail transfers, was based on information that was not complete or available for scoring.

In all, the two scorecards provide criteria that support an evaluation which represents the Smart Growth Networks Smart Growth Principle. Both scorecards ultimtely suggest there are more transportation opportunities that could have been provided by Southlake Town Center. Outside of walking or bicycling, the Austin Matrix suggests that the density in Southlake Town Center exists at a threshold sufficient to support transit. However, the Austin Matrix does not really evaluate the possible transit

opportunities this threshold could support. The N.J. Scorecard on the other hand doesn't relate density to transit, but does evaluate the existence of specific multi-modal transportation opportunities.

9. Make development decisions predictable, fair and cost effective

Smart Growth Network Definition:

"For a community to be successful in implementing smart growth, it must be embraced by the private sector. Only private capital markets can supply the large amounts of money needed to meet the growing demand for smart growth developments. If investors, bankers, developers, builders and others do not earn a profit, few smart growth projects will be built. Fortunately, government can help make smart growth profitable to private investors and developers. Since the development industry is highly regulated, the value of property and the desirability of a place is largely affected by government investment in infrastructure and government regulation. Governments that make the right infrastructure and regulatory decisions will create fair, predictable and cost effective smart growth.

Despite regulatory and financial barriers, developers have been successful in creating examples of smart growth. The process to do so, however, requires them to get variances to the codes – often a time-consuming, and therefore costly, requirement. Expediting the approval process is of particular importance for developers, for whom the common mantra, "time is money" very aptly applies. The longer it takes to get approval for building, the longer the developer's capital remains tied up in the land and not earning income. For smart growth to flourish, state and local governments must make an effort to make development decisions about smart growth more timely, cost-effective, and predictable for developers. By creating a fertile environment for innovative, pedestrian-oriented, mixed-use

projects, government can provide leadership for smart growth that the private sector is sure to support." (Online:www.smartgrowth.org)

New Jersey Scorecard related criteria:

No related criteria.

Austin Matrix related criteria

No related criteria

This Smart Growth Principle does not apply to the specific evaluation of a development project. This Principle relates to a municipal evaluation of regulatory tools which may improve the efficiency and effectiveness of Smart Growth related development decisions. No criteria were found on either scorecard relating to the making of predictable, fair and cost effective development decisions.

10. Encourage community and stakeholder collaboration in development decisions

Smart Growth Network Definition:

"Growth can create great places to live, work and play -- if it responds to a community's own sense of how and where it wants to grow. Communities have different needs and will emphasize some smart growth principles over others: those with robust economic growth may need to improve housing choices; others that have suffered from disinvestment may emphasize infill development; newer communities with separated uses may be looking for the sense of place provided by mixed-use town centers; and still others with poor air quality may seek relief by

offering transportation choices. The common thread among all, however, is that the needs of every community and the programs to address them are best defined by the people who live and work there.

Citizen participation can be time-consuming, frustrating and expensive, but encouraging community and stakeholder collaboration can lead to creative, speedy resolution of development issues and greater community understanding of the importance of good planning and investment. Smart Growth plans and policies developed without strong citizen involvement will at best not have staying power; at worst, they will be used to create unhealthy, undesirable communities. When people feel left out of important decisions, they will be less likely to become engaged when tough decisions need to be made. Involving the community early and often in the planning process vastly improves public support for smart growth and often leads to innovative strategies that fit the unique needs of each community." (Online:www.smartgrowth.org)

New Jersey Scorecard related criteria:

No related criteria.

Austin Matrix related criteria:

Smart Growth Goal 1 – Process. Weight by scorecard percent to total: 19%

Element	Criteria
1. Neighborhood Planning (Choose A or B)	A. Requires dialogue and support by adjacent neighborhoods (Projects outside of Downtown) B. Downtown Projects
2. Design Commission (Choose A or B)	A. Presentation & endorsement of plans without conditions (Projects outside of downtown) B. Downtown Projects
3. Historic Landmark Commission	A. Presentation & endorsement of plans without conditions B. Historically zoned buildings or buildings within a historic district

Smart Growth Goal 2 – Local Economy. Weight by scorecard percent to total: 7%

Element	Criteria
2. Neighborhood Stabilization	A. Traditional neighborhood retail uses B. Neighborhood supported uses
3. Promote Local Buisiness	A. Provision / retention of space for locally owned business B. Project supports or builds local music / film industry C. Use of local contractors and architects

The first sentence of this principle states, “Growth can create great places to live, work and play -- if it responds to a community’s own sense of how and where it wants to grow.” This Principle appears to be the cornerstone of the Austin Matrix which is divided into two goals, the first of which is “How and Where Development Occurs”. The second goal evaluates how a project improves the quality of life. More importantly, the Austin Matrix provides criteria, shown above, that specifically evaluates this principle. The N.J. Scorecard does not.

Some of the criteria in the Austin Matrix related to this Principle proved to be somewhat vague and difficult to evaluate. For example, criteria in the Process category asks whether or not a project received support from the neighborhood planning commission and also whether or not the design commission endorsed the plans without conditions. No explanation or definition is provided by the authors of the Matrix to explain what constitutes support form the neighborhood. Furthermore, this investigation was unable to determine whether or not a design commission was involved during the design development of Southlake Town Center, nor whether or not plans were

endorsed without conditions. While it is unlikely that no conditions were placed on the design of Southlake Town Center, this investigation gave STC the benefit of the doubt.

The neighborhood stabilization element offers criteria that is also vague. How does the Austin Matrix define what constitutes traditional neighborhood retail uses? No definition was provided. Therefore, this investigation chose to use the retail categories defined by the N.A.I.C.S. classification system of the U.S. Census Bureau in order evaluate how Southlake Town Center accommodated these various retail uses. In addition, the Austin Matrix intends to evaluate neighborhood supported uses, but doesn't really define what this means. Much revision appears necessary to the Local Economy category of the Austin Matrix in order for it to be a more useful and interpretable evaluation.

Smart Growth Analysis

The current discrepancy between what we say is smart growth and what we publicize as Smart Growth is misleading. The results of this study show that that the claim that Southlake Town Center is a project that represents Smart Growth is misleading. It is misleading because such a claim makes the case that embracing one or two of the Ten Principles of Smart Growth is sufficient to warrant the title of Smart Growth. While this may not have been the intent of the Smart Growth Network, it has in effect weakened the credibility of Smart Growth by over-recognizing individual Smart Growth Principles as examples of Smart Growth themselves. Thus, by saying that Southlake Town Center is Smart Growth the Smart Growth Network is saying that a successful example of mixed use with a strong sense of place is Smart Growth. That is,

despite the fact that Southlake Town Center received fair to poor results on criteria relating to the remaining Smart Growth Principles. This begs the question; how many principles must be adhered to in order for a project to be considered Smart Growth?

This investigation demonstrated that the criteria used in the scorecards sufficiently related to the definitions of the Ten Principles of Smart Growth, with the exception of one principle that was related to regulatory tools of a municipality and not related to projects. Thus, the scorecards used in this study are sufficient tools for evaluating Smart Growth as it is defined by the Smart Growth Network. The results of both scorecards suggest that Southlake Town Center achieved Smart Growth at level of about 50% - 60%. For the New Jersey Scorecard the end result was a 'D' grade in Smart Growth. Conversely, a 50% scoring achievement on the Austin Matrix qualified Southlake Town Center for significant tax incentive. Clearly the inconsistencies in what is regarded as Smart Growth can be found not only in publication and organizational recognition, but also in evaluative tools.

Where does this investigation leave us?

This investigation compared the results of two Smart Growth Scorecards to the Ten Principles of Smart Growth. The scorecards used were arbitrarily selected and provided a baseline study for seeing how what we define as Smart Growth compares to how we measure Smart Growth. Toward the end of this investigation the Smart Growth Network developed its own Smart Growth Scorecard. Subsequent studies comparing the results of the Smart Growth Network's Scorecard to those used in this study are

needed to further assess the reliability of Smart Growth Scorecards. The importance of this is to dispel what Smart Growth is not.

There are two questions that this investivgation brings forward: How measurable is Smart Growth, and do the tools we use to measure Smart Growth do so with reliability and creditability? The results of the Smart Growth Scorecards used in this investigation suggest that South Lake Town Center is perhaps a good example of a well designed mixed use development, but not really Smart Growth. While mixed use and urban design are principles of Smart Growth, specific examples of good mixed use or good urban design should not be significant enough to warrant the label of Smart Growth as well. A minimum requirement for the achievement of Smart Growth principles needs to be set in order to determine what constitutes Smart Growth. Once this is established a standardized measuring tool needs to be adopted that is flexible enough to adapt to each unique community. Finally, Smart Growth principles must be adopted into municipal codes and regulation. In order for Smart Growth to be successful it must be a part of our daily milieu and not just a carrot on a stick.

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Appendix A - Smart Growth Scorecards

New Jersey Smart Growth Scorecard

NEW JERSEY FUTURE

SMART GROWTH SCORECARD —
Proposed Developments

An easy-to-use scorecard for identifying "smart growth" strengths and weaknesses in proposed development.

Scorecards are complimentary upon request. Membership support of New Jersey Future and its non-profit research and policy work is welcome. To become a member, and to learn more about our efforts to bring smarter growth to New Jersey, visit our website at www.njfuture.org or call 609/393-0008.

What is Smart Growth?

Smart Growth means adding new homes, new offices and businesses and new jobs to New Jersey's economy in a way that enhances the communities where we already live — without requiring higher taxes, adding to our road and traffic woes and without consuming or polluting our remaining farmland, beachfronts, woodlands and open spaces.

How do you know Smart Growth when you see it?

Smart Growth has two primary features: the "where" and the "how." It happens "where" development can be accommo-dated with minimal adverse impact to the environment, and in places where development takes maximum advantage of public investments already made. Smart Growth also addresses "how" the finished development will work with neighboring develop-ment to restore choices that are missing in places marked by sprawl: such as the choice to walk or use public transit, the choice to meet neighbors in attractive common spaces, or the choice to live in an apartment, a house, or a condominium.

About this scorecard

This scorecard is as much a conceptual model as it is a practical tool. It should be viewed as a way to help citizens and local officials evaluate development proposals and the potential benefits and drawbacks they may bring to the community. The card is best applied to larger projects, which tend to have larger implications for smart growth, but is a useful exercise for most development proposals.

It is important to note that local zoning and accompanying community requirements may not permit an applicant to build to the standards set in this scorecard. In such cases, those concerned about bringing smarter growth to their community will want to work with local leaders on improving zoning and local master plans to encourage these general criteria:

General criteria for Smart Growth

- Located near existing development and infrastructure
- Increases the range of housing options
- Protects open space, farmland and critical environmental areas
- Creates or enhances a vibrant mix of uses (residential, retail, office)
- Creates or enhances choices for getting around
- Walkable, designed for personal interaction
- Respects community character, design and historic features

Directions:

The scorecard is broken up into seven sections, one for each Smart Growth criterion. Simply read through the sections and circle the best answer for each measurement listed. Some questions might require additional information from your local planning and zoning office. The measurements are weighted differently so that the maximum score for each measurement reflects its importance to Smart Growth goals. To calculate the score, multiply the points for a given answer by the measurement's weight and enter it into the score column. Add up the scores for each measurement and write that number (subtotal) in the space provided.

I. Near existing development and infrastructure –

Makes the most of limited public resources and builds on public investments already made. Upgrading existing infrastructure and services is more efficient than building new in previously undeveloped areas. Creates opportunity for infill or redevelopment of under-utilized, abandoned and brownfield sites.

Measurement	Answer	Points	Weight	Score
Project is located adjacent to existing infrastructure: roads, water and sewer	Existing service Less than 1/4 mile 1/4 to 1/2 mile 1/2+ mile(s)	3 2 1 0	X 4	12
Project is in State Plan Planning Area 1 or 2, a designated center (according to the State Plan) and/or a designated Area in Need of Redevelopment	Yes No	1 0	X 2	N/A
Project is near at least three of the following – housing, restaurants, retail/convenience/services, schools, recreation centers, offices	Less than 1/4 mile 1/4 to 1/2 mile 1/2 to 3/4 mile 3/4 to 1 mile 1+ miles	4 3 2 1 0	X 2	8
Project requires new/additional services and/or facilities (fire, police, school)	Not needed Needed	1 0	X 2	2
			Subtotal	22

II. Range of housing options –

Offers a range of housing types and sizes. Increases the choices available to households of all income levels.

Measurement	Answer	Points	Weight	Score
Project offers a mix of housing types and sizes (apartments, condos, townhouses, single-family, studios, 1BR, 2BR, 3BR, etc.)	Yes No	1 0	X 3	0
Project has units with a wide-range of pricing options that will be sold or leased, with at least 15 percent priced as affordable housing	Yes No	1 0	X 2	0
Project contributes to community's fair share of affordable housing (COAH number)	Yes No	1 0	X 2	N/A
			Subtotal	0

III. Protects open space, farmland and critical environmental areas –

Benefits the general public as it spares watersheds, scenic vistas and agricultural areas needed for drinking water, farm and tourism revenues and strong quality of life.

Measurement	Answer	Points	Weight	Score
Project avoids critical environmental areas (State Plan Planning Area 5, prime watersheds, unbroken forest and grassland areas, critical wildlife areas/wildlife habitat)	Yes No	1 0	X 3	3
Project located on land that is physically suitable for development steep slopes greater than 15 percent, floodplains, stream (avoids corridors, aquifers and aquifer recharge areas)	Yes No	1 0	X 2	2
Project does not intrude into agricultural and/or open lands	Yes No	1 0	X 2	2
Project cleans up a brownfield site	Yes No	1 0	X 2	N/A
Project is energy efficient (example: exceeds standards in NJ energy code, meets standards of NJ Energy Star Homes program, etc.)	Yes No	1 0	X 2	N/A
Project uses at least 30 percent recycled or "low impact" building materials	Yes No	1 0	X 1	0
			Subtotal	7

IV. Mix of uses – Creates a vibrant community where places to work, shop, live and play are integrated.

Measurement	Answer	Points	Weight	Score
Project is mixed use (any combination of housing, retail, office, commercial, public buildings, etc.)	4+ uses 3 uses 2 uses 1 use	3 2 1 0	X 2	6
Project provides a new type of development to an existing neighborhood such as employment, housing, retail, civic, educational, cultural, recreation, neighborhood-serving retail/service	4 uses added 3 uses added 2 uses added 1 use added 0 uses added	4 3 2 1 0	X 2	8
Project adds to the diversity of uses within an existing community	Yes No	1 0	X 3	3
			Subtotal	17

V. Choices for Getting Around – Sited near existing transit service to decrease dependency on the automobile, thereby reducing traffic and encouraging walkability (see VI. below).

Measurement	Answer	Points	Weight	Score
Project is accessible by multiple modes of transportation (auto, bus, rail, walking, biking)	4+ modes 3 modes 2 modes	2 1 0	X 4	0
Project is in walking distance to public transit (bus, rail, jitney)	Less than 5 mins 6-10 minutes 11-15 minutes 16-20 minutes 20+ minutes	4 3 2 1 0	X 2	0
Project has an interconnected road system without cul-de-sacs OR the project is located on an existing street network that is interconnected	Yes No	1 0	X 2	2
			Subtotal	2

VI. Walkable, designed for personal interaction – Designed at the human scale, rather than for the automobile, to help reduce traffic and create places with increased potential for social interaction, walking and sense of community.

Measurement	Answer	Points	Weight	Score
For residential: Average number of dwelling units/acre (including on-site right-of-way and open space)	14+ DU/acre 10-13 DU/acre 7-9 DU/acre 4-6 DU/acre < 4 DU/acre	4 3 2 1 0	X 2	0
	—or—			
For commercial: High floor-area ratio (exclude structured parking and right-of-way)	1.0+ FAR .76 - 1.0 FAR .51 - .75 FAR .4 - .5 FAR < .4 FAR	4 3 2 1 0		
Project parking is located where it does not visually dominate the development from the street and allows easy and safe pedestrian access to buildings	Parking in rear Structured parking On-street parking Lot in front	3 2 1 0	X 2	6
Project density is equal to or greater than that of surrounding areas	Greater density Equal density Lower density	2 1 0	X 1	2
			Subtotal	8

VII. Respectful of community character and design – In keeping with the local architecture, especially in historically significant areas. Enhances the community's desirability as a place to live, work, shop and recreate.

Measurement	Answer	Points	Weight	Score
Project reuses or rehabilitates existing and/or historic structures	Yes No	1 0	X 3	0
Project building design follows existing or desired architectural style	Yes No	1 0	X 1	1
Project contributes to public streetscape with pedestrian-friendly amenities such as benches, lighting, street trees, trash cans, and windows at street level	Yes No	1 0	X 1	1
Project creates or enhances community spaces such as public plazas, squares, parks, etc.	Yes No	1 0	X 1	1
		Subtotal		3

Final calculations:

1. Starting at Table I below, enter the subtotals for each section into Column 2 (Section Scores).
2. Divide Column 2 by Column 1 (Total Possible) and enter that number into Column 3(Calculation).
3. Multiply Column 3 by 100 and enter that number into Column 4. This is the Final Score for the section.
4. Using Table II below, enter the letter grade for each section into Column 5. This is the Final score for the section.

Once the calculations are complete, take a look at the areas in need of improvement. Does the project score well in terms of proximity to infrastructure, but poorly in terms of its proximity to public transit and other choices for getting around? Is the building design in keeping with the local architectural style, but inaccessible to pedestrian traffic? Making determinations of this nature will help guide a new development in the right direction, toward Smart Growth.

TABLE I

Smart Growth Criteria	Column 1 Total Possible	Column 2 Section Scores	Column 3 Calculation (Col 2/Col 1)	Column 4 Final Score (Col 3 x 100)	Column 5 Final Grade (A-F)
I. Near existing development and infrastructure	24 22	22	1.00	100%	A
II. Range of housing options*	7 5	0	0.00	0%	F
III. Protects open space, farmland and critical environmental areas	12 8	7	.875	88%	B
IV. Mix of uses	17	17	1.00	100%	A
V. Provides choices for getting around	18	2	.11	11%	F
VI. Walkable, designed for personal interaction	16	8	.50	50%	F
VII. Respectful of community character, design and historic features	6	3	.50	50%	F
TOTAL OVER ALL CRITERIA	100 92	58	.63	63%	D

* If there is no housing component to the project under review, deduct 7 points from column 1, bringing the total possible to 93 points. Divide the total for column 2 by the new total possible (93 points) to find the project's overall score.

TABLE II

Final Score	Letter Grade
100 – 90	A
89 – 80	B
79 – 70	C
69 – 60	D
59 – 0	F

SMART GROWTH CRITERIA MATRIX

City of Austin Transportation, Planning and Design Department

DEVELOPMENT: _____ **DATE OF REVIEW:** _____

REVIEWER: _____

MARK ONE: ☐ SELF SCORE ☐ PRELIMINARY SCORE ☐ FORMAL SCORE

GOALS	CATEGORY	ELEMENTS	CRITERIA	WEIGHT	VALUE	MAX. POINTS AVAILABLE	SCORE	COMMENTS	TOTAL Possible	TOTAL SCORE
			Criteria based on information that is not complete or available for scoring							
	Eligibility	**1. Neighborhood Plans**	**Project does not conflict with adopted Neighborhood Plan for the area.**							
		2. Historic Review	**Projects proposing demolition/modification of historically significant buildings require review.**							
		3. Incentive Package	**Project may not receive Smart Growth Zone Specific incentives.**							
SMART GROWTH GOAL I: Determine How and Where Development Occurs	Location (87 points)	**1. Smart Growth Zones** *(Eligible for only one zone - A,B, or C for a maximum possible 45 points)*								
		A. Downtown	1. Anywhere	5	5	25				
			2. Within a 1 block radius of a CMTA bus stop	5	4	20				
			3. Consistent with transit station area plan							0
		or B. Urban Core	1. Anywhere	4	3	12				
			2. Within one lot deep of a Smart Growth Corridor	4	4	16				
			3. Consistent with transit station area plan							0
		or C. Desired Development Zone (DDZ) inside City Limits	1. Anywhere	3	1	3				
			2. Within one lot deep of a Smart Growth Corridor/park & ride	3	3	9				
			3. Consistent with transit station area plan						45	0
		2. Location Risk	A. Focus on area of economic need	4	3	12				
			B. A "Trail Blazer" in an untested market			30			42	0
	Process (135 pts)	**1. Neighborhood Planning** *(Choose A or B)*	A. Requires dialogue and support by adjacent neighborhoods (Projects outside of Downtown)			75			75	0
			B. Downtown Projects			35				
		2. Design Commission *(Choose A or B)*	A. Presentation & endorsement of plans without conditions (Projects outside of Downtown)	5	2	10				
			B. Downtown Projects			50			50	0
		3. Historic Landmark Commission	A. Presentation & endorsement of plans without conditions	5	5	25				
			B. Historically zoned buildings or buildings within a historic district			50			50	0
	Critical Mass (24 points)	**1. Threshold Density**								
		A. Population (DUA)	1. Meets minimum threshold to support transit (7 to 12 dua average w/in one lot deep of Proposed Smart Growth Corridors. 12-25 dua average in Downtown) (Consistent with transit station area plan)	3	4	12				
		B. Employment (FAR)	2. Meets minimum threshold to support transit (Min. FAR of .35 w/in one lot deep of Proposed Smart Growth Corridors or min. FAR of .5 in Downtown) (Consistent with transit station area plan)	3	4	12			24	0
	Land Use (110 points)	**1. Land Use Contribution** *(Eligible for only one-A,B, or C for a maximum possible 35 points)*								
		A. Downtown Projects	1. Regional draw - retail (anchor retail), entertainment, or cultural center	5	3	15				
			2. Greater than 200 new housing units	5	4	20				0
		or B. Urban Core Projects	1. Regional draw - retail (anchor retail), entertainment, or cultural center	4	3	12				
			2. Variety of housing types (apartments, rowhouses, SF)	4	3	12				
			3. Greater than 200 new housing units	4	1	4				0
		or C. Traditional Neighborhood Projects	1. Meets TND codes and ordinances	3	3	9				
			2. Variety of housing types (rowhouses, gar. apts, sf)	3	3	9				
			3. Town Center with neighborhood retail	3	3	9			35	0

GOALS	CATEGORY	ELEMENTS	CRITERIA	POINT SYSTEM			SCORE			
			Criteria based on information that is not complete or available for scoring	WEIGHT	VALUE	MAX. POINTS AVAILABLE	SCORE	COMMENTS	TOTAL Possible	TOTAL SCORE
	Land Use *Continued* (110 points)	**2. Land Use Compatibility**	1. Part of a Downtown District Plan 2. Consistent with a Corridor Plan 3. Consistent with a Transit Node Plan						0	0
		3. Mixed Use per Building (Min. 20% for each use - residential, retail, office)	A. Includes residential above 1st floor	5	4	20				
			B. Street level pedestrian uses	5	3	15				
			C. Includes 2 uses	5	3	15				
			D. Includes 3 uses	5	5	25			75	0
SMART GROWTH GOAL II: Improve Our Quality of Life	Urban Design (44 pts)	**1. Building Facade Treatment**	A. Division of facade into traditional 30'± increments	2	2	4				
			B. Variety of treatment and human scale details	2	2	4				
			C. 50% or more of facade in glass at street level	2	2	4				
			D. Well-defined entrances every 50' on street frontages	2	2	4			16	0
		2. Compatibility with Surrounding Area	A. Appropriate or compatible massing	2	2	4				
			B. Integration of height with abutting facades	2	2	4				
			C. Rear building treatment	2	1	2				
			D. Mechanical equipment screened where visible	2	1	2			12	0
		3. Provision of Accessible Public Outdoor Space	A. Area greater than 500 ft^2	2	2	4				
			B. Provides table and chairs	2	1	2				
			C. Landscape, including trees	2	1	2				
			D. Pedestrian scaled lighting, min. 3 footcandles	2	1	2				
			E. Located adjacent to Greenway or Street	2	1	2				
			F. Provision of outdoor public art	2	2	4			16	0
	Multi-modal Transportation Elements (134 pts)	**1. Transit Coordination**	A. Project includes CMTA participation / coordination	4	5	20			20	0
			B. Provides facilities associated w/ bus to rail transfers							
		2. Building Location on Site	A. Oriented to pedestrian network	3	1	3				
			B. No drive through facilities	3	1	3				
			C. Buildings built up to right of way	3	4	12				
			D. Parking in rear of lot behind building	3	2	6			24	0
		3. Streetscape Treatment for Maximum Pedestrian Comfort	A. Street trees min. 4" caliper, 30' o.c. on all frontages	3	3	9				
			B. Use of smaller scale pavement (pavers or scoring)	3	1	3				
			C. Rain protection (awnings, arcades)	3	1	3				
			D. Maintain existing alleys or extend walkable street grid plan	3	3	9				
			E. First floor level at street level or within 18"	3	1	3				
			F. On street parking along street frontages	3	1	3				
			G. Min. 12' wide clear sidewalk along street frontage	3	3	9				
			H. Provision of pedestrian scale street lighting	3	1	3				
			I. Continuation of existing sidewalk networks	3	2	6				
			J. Crossing treatment at street corners (bulb outs, crossings)	3	4	12			60	0
		4. Alternative Pedestrian and Bicycle Access	A. Greenways							
			1. Access to and no interruption of greenbelt trails	2	2	4				
			2. Office, retail, or residential uses facing creek	2	2	4				
			B. Internal Sidewalk Network							
			1. Pedestrian network linking buildings on site and to streetscape sidewalks	2	4	8				
									16	0
		5. Bicycle Friendly	A. Bike racks (1:10), Bike Lockers (1:50) available	2	3	6				
			B. Locker room facilities, showers and dressing room	2	2	4				
			C. Bicycle linkages	2	2	4			14	0
	Parking (36 pts)	**1. Structured Parking**	A. Structured and/or underground parking	3	4	12				
			B. Ground floor of structured parking retail	3	3	9				
			C. Provides for shared parking for adjacent businesses	3	1	3				
			D. Division of facade into 30'± increments & detailing	3	2	6			30	0
		2. Driveway	A. Minimizes curb cuts along front property line	2	3	6			6	0

GOALS		ELEMENTS	CRITERIA	POINT SYSTEM			SCORE			
	CATEGORY		Criteria based on information that is not complete or available for scoring	WEIGHT	VALUE	MAX. POINTS AVAILABLE	SCORE	COMMENTS	TOTAL Possible	TOTAL SCORE
	Housing (40 pts)	1. Reasonably Priced Housing	A. 20% of units for 80% (4 person) AMFI households	5	3	15				
			B. 20% of units for 60% (4 person) AMFI households	5	5	25			40	0
	Local Economy (48 pts)	1. Neighborhood Stabilization	A. Traditional neighborhood retail uses	3	3	9				
			B. Neighborhood supported uses	3	3	9			18	0
		2. Promote local business	A. Provision / retention of space for locally owned business	3	4	12				
			B. Project supports or builds local music / film industry	3	4	12				
			C. Use of local contractors and architects	3	2	6			30	0
	Sustainable Building Practices (35 pts)	1. Building Construction and Environmental Impact (Choose A or B)								
			A. Green Building Program Participation							
			One star multi-family	5	1	5				
			Two star multi-family / one star commercial	5	2	10				
			Three star multi-family / two star commercial	5	3	15				
			Four star multi-family / three star commercial	5	4	20				
			Five star multi-family / four star commercial	5	5	25				
			B. LEED							
			Certified Rating			10				
			Silver Rating			15				
			Bronze Rating			20				
			Gold Rating			25			25	0
			C. Green Choice Renewable Energy Program	5	2	10			10	0
SMART GROWTH GOAL III: Enhance Our Tax Base		1. Tax Base Enhancement	A. Meets AISD 60/40 Goal	4	3	12			12	
		A business case analysis for proposed developments seeking financial incentives is handled separately.				Check:	0			
								% of Total Points		
			GOAL 1 Determine How and Where Development Occurs			50%		0.0	356	0
			GOAL 2 Improve our Quality of Life			48%		0.0	337	0
			GOAL 3 Enhance our Tax Base			2%		0.0	12	0
			TOTAL			100%		0.0	705	0

MATRIX THRESHOLD LEVELS

0 to 250 points = No Additional Consideration

251 to 335 points = 50% of All Applicable COA Fees Waived (GF & Enterprise)

For projects that score in the two highest levels a business case analysis sets a not to exceed (NTE) value for the incentive package. The NTE value is based on the present value of the increase in property tax revenues generated by the project over a 5 or 10 year time period. The amount of the incentive package can include up to 100% of applicable COA fees, utility charges (at a 5 or 10 year break even level) and the cost of planned infrastructure accelerated in time for the project.

336 to 420 points = 5 Year Incremental Tax Value NTE

421 to 705 points = 10 Year Incremental Tax Value NTE

Appendix B - Southlake Town Center Tenants

Quick Reference Retail Guide

31 – American Eagle Outfitters
4 – American Express
125 – Animal Crackers
29 – Ann Taylor
48 – Ann Taylor Loft
73 – Anthropologie
74 – Apple Computer Store
21 – B.Whitman Shoes
105 – BA Framer
8 – Banana Republic
53 – Barnes & Noble
108 – Barse Jewelers
15 – Bath & Body Works
65 – bebe
118 – Bless Your Heart
1 – Blue Mesa Café
106 – The Boardroom Salon for Men
124 – Bombay
45 – Brighton Collectibles
67 – Brio Tuscan Grille
64 – Cache
24 – Café Express
38 – Campania's Pizza
111 – Charmed by Melissa
52 – The Cheesecake Factory
70 – Chico's
9 – Cho's Tailor
26 – Christina Keith Fine Art
42 – Christopher & Banks
95 – Cingular Wireless
34 – Circa Design Showroom
43 – Claire's
58 – Clark's of England
60 – Coach
37 – Coldwater Creek
57 – Coldwater Creek The Spa
113 – The Container Store
128 – Corner Bakery
82 – Crate & Barrel
25 – D'Hierro
44 – dELiA's
75 – Design Within Reach
30 – Eddie Bauer
6 – Energym
116 – Eyes Nouveau Fashion Eyewear
3 – Fidelity Investments
119 – First National Bank Town Square
63 – Fossil
103 – Francesca's Collections
14 – Gap Kids/Baby Gap
13 – Gap Women's/Gap Body
94 – Great Clips
127 – Gymboree
51 – Harkins Theatre
120 – Harold's
55 – Hilton Hotel
61 – J. Crew
101 – Jamba Juice
23 – James Avery Craftsman
47 – Janie & Jack
110 – Jos. A. Bank
22 – Just Add Water
69 – Kay Jewelers
89 – Kidztime Hourly Playcare
112 – Kobeya Japanese Hibachi & Sushi
79 – L'Occitane
28 – Lane Bryant
A – Larry North Fitness
46 – Lilly Pulitzer
59 – Limited Too
72 – Lola
66 – Lucky Brand Jeans
62 – lucy
126 – The Magic Moon
84 – Mail & Copy Shoppe
104 – Mi Cocina
17 – Milwaukee Joe's Gourmet Ice Cream
115 – The Mother's Place
49 – Nestle Café by Chip
36 – New York & Company
80 – Origins
92 – The Owl's Nest Toy Shop
117 – The Paper Closet
19 – Papyrus
20 – Peacock Alley
2 – Pei Wei Asian Diner
68 – Piccomolo Italian Ice Cream
87 – Po' Melvin's Restaurant
76 – Pottery Barn
100 – Rockfish Seafood Grill
10 – Ruby
97 – Sandella's Café
7 – Sharper Image
40 – Sigrid Olsen
50 – Snuffers Restaurant and Bar
71 – Soma by Chico's
86 – Southlake Dance Academy
5 – Sprint
16 – Starbucks
96 – Stride Rite Shoes
85 – Sunshine Glaze
109 – Sweet & Sassy
56 – Taco Diner
123 – Talbots
78 – Talbots Kids & Babies
77 – Talbots Petites
33 – Terrace Retreat Salon
33 – Terrace Retreat Spa
32 – Thai Chili
54 – Truluck's Seafood Steak & Crabhouse
27 – Verizon Wireless Experience
12 – Victoria's Secret
81 – Vignettes Custom Interiors
102 – Village Jewelers
18 – Village Jewelers Boutique
99 – Villeroy & Boch
39 – White House/Black Market
122 – Williams-Sonoma
93 – WineStyles
114 – X's & O's Sporting Tavern