



# OLD COPPELL

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# MASTER PLAN

*Coppel, Texas  
May, 2002*

# Acknowledgements

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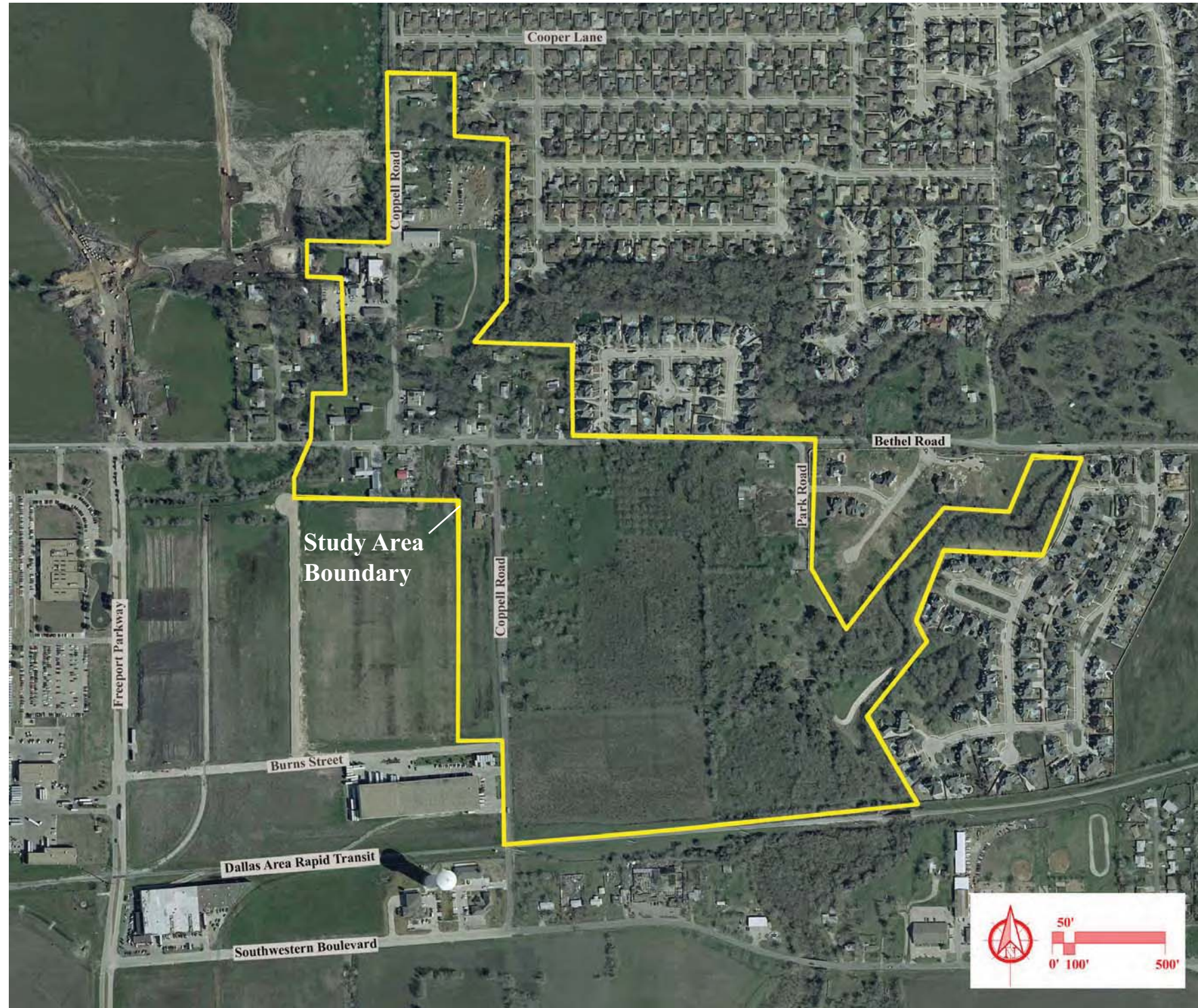
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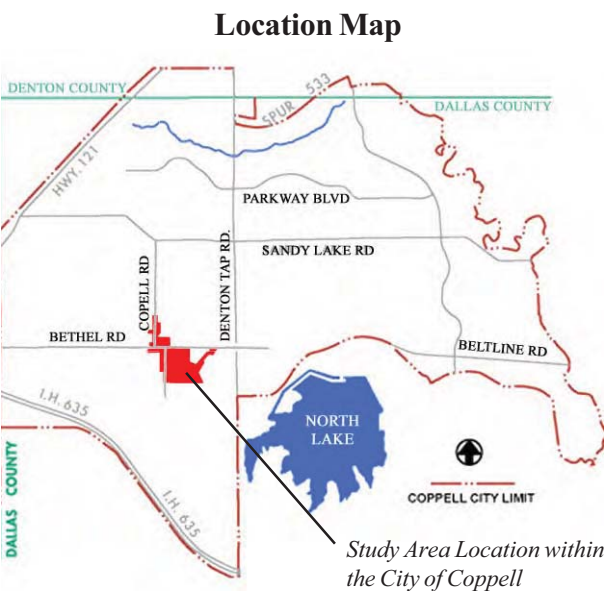
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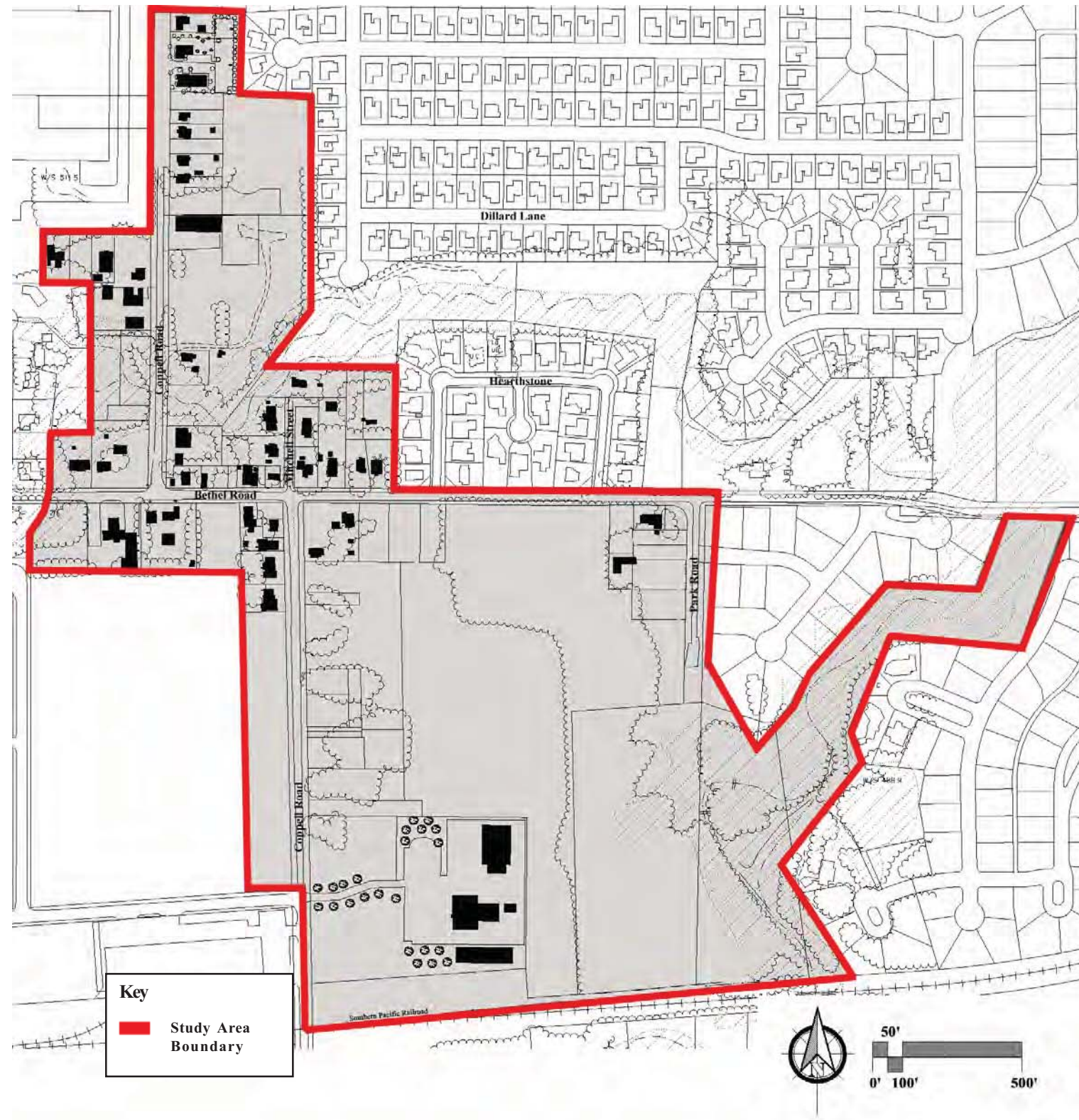


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Study Area Location within the City of Coppell  
Source: City of Coppell

## Old Coppell Study Area



## Purpose & Methodology

### Purpose

The Old Coppell Study Area encompasses most of the original town site, including the original location of City Hall. Old Coppell was once the community's major hub for activity. Area residents visited Old Coppell to conduct business, shop in the local stores and to catch the train. However, like many other communities, the old part of town gradually declined as businesses relocated, buildings were neglected and/or demolished, and residents looked elsewhere for shopping and services. Although Coppell's population has exploded from 1,728 residents in 1970 to 35,958 residents in 2000, this growth has essentially occurred outside of Old Coppell. Recently, however, there has been increased interest among the citizens of Coppell in revitalizing Old Coppell and creating a place to serve as the link to the past for the community. This master plan addresses a wide range of issues for the 100-acre study area, including land uses, roads, streetscapes, infill development and real estate economics.

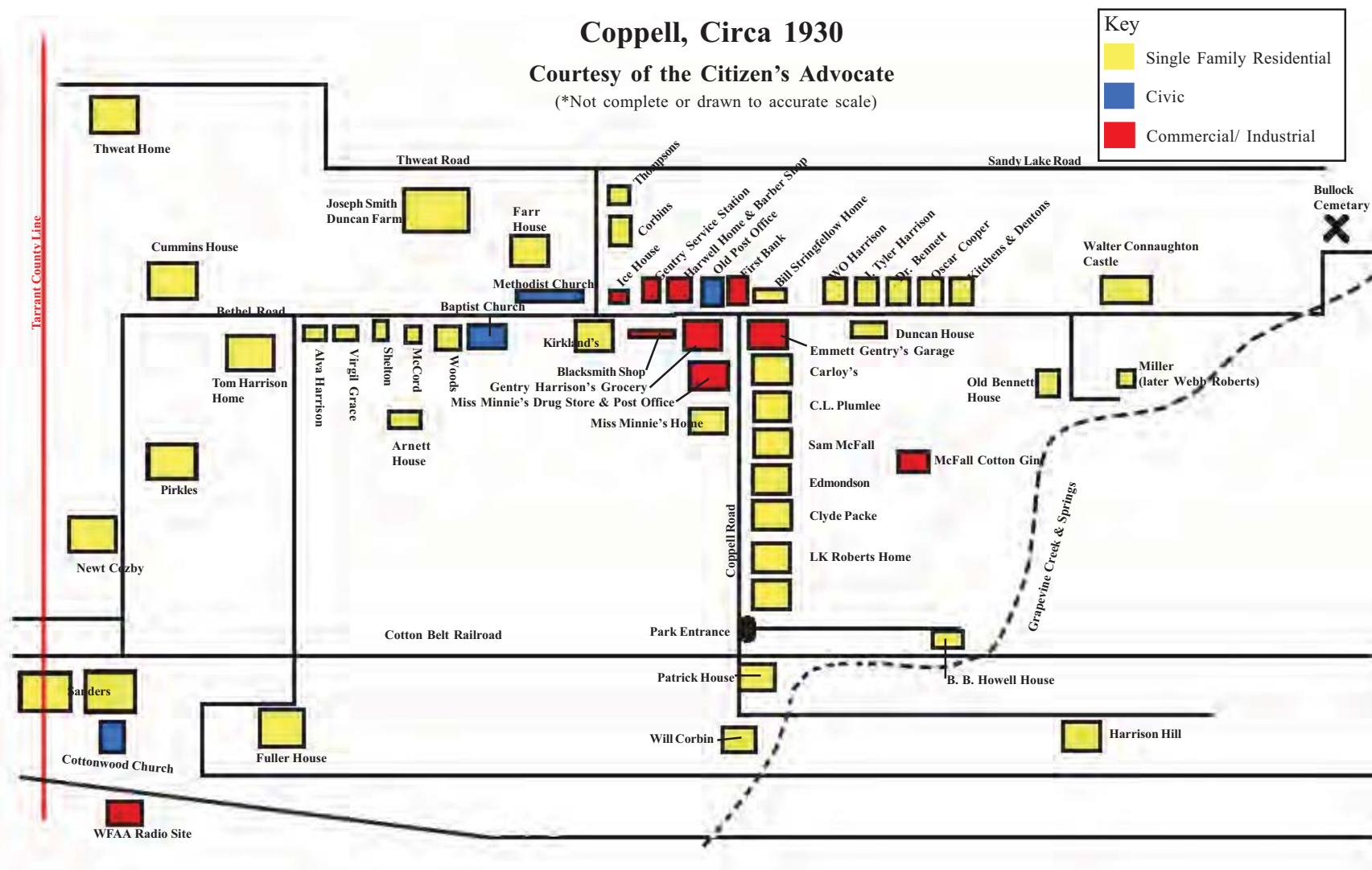
### Methodology

The approach taken in preparing the Old Coppell Master Plan included four main phases, each logically sequenced to build upon the work accomplished in the previous task. By taking an incremental approach, numerous opportunities for public input were provided before proceeding to the next phase. The four-step approach is summarized below:

- 1.0 Background Research & Analysis
  - Initial Client Meeting
  - Physical Analysis
  - Economic & Market Evaluation
  - Public Policy Review
  - Stakeholder Group Meetings
  - Initial Public Meeting
- 2.0 Charrette & Concept Plan Development
  - Follow-Up Field Work
  - Public Charrette Workshop
  - Concept Plan Development
  - Concept Plan Presentation
- 3.0 Draft Plan Preparation & Presentation
  - Physical Master Plan
  - Economic Development Strategy & Fiscal Implications
  - Plan Implementation
  - In-House Design Review
- 4.0 Presentations, Revisions & Summary Document
  - Public Presentation & Revisions
  - Summary Document
  - Public Hearings

## Coppell, Circa 1930

Courtesy of the Citizen's Advocate  
 (\*Not complete or drawn to accurate scale)



The children of first railroad agent Copper pose while playing in front of Clayta Harwell's home and Harrison's General Store in background.\*



The Methodist Church's first building.\*



Old Coppell Post Office in the 1940s.\*



First drug store in Coppell and meeting place for the International Order of Odd Fellows. Photo circa 1895.\*

## History

Coppell is located in the northwest corner of Dallas County, just north of the Dallas/Fort Worth International Airport. The area was on the original land grant of J. A. Simmonds. President Sam Houston and Republic of Texas troops camped on Grapevine Creek in 1843 during attempted negotiations with area Indian tribes in an effort to enlist their aid in the war against Mexico.

The area was first settled in the mid-1800s by James Parish, who was from Goliad, Texas. The Cotton Belt Railroad (the popular name of the St. Louis and Southwestern Texas Railroad) established a station in the community in 1888, and rail was the primary long-distance mode of transportation until the 1920s. The community also secured a post office during this era named Gibbs Station, after Texas lieutenant governor Barnett Gibbs, a large landowner in the area. In 1892 the post office was renamed Coppell, in honor of a railroad engineer and settler of the region, George A. Coppell. By 1914 the settlement included two churches, two general stores, two blacksmith shops, a bank, a hardware store, telephone service, a population of 450, and dealers in poultry, livestock, and lumber. However, the population had decreased to approximately 200 by 1926 due to the economic downturn around World War I when the price of cotton fell sharply, where it remained for roughly three decades.

By 1930 the community had a total of ten businesses, including a cotton gin. It also had a school and two churches. In 1936 the Work Projects Administration (WPA) developed a park at Grapevine Creek that included a half mile of walkways, three bridges, and a dam. During this time Coppell produced a variety of agricultural products, including cotton, wheat, oats, sweet potatoes, peanuts, and melons. The community grew slowly but steadily during the 1940s and 50s, and in 1956 the community formed a city government. By 1960 Coppell had six businesses and a population of just over 650. The General Telephone Company building was constructed in 1972.

During the 1980s and 1990s the town expanded northward into southern Denton County and a new city hall was built. The City of Coppell has continued to thrive over the last 30 years and today almost 36,000 people call it home.

### Grapevine Springs Park

The Grapevine Springs Park, located in the most easterly portion of the study area, has great historical significance for the City of Coppell. Sam Houston, during his second term as President of the Republic of Texas, came to the area to work out a treaty with several of the local Indian tribes in 1843. He planned to stay at the nearby white settlement of Bird's Fort in Tarrant County. However, he did not like the nearby low lying areas because of mosquitoes and, instead, set up camp at Grapevine Springs. This campsite later served as the basis for naming the farming community of "Grapevine Springs," which later evolved into Coppell.

Houston waited several days at the springs for his Indian agent to bring the Commanche Indians to participate in the treaty. Unknown to Houston, the Commanches had kidnapped his agent. Houston grew tired of waiting, and because his first son was about to be born, he returned to Washington-on-the-Brazos.

In 1936, the Works Progress Administration (WPA) built a park on Grapevine Springs that included a half mile of walkways, three bridges and a creek damn. Stone columns from one of the original entrances can still be seen along Coppel Road. Native stone was used to construct retaining walls and to wall the creek to create a canal effect. At one time a baseball field with covered bleachers existed on the site. The park was actively used by the people of Coppell during the 1930s and 1940s.

Unfortunately, the park fell into decline while under private ownership over an approximately 20 year time period. However, the park has since been restored and is currently owned by Dallas County, but leased to the City of Coppell under a 99 year lease.



Native stone was used to construct fire places, retaining walls, and other details at the park. Most of the work still exists.

\*Historic photos appear courtesy of the Coppell Citizen's Advocate



The Old Coppel Gift Shop and the Art Annex are an example of the successful reuse of older buildings.



The lack of sidewalks and building enclosure, as well as the presence of overhead utilities, detract from the appearance of Old Coppel.

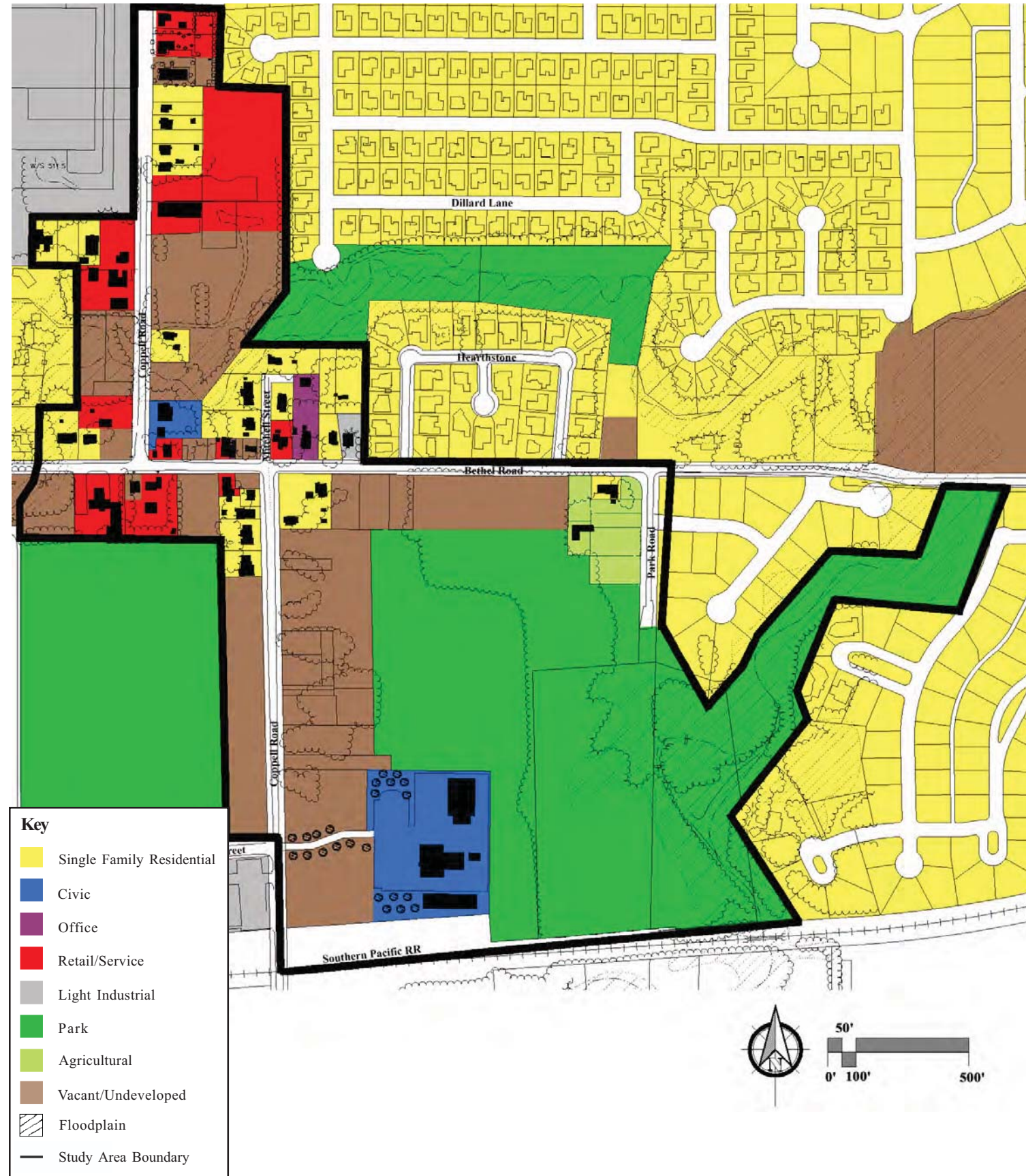


This historic home offers tremendous renovation potential for retail or office uses, and reinforces the historic character of Old Coppel.



This barber shop, located at the intersection of Coppel and Bethel Roads, reflects a more simplistic era in Coppel's history.

## Existing Conditions & Land Uses



## Physical Context

The study area encompasses an approximate 100-acre district surrounding the intersections of Bethel Road and Coppel Road.

### Existing Land Use

Currently there are 18 businesses, the Coppel Senior Center and several residences located within the study area. Grapevine Springs Park also extends to the most easterly portion of the study area. Businesses are generally small-scale locally-owned retail or service type uses. Industrial uses, such as warehousing and distribution centers, are located just west of the study area. They are physically incompatible with the existing scale and character of Old Coppel. The map at left illustrates the land uses found within and surrounding the study area.

### Buildings

The buildings within the study area are typically small scale, one-story structures, and the dominant building material is frame siding painted white. There are also a few masonry buildings, such as the stone and brick Robertson Pools buildings and the brick Senior Center, both located on the northern section of Coppel Road. Unfortunately, many of the historic buildings that once stood in Old Coppel have deteriorated or been destroyed over the years. In several instances, they have been replaced with incompatible structures.

### Access & Parking

Old Coppel's streets have not been upgraded to the City of Coppel's standard "collector road" cross-section and generally consist of two lanes with open drainage ditches. The area is not presently pedestrian-friendly, as "head-in" parking is scattered among businesses, no sidewalks or curbs are present and many parking lots are gravel.

### Streetscapes

The "streetscape" is defined as the area within the public right-of-way that includes sidewalks, landscaping, street furniture, parking, signage, and vehicular travel lanes and drainage ditches. The streetscape in Old Coppel is generally limited to vehicular travel lanes. Additionally, utility poles and highway-scaled overhead lighting are a visual distraction. Street lighting consists of lights placed high on utility poles that fail to contribute toward a human-scaled streetscape. Fortunately, existing buildings are set back far enough from the road to allow for potential streetscape improvements, such as sidewalks, landscaping and on-street parking.

### Natural Features

Floodplains traverse the study area on both the east and the west halves (the diagonally-hatched areas denote floodplains on the map at left). Although the City permits the filling of floodplains for development, this condition is expensive to reverse and a disincentive to development. Such areas are most appropriate for use as open space and greenways, which has been done on the east side of the study area at Grapevine Springs Park, and just to the north of the study area at Hunterwood Park.

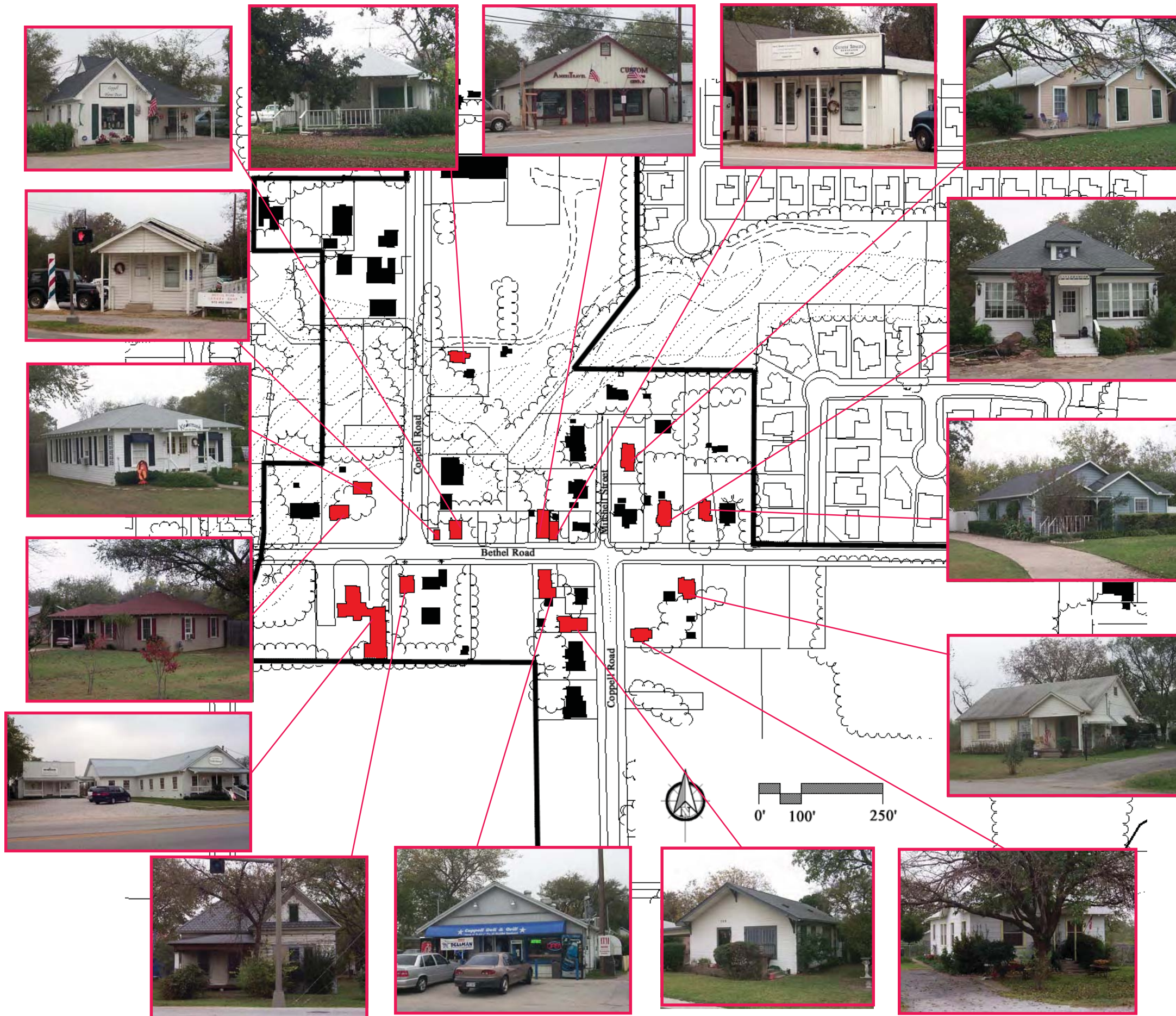
## Character Defining Buildings

The map and photographs at left identify the study area's numerous existing "character defining" buildings. These buildings were determined based upon a variety of factors, including their age (generally pre-WWII), consistency with Old Coppell's historic development typology (as determined by historic photographs), and the results of the stakeholder meetings and Vision Survey conducted early in the planning process. Although none of the original buildings constructed in Old Coppell during the late-1800s are known to exist today, the existing character defining buildings represent Old Coppell's "second generation" of buildings, and they still embody an overall historic character. Examples of such buildings include the Citizen Advocate building, the AmeriTravel and Custom Building Center building, the Kindermusik building, Coppell Home Decor building and the Art Annex and Old Coppell Gifts building.

Common design characteristics that are found in most of the character defining buildings include the following:

- Non-residential buildings are built near the street right-of-way.
- Single-family homes tend to relate strongly to the street, but are set back to accommodate lawns and porches.
- Building facades are parallel with the street.
- Buildings are only one story in height, and they are relatively small in scale and massing.
- The predominant roof form is the gable, and many include multiple gables perpendicular with each other.
- Two character defining buildings feature a parapet wall that masks the roof as viewed from the street.
- Most buildings feature either a front porch or a canopy of some type.
- The only construction form represented by the character defining buildings is frame construction.
- Most exterior cladding consists of horizontal clapboards, while exceptions include board and batten (vertical boards) and non-original synthetic siding.
- Foundations are sometimes raised slightly above grade.
- With the exception of a few non-original alterations for commercial structures, window and door openings are vertically oriented.

While it is not recommended that future demolitions be prohibited for these buildings, their preservation is strongly encouraged.



## Socio-Economic Context

### Demographics

Demographic data indicates that the City of Coppel has experienced tremendous growth in the last decade. In fact, Coppel's population grew by over 100% between 1990-2000. However, as Coppel now faces residential build-out due to the decreasing availability of sites zoned for single-family development, Coppel's population is expected to peak at 38,500 to 39,000 persons by 2004-2005.

Due to the city's proximity to DFW Airport, Los Colinas and nearby freeways, Coppel has prospered with residential, commercial and office development. The median household income in Coppel is \$89,825, well above the average household income of \$52,614 in the Dallas/Fort Worth metro area. Coppel's homeownership rate of 77.2% is also well above the average for the metro area. This figure parallels Coppel's high percentage of family households (80% of the population is either married couples, married couples with children or empty nesters); not surprising given that over 34% of the population of Coppel is under the age of 18.

### Real Estate Market

A review of market comparables and discussions with local real estate professionals provided information related to sales prices and rental rates throughout the entire Coppel area.

### Commercial

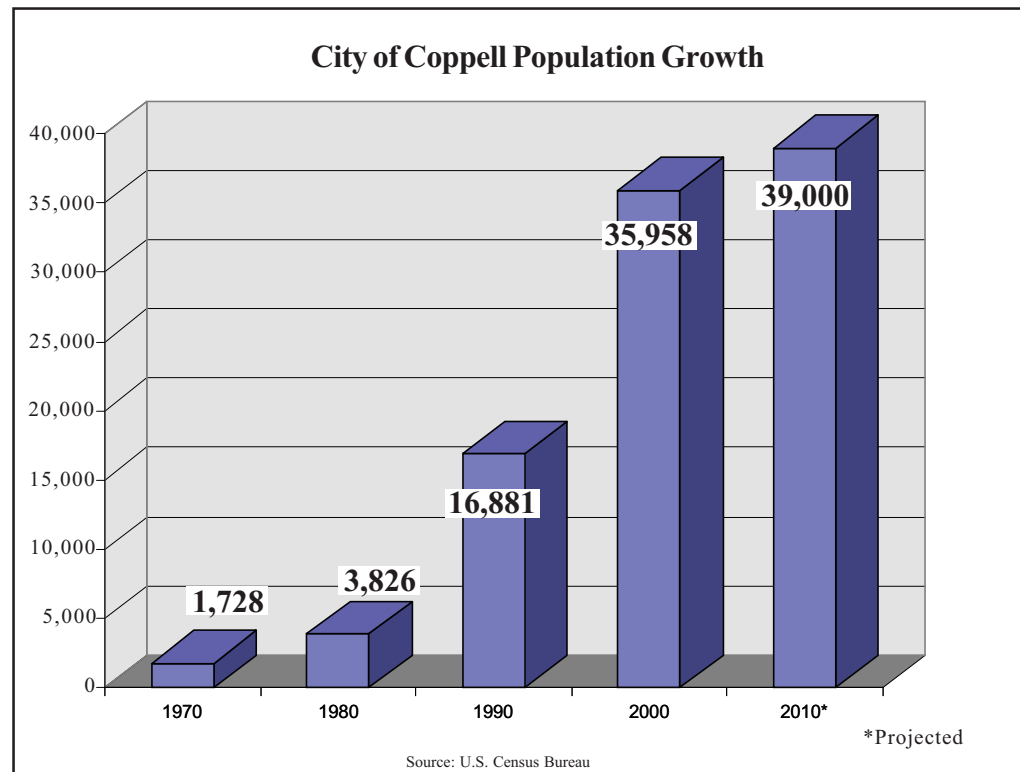
Due to the age and condition of the historic building stock within the study area, these commercial structures cannot readily be compared to Coppel's existing commercial and retail building stock. Interviews with tenants and owners of the historic structures located within the study area along Bethel Road revealed office and commercial rental rates ranging from \$12 to \$18 per square foot on a gross annual basis. In comparison, rental rates along Denton Tap Road and the commercial corridor along MacArthur Boulevard range from \$23-\$27 per square foot on a gross annual basis. Demand continues to grow for small retail and office suites in Coppel.

### Residential

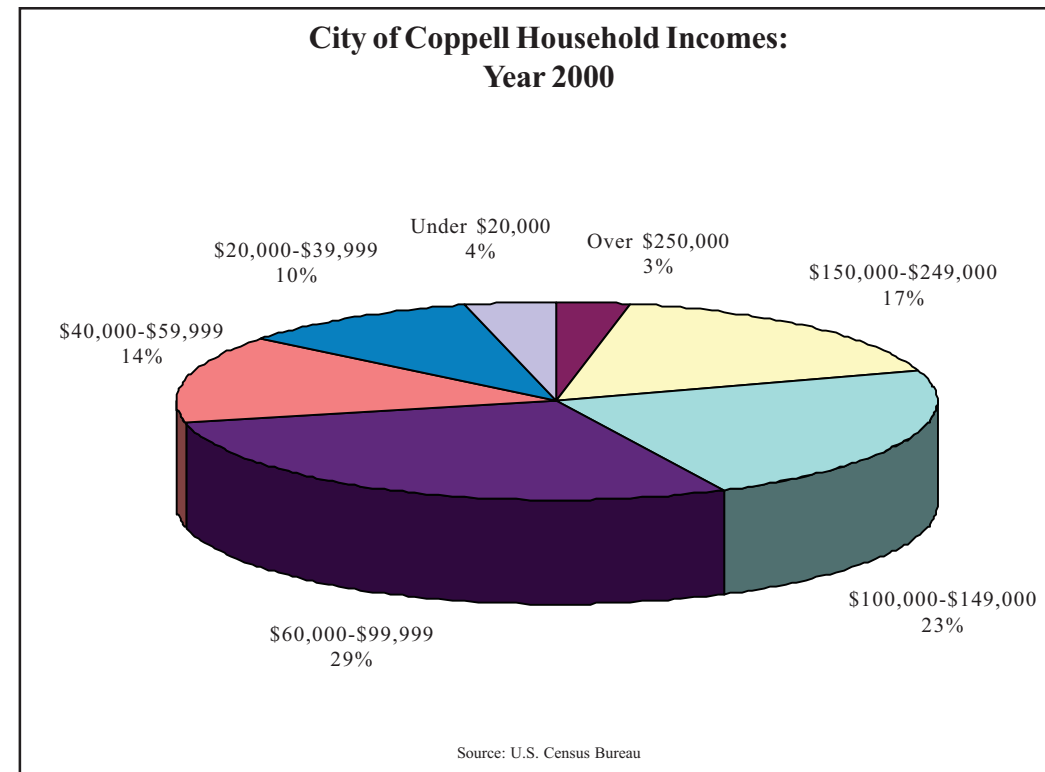
There continues to be demand for more residential product due to Coppel's reputation for high quality schools and quality of life. In the multi-family market Coppel currently has nine apartment projects for a total of 3,326 apartment units. The median monthly gross rent for apartments in Coppel is \$603; however, the average for Class A apartments is approximately \$1,100. Coppel has approximately 13,800 housing units, 80% of which were built in the past ten years. While demand for middle-income residential property continues, there are few residential developments in the pipeline and those that are planned often fall within the upper price range (\$500,000 - \$700,000), well exceeding that of median home values.

### Industrial

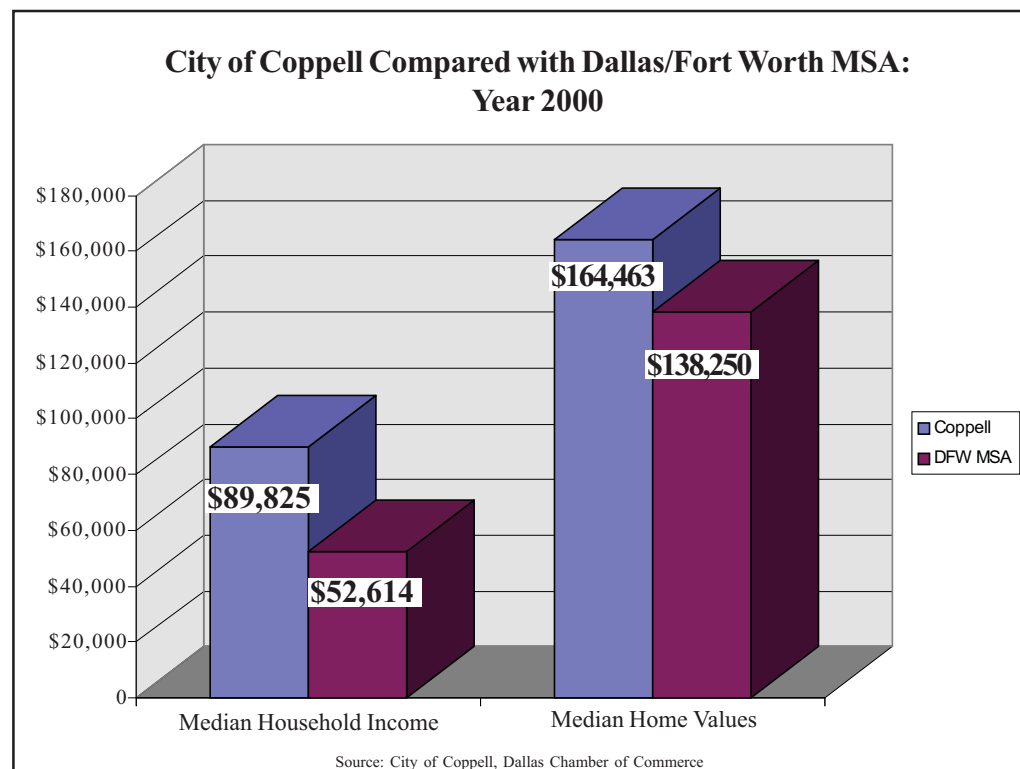
Overall, Coppel has seen increased activity in the industrial real estate sector. Just west of the study area, rental rates for distribution and warehouse space average \$3.00 per square foot (with \$6.00 per square foot in tenant improvements). Industrial land sales on Coppel's west side are currently ranging from \$2.00-\$4.00 per square foot.



According to the U.S. Census, almost 36,000 people call the City of Coppel home. Since the 1990 census, the city has experienced a growth rate of over 100 percent.



Over forty percent of the households in Coppel had an income of over \$100,000 last year.



The City of Coppel has significantly higher household incomes and housing values compared to the Dallas/Forth Worth Metropolitan Statistical Area (MSA). The median household income in Coppel is \$89,825, well above the median household income of \$52,614 in the Dallas/Forth Worth MSA. The median home value in Coppel is approximately \$20,000 greater than that of the Dallas/Forth Worth MSA.

Company	Service Type	Number of Employees
U.S. Postal Service North Texas Mail Processing Center	Mail Processing & Distribution Center	1,600
Verizon/GTE Services	Human Resources & Commercial Real Estate Offices	900
IBM	Sales/Call Center	850
Minyards Food Centers, Inc	Grocery Distribution	650
Avaya Telecommunications, Inc.	Technology	425
Citifinancial	Financial Services	400
Mannatech Inc.	Multi-level Marketing Co. of Nutraceuticals	400
U.S. Postal Service	Priority Mail Processing Center	300
Square D Company	Electrical Distributor of Switchboards	240
Haverty Furniture Companies	Warehouse & Retail Furniture	225

Source: City of Coppel

Coppel is home to a variety of large distribution and service companies.



## Zoning Classifications Within the Study Area

### Single-Family Residential District (SF-12)

Three parcels on the western boundary of the study area are zoned single family residential. The principle uses permitted in this district are single-family dwellings, and recreational, religious or educational facilities. These properties will be examined to determine if another zoning is more appropriate.

### Retail District (R)

The Retail District is applied to properties along Bethel Road and Coppel Road. This district is intended for neighborhood shopping facilities which provide limited business service and offices predominantly for the convenience of residents of the community. Residential uses are not permitted in this district.

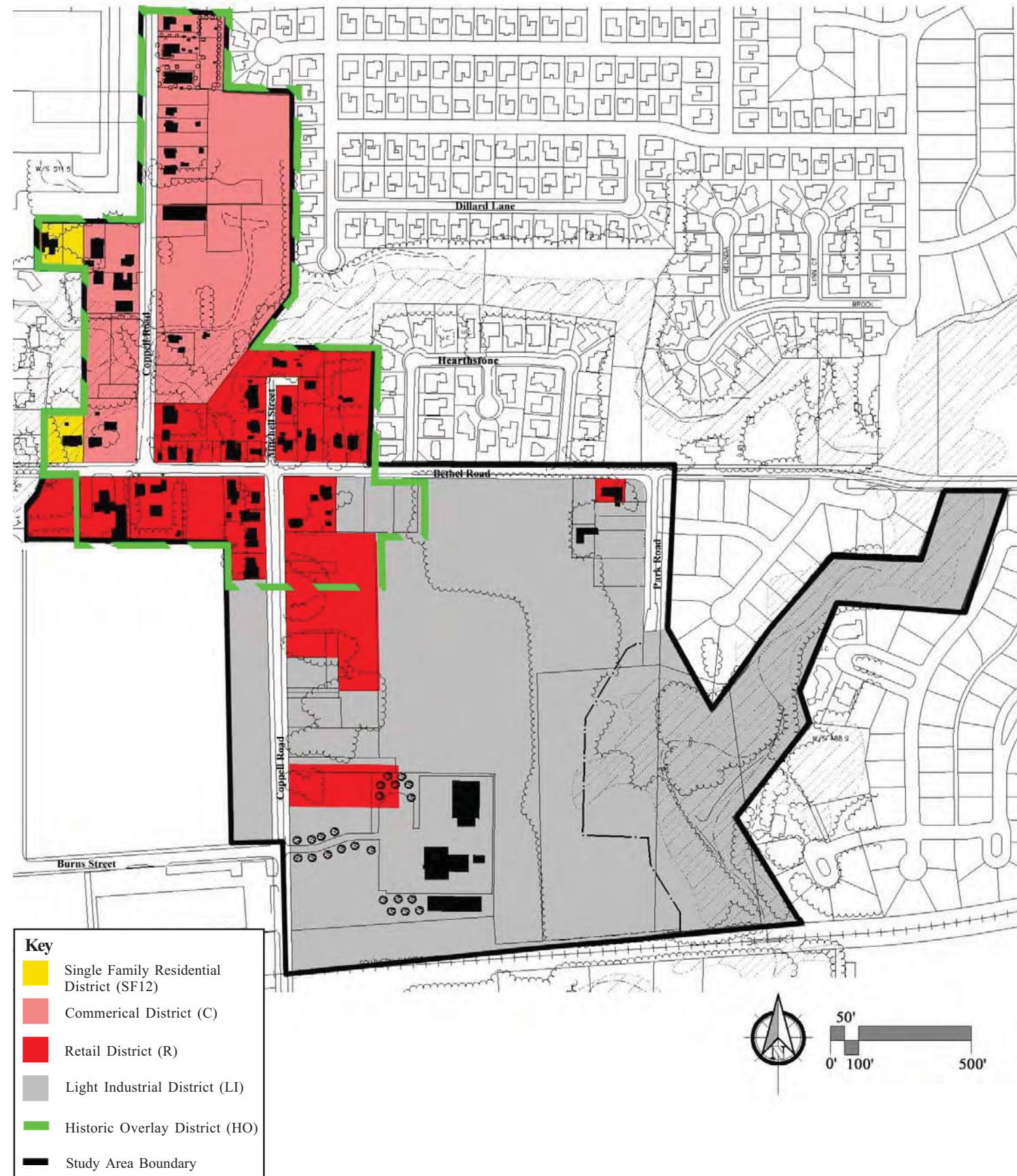
### Commercial District (C)

The Commercial District is applied to the area along the northern leg of Coppel Road. This district is intended for commercial activities of a service nature that typically have operating characteristics (i.e., outdoor storage) or traffic requirements generally incompatible with office, limited retail and residential environments. Residential uses are not permitted in this district. Commercial District permitted uses, such as automobile sales/repair or warehousing, will likely be incompatible with the vision created for Old Coppel in this master plan.

### Light Industrial District (LI)

The Light Industrial District has been applied to properties in the southeast corner of the study area, and the Grapevine Springs Park is the predominant property in this district. The Light Industrial District is intended to apply for commercial and light manufacturing uses. As with the Commercial District, the Light Industrial District may be incompatible with the vision created for Old Coppel in this master plan, and it is clearly inappropriate for the park.

## Existing Zoning



Requirement	Single Family District (SF-12)	Retail District	Commercial District	Light Industrial District
Minimum Front Setback	30 feet	30 feet with no front yard parking. 60 ft. with front yard parking	30 feet with no front yard parking. 60 ft. with front yard parking	30 feet with no front yard parking. 60 ft. with front yard parking
Min. Side Setback	10 percent of the lot width, but not less than 8 ft.	30 ft.	30 ft.	10 ft. (50 ft. if adjacent to a residential district)
Min. Rear Setback	20 ft.	10 feet. (20 feet if adjacent to a residential district)	20 feet	10 ft. (50 ft. if adjacent to a residential district)
Max. Lot Coverage	35%	40%	40%	50% buildings 10% parking structures
Min. Lot Size	12,000 s.f.	None	None	5,000 s.f.
Min. Lot Width	85 feet	None	None	50 feet
Min. Lot Depth	110 feet	None	None	None
Floor Area Ratio	N/A	N/A	1.0 to 1	2.0 to 1
Maximum Height	35 ft., no more than 2.5 stories	35 ft., no more than 2.5 stories	35 ft., no more than 2.5 stories	None except limited to 35 ft. within 150 ft. of property zoned or used for residential.

## Public Policy Context

### 1996 Comprehensive Plan

The Comprehensive Plan includes very general objectives for Old Coppel. The following design concepts were recommended:

- Both Bethel and Coppel Road should remain as two-lane roadways, with buildings oriented close to the street.
- Buildings in the center of the Historic District should be low-scale single-story structures. Structures in the Historic District may also be exempt from the City's masonry facade requirement, but the City should review plans for new construction on a case-by-case basis to assure that they are in the "spirit" of the Historic District.
- A small-scale village retail center is proposed at the terminus of Coppel Road at Bethel Road. This center should be designed to encourage pedestrian access and to serve nearby residential areas.
- A single-row of trees on each side of the street will give both Coppel and Bethel Roads more form, without detracting from their ability to handle traffic. Parallel sidewalks should be installed where none currently exist to provide additional pedestrian and bicycle linkages.

### Zoning & Development Regulations

#### Zoning Districts

The base zoning districts are described in detail in the two charts to the far left. This zoning is more suited for suburban development and is generally not a good fit for the Old Coppel vision developed by this plan. Therefore, it is anticipated that a new zoning district will be recommended in this plan.

#### Historic Overlay District (HO)

This district has been applied to properties in the vicinity of the intersections of Bethel Road and Coppel Road. The Historic Overlay permits the use of wood siding on a building and asphalt pavement (as opposed to masonry or concrete) subject to a special use permit. Additionally, City Council must approve color selections, architectural styles and signage that are compatible with surrounding properties and that are characteristic of Coppel in the first half of the twentieth century.

#### Parking Standards

The number of required parking spaces is based on the use of a particular building. For example, a retail use requires one space for every 200 square feet of building area and a general office requires one space for every 300 square feet. The required parking space size is 9 ft. by 19 ft. As with the zoning requirements, the City's parking standards are better suited for new suburban development than for Old Coppel, where less parking is needed because of opportunities to park and walk to multiple destinations.

**Streetscapes**



⊘ This auto-oriented environment features four driving lanes and lacks elements such as landscaping, and pedestrian scaled-lighting that create a pedestrian friendly streetscape.



✔ Most of the respondents preferred the character of this streetscape. One commented that, the trees and older buildings "play well with what is present in Old Coppel."



✔ The majority of respondents preferred this image of streetscape landscaping with planters that appear to be "always blooming."



✔ Almost all of respondents were "partial" to brick sidewalks, although some commented that they may be expensive.

**Buildings**



⊘ Respondents felt that the design of this building is too formal and the scale is too large. Additionally, stucco is not perceived to be an appropriate building material in Old Coppel.



✔ Clapboard siding and metal roofs over porches are the features preferred by almost all respondents. They are also consistent with the historic character of Old Coppel.



✔ New infill buildings could add variety to the streetscape and blend with existing development by varying the massing and facades. More than half of the respondents preferred this image.



✔ Respondents preferred this image with large pane display windows on the ground level. One respondent noted that the large windows add interest.

**Parks & Plazas**



⊘ The respondents preferred less "hardscaped" and more landscaped spaces for people to gather. This plaza lacks seating and was perceived as not being user-friendly.



✔ Almost all of the respondents preferred this image as a focal point and gathering area that would be appropriate in Old Coppel.



✔ The majority of respondents preferred the relaxed appearance of this image, with one describing it as a "loose design."



✔ Participants responded favorably to this fountain image. One respondent commented that this would be a "good place to sit and rest."

**Parking**



⊘ This corner parking lot, lacking any elements that define the street corner or screen the perimeter, was judged as being inappropriate for Old Coppel.



✔ Parking lots with perimeter screening were found to be appropriate by all of the respondents. One respondent commented that they liked the "soft edge" created by these shrubs.



✔ Respondents preferred parking lots that are broken up into small areas by buildings and landscaping.



✔ When considering on-street parking, respondents preferred angled parking over parallel parking because they perceived it to be easier to park.

**Public Input Results**

The project team's initial visit included meetings with various groups having a particular interest in the future of Old Coppel. The following is a list of stakeholder groups that the team had discussions with:

- Real Estate Owners
- Residents
- Business Owners/Operators
- Institutional Representatives.

A Vision Survey was conducted as part of an interactive public meeting held on October 11, 2001. The purpose of this survey was to solicit visually-based preferences regarding development and design issues in Old Coppel, and to encourage public participation in the planning process. The participants were shown 25 screens of multiple images organized into the following issue categories:

- Streetscapes
- Buildings
- Parks & plazas
- Parking
- Signage

For each screen of four images, respondents were asked, "Which image is most appropriate for Old Coppel?" An opportunity for comments was also provided on the survey sheets, and a discussion occurred after the survey as the images were revisited. A sampling of the results of the survey are illustrated to the left. These images represent those scenes determined as being the least appropriate and the most appropriate within each issue category. Because no clear consensus was reached on signage, the results related to that issue are not reflected here.

In addition to the Vision Survey, meeting attendants were asked to identify examples of village centers they had visited elsewhere that had desirable traits that could be applicable to Old Coppel. They were also asked about what specific features they would like for Old Coppel. Below is a summary of their comments:

**Model Village Centers Identified by Public**

- "Mayberry"
- Hico, TX - renovation of historic village
- Gruene, TX - country feel
- Salado, TX
- Granbury, TX
- Grapevine, TX
- Carrollton, TX - gazebo

**Desirable Features**

- Multi-use greenbelt (Keller - Trinity Trail System)
- Gazebo
- Farmer's market
- Ice cream shop, tea room, antiques
- Benches, trees
- Blend new development with the old
- Greenspace, sidewalks, music, benches
- Train depot
- Preserving historic landscaping (cattle ranching)
- Encourage public interaction (attract families)
- Retail that compliments each other
- Townhouses & live/work units
- Community center/place for community events
- Information kiosk

# Market Survey Results

As a supplement to the economic and market evaluation performed in conjunction with this plan, a market survey was administered by the City of Coppell to target current and potential Old Coppell users. The purpose of the survey was to better understand the activities, spending habits, perceptions and preferences of the citizens of Coppell.

The surveys were sent to a random sampling of 2,500 City of Coppell water customers. Just under 700 surveys were returned. Approximately 90 percent of the respondents were between the ages of 30 and 59. The education level of the respondents was very high, with 87 percent indicating that they had either attained a college or post graduate degree. Almost 66 percent of the respondents indicated that their combined household income was over \$100,000 for 2001.

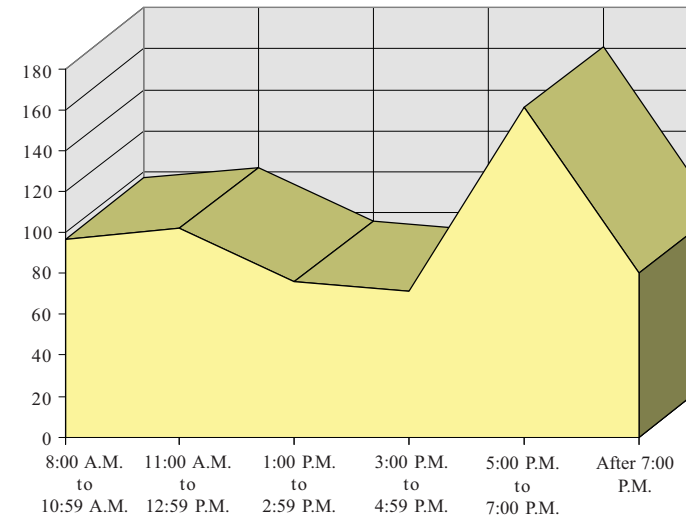
The survey results indicate that steps should be taken to capture Coppell's consumer market that is currently "leaking" to other nearby communities because there are no unique shopping and entertainment choices presently available in Coppell. Rather than trying to compete with highway commercial locations such as in the MacArthur/635 area or the Vista Ridge Shopping Center, Old Coppell needs to create its own unique niche of shopping choices.

Additionally, many survey respondents commented on the lack of evening entertainment and cultural activities geared toward adults. The survey results suggest that Old Coppell should include businesses that will create a vibrant "after 5" environment. Most of the businesses that survey respondents expressed high interest in would help to create the unique options that many Coppell citizens are seeking.

*"I think Old Coppell should be developed as a place to go antiquing, shopping in unique gift stores and perhaps art galleries, with great little places to have lunch. It would be a good drawing card to the area, as well as add something other than "chain" type stores and restaurants."*

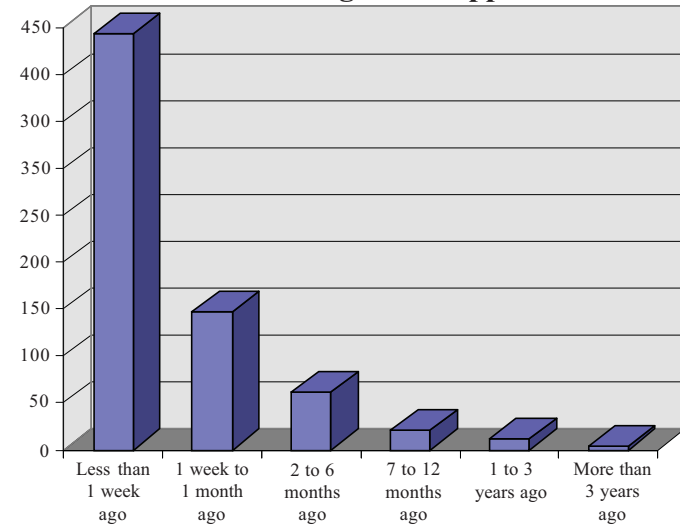
Survey Respondent

## Time of Day that Respondents Most Frequently Shop

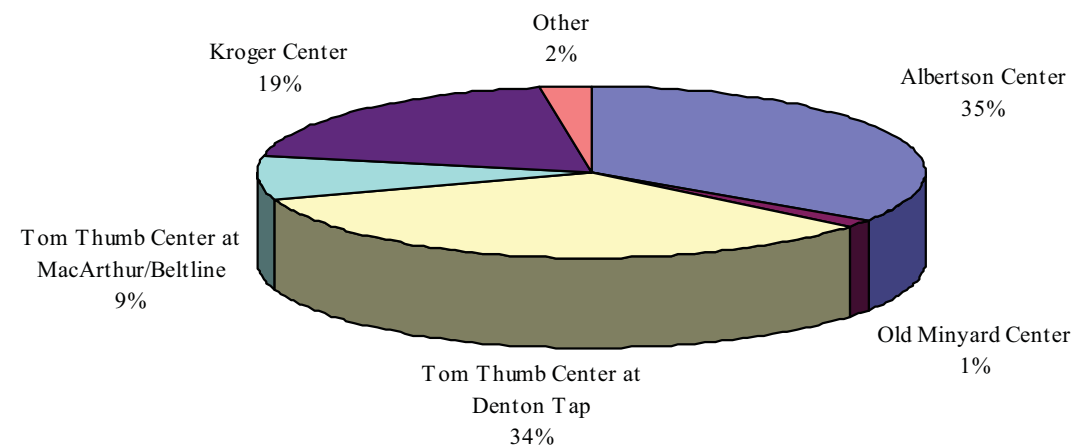


Over 75 percent of survey respondents indicated that they use Bethel Road most frequently to travel to or through Old Coppell.

## Last Time Respondent Visited or Travelled Through Old Coppell



## Where Respondents Shop Most Often



## Top 10 Retail Businesses/Restaurants Respondents Would Like in Old Coppell

1. Bakery
2. Family Restaurant
3. Fine Dining Restaurant
4. Bookstore
5. Gift Shop
6. Coffee House
7. Antiques
8. Themed Restaurant
9. Hobby/Craft Store
10. Florist

## Like Most: Historic Character



According to survey results, 78 percent of respondents reported that what they liked most about Old Coppell is the historic character.

## Like Least: Roads & Buildings in Disrepair



Over 40 percent of respondents indicated that the appearance and condition of streets (as pictured above) and disrepair of some buildings were what they liked least about Old Coppell.

## Top 5 Services/Activities Respondents Would Like in Old Coppell

1. Cultural Activities
2. Art Shows
3. Live Theatre
4. Educational Courses
5. Hair Stylists



The charrette brought together a diverse group of people with an interest in the future of Old Coppell.



The three stakeholder groups had many similar ideas about how to improve Old Coppell



Sample plan prepared by stakeholder group

## Charrette Workshop

A charrette is an intensive process in which numerous people work together to develop creative ideas for problem solving. The word “charrette” is French, and means “little cart.” It is derived from the Ecole des Beaux Arts, where it was the tradition of architecture students to work on final projects up until the last minute, when instructors would collect the drawings on a small cart they pulled around the studio. Legend has it that some students would climb up on the cart with their pens and erasers, making last-minute additions.

Led by the team of consultants, 30 stakeholder participants were involved in the November 12, 2001 charrette. Participants included members of the Planning & Zoning Commission, members of the historic society, business owners, property owners, residents and various interested Coppell citizens. The participants were divided into three teams of approximately ten people and placed at large tables outfitted with various materials: base maps for drawing, tracing paper, markers and a flip chart for notes.

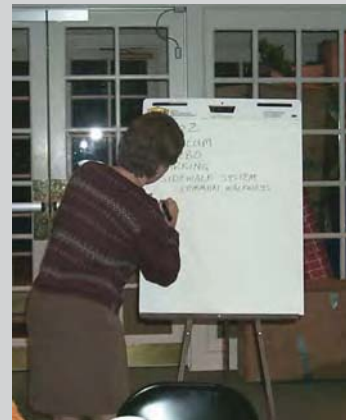
Members of the consultant team rotated among the groups to facilitate discussion and answer any questions. The notes taken by each group are shown at the left. The groups worked for roughly an hour and a half to design their plan for how to transform Old Coppell into a cultural and physical heart of the community. Then, everyone was reconvened to present each group’s plan.

Following the group presentations, the consultant team identified common denominators between the three plans, and looked at the ways to combine and expand the ideas to form the basis of the Concept Plan. The consultant team spent the next two days brainstorming additional ideas and developing the Concept Plan, which was presented at a public meeting held on November 14, 2001.



All group members were encouraged to pick up a marker and actively participate in the creation of a plan for Old Coppell.

### Charrette Team Ideas



- Group 1**
- More traffic / Not wider road
  - Signs to Old Coppell / Barnard
  - Bakery
  - Pub / Historical site
  - B & B
  - Farmers Market / Flowers
  - Art Gallery / Vintage / Local artists (Water, ceramics)
  - Antiques
  - Enhance Buffalo Springs Park
  - Parking / between S. C. & S. W. C. St.
  - Family restaurant
  - Walking path along creek north to Bethel
  - Multi-purpose Bldg / Professional at all
  - Trolley
  - Traffic Magnet
  - Availability of bike path from rest of city
  - Train station / tie into DART or Metrolink
  - Manufacture / Brewery
  - More Parking
  - Cart / Butters / Sidewalks
  - Ice Cream Parlor
  - Community Center / Rental / parking
  - Chapel

- Group 2**
- MUSEUM
  - GAZEBO
  - PARKING
  - SIDEWALK SYSTEM
  - COMMON WALKWAYS
  - TRAFFIC SAFETY - PEDESTRIAN CROSSINGS
  - SAVE OLD PARK ENTRANCE PILLARS
  - EXTEND PARK TO OLD ENTRANCE
  - RESTAURANTS - FAMILY STYLE - TEA ROOM
  - MORE SHOPS - BAKERY (S. B. COPPELL ROAD)
  - BUSINESSES GEARED FOR EVENING HOURS
  - ICE CREAM / SODA SHOP
  - CENTRAL GATHERING AREA @ NEAR OLD PARK ENTRANCE
  - ④ of KINDER MUSEUM ACROSS FROM JAC. CTR.
  - ECLECTIC RESIDENTIAL AREA
  - RESIDENCE ABOVE RETAIL
  - KEEP EQUESTRIAN CENTER
  - TRAFFIC LIGHT AT BETHEL & S.B. COPPELL
  - PEDESTRIAN CROSSWALKS AT LIGHTS
  - TROLLEYS TO CONNECT
  - RELOCATE OLD HOUSES / BUILDINGS FROM OTHER AREAS
  - WALKING TRAILS TO TIE PARK TO OTHER AREA
  - GRAPEVINE SPES PRESERVATION / MAINTENANCE PLAN
  - MOVE CHAMBER OF COMMERCE
  - OTHER CIVIC ORGANIZATIONS
  - COMMUNITY CENTER - ALL-PURPOSE (MEETINGS, RECEPTIONS, ETC)
  - FARMERS MARKET
  - PLAYGROUND
  - OLD FASHIONED LIGHTS
  - STREAMLINED CITY/SUP PROCESS
  - BRICK SIDEWALKS / STAMPED
  - BURY POWERLINES

- Group 3**
- Shopping Center / Town Square
  - Equestrian Facility / Trails
  - Museum - Old Victorian bldg
  - Old Train Depot (Museum / sand shop)
  - Farmers Market
  - Restaurants, Ice cream shop
  - Community Center
  - Parks / Amphitheatre "The Green" Keep Greenbelt
  - Bed & Breakfast
  - Biking / Hiking / Equest. Trails
  - Widen Bethel (From to Coppell) 42in
  - Ext. of Retail along Coppell Rd. South
  - Park Once & walk
  - Fountain & Circle Drive @ N. Coppell Rd & Bethel
  - Tea Rm / Restaurants along creek @ N. Coppell Rd.
  - Desire to keep old town quaintness "Keep large chains out"
  - Ability to bring in Events Shows, crafts & community program
  - Beer & wine assoc w/ food
  - Promote kid friendly Events
  - Assoc w/ Park concept - KID Nature Ed.
  - Gateway / Entrance monuments to OTC
  - Preserve historic structure
  - Pedestrian trail along creek tie to historic core
  - Open Mitchell Rd to Grapevine Creek
  - Offer incentives to prop owners to develop along Master plan
  - Create Urban / historical guidelines to develop or change properties in OTC
  - Special Street - Scope in Cobblestone
  - Promenade / S. Coppell
  - Buffer - S. Coppell Rd.



At the end of the charrette workshop, each group presented their plan.



After spending two days developing ideas from the charrette teams and brainstorming new concepts, the consultant team presented the Concept Plan at a public meeting.

# Concept Plan

The Concept Plan was formulated during the planning and design “charrette,” which occurred between November 12<sup>th</sup> and 14<sup>th</sup>, 2001. The Concept Plan provides a general overview of the key planning ideas, and it serves essentially as a table of contents for the more detailed Master Plan document to follow. The key ideas are summarized below.

### Streetscape Improvements

Bethel and Coppell Roads currently lack a strong visual definition, and they are not pedestrian friendly. Although both roads should continue to function with two travel lanes, future streetscape improvements should include: on-street parking, generous sidewalks, paved cross-walks at intersections, pedestrian-scaled streetlights, and shade trees. A long-term goal, if funds become available, should be the removal of utility poles and burying of overhead wiring. Also, in order to provide a sense of arrival for visitors to Old Coppell, high-quality, pedestrian-scaled signage designating the “Old Coppell” district should be considered for key entry points into the district where the character of Old Coppell becomes clearly evident.

### Renovations & Infill Development

The study area includes several older buildings that contribute to the historic character of Old Coppell. These buildings are typically one -story vernacular frame buildings dating from the early-1900s. Their preservation and adaptive reuse should be encouraged so they can serve as the framework in which new development is integrated. Infill development should occur on undeveloped or underdeveloped properties, and it should fit the general design character of the older “character-defining” buildings.

Commercial structures should dominate the core of the study area, while residential development should occur on peripheral sites east of Coppell Road. Also, there are some instances in which existing character defining buildings are on sites that are underdeveloped and call for additional infill development that would not accommodate their retention. In such cases, it is recommended that the existing older buildings be relocated to other vacant lots within the study area. The southern end of Coppell Road is expected to develop primarily as office with residential above.

### Grapevine Springs Park

The park is both historically significant and an important community resource for passive recreation. The park’s WPA improvements from the 1930s should be carefully restored and existing paths should be improved. It is recommended that new paths also be created, and a narrow winding road should be developed that connects the southerly leg of Coppell Road with the existing Park Road entrance off of Bethel Road. This road might be bisected by a parking area in a manner that discourages through traffic. Picnic areas with pavilions and small parking areas should also be provided at certain points along the new park road.

### Farmers Market

It is recommended that a farmers market be established for Old Coppell. It can initially be very small and located in a temporary location. An example of one potential location would be the gravel

parking lot for the Art Annex on Bethel Road. As the farmers market grows in scale, it might move to a larger site, and it would be an excellent interim use for existing vacant lots prior to their development. Ultimately, the farmers market might move to the proposed village green, described below.

### Village Green

As a long-term objective, a village green should be developed at the southeast corner of Bethel Road and the southerly leg of Coppell Road. This formal green space could be anchored by a central gazebo, and include paved paths and seating. The perimeter should have shade trees and buildings facing the green to define the edges. The park should also be equipped with utility connections to accommodate special events, as well as the farmers market addressed above. In the near term, it is anticipated that the existing two homes on this site would remain, but they might be relocated to other sites in the long-term when the green is developed.

### Old Coppell Inn and Bed & Breakfast

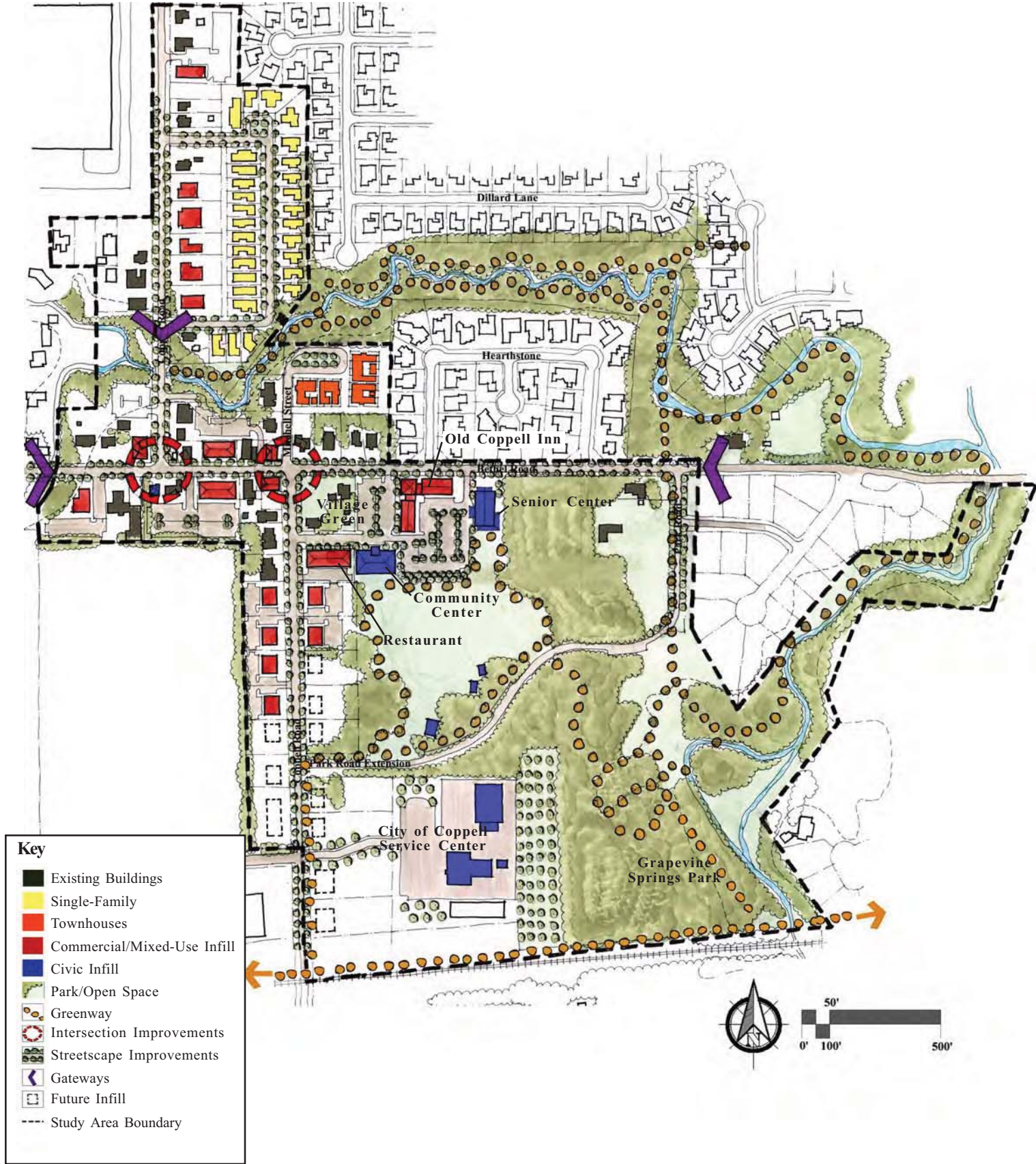
There appears to be significant market demand for overnight accommodations in Coppell. An inn should include approximately 40 to 50 rooms, meeting space, and a restaurant. It is proposed that an inn be located on Bethel Road to the immediate east of the proposed village green (See Sheets 12, 20 and Appendix A for additional information). Interest in a possible bed & breakfast has also been expressed. If this is to be developed, an appropriate location would be at the end of Mitchell Street in place of, or along with, the townhomes that are proposed in the concept plan at the far left.

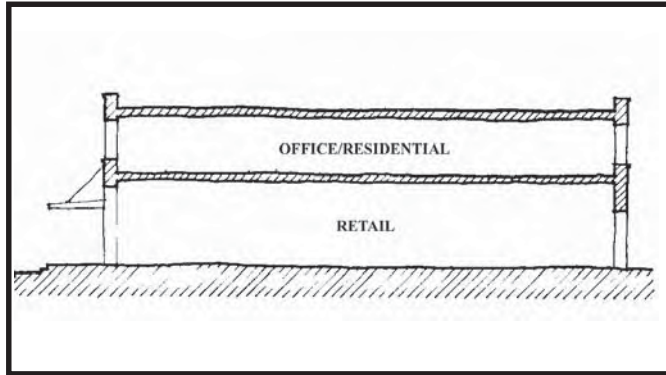
### Senior Center & Community Center

The City is planning a new Senior Center to replace the existing facility on the north leg of Coppell Road. It is proposed that this center be located on the south side of Bethel Road immediately east of the proposed Old Coppell Inn. The new Senior Center would back up to the park, and a rear parking lot would be located southwest of the center and be shared with a new Community Center. The Community Center should be located on the east side of Coppell Road immediately south of the village green. In addition to serving as a community center, it could serve as a visitors center and a local history museum.

### Greenway System

Old Coppell is fortunate to have two features lending themselves to the development of a greenway system: the St. Louis & Southwestern Railroad and Grapevine Springs Creek. Another feature is Hunterwood Park, immediately north of the study area. The “Cottonbelt Trail” is already proposed in the City’s 1996 Comprehensive Plan to parallel the north side of the railroad. That concept should continue to be pursued. Likewise, the creek system that meanders throughout the study area should be developed with a paved greenway linking to the Cottonbelt Trail.





While retail is the recommended ground floor use, office and residential uses are encouraged on the upper floors of buildings in the core of Old Coppell.

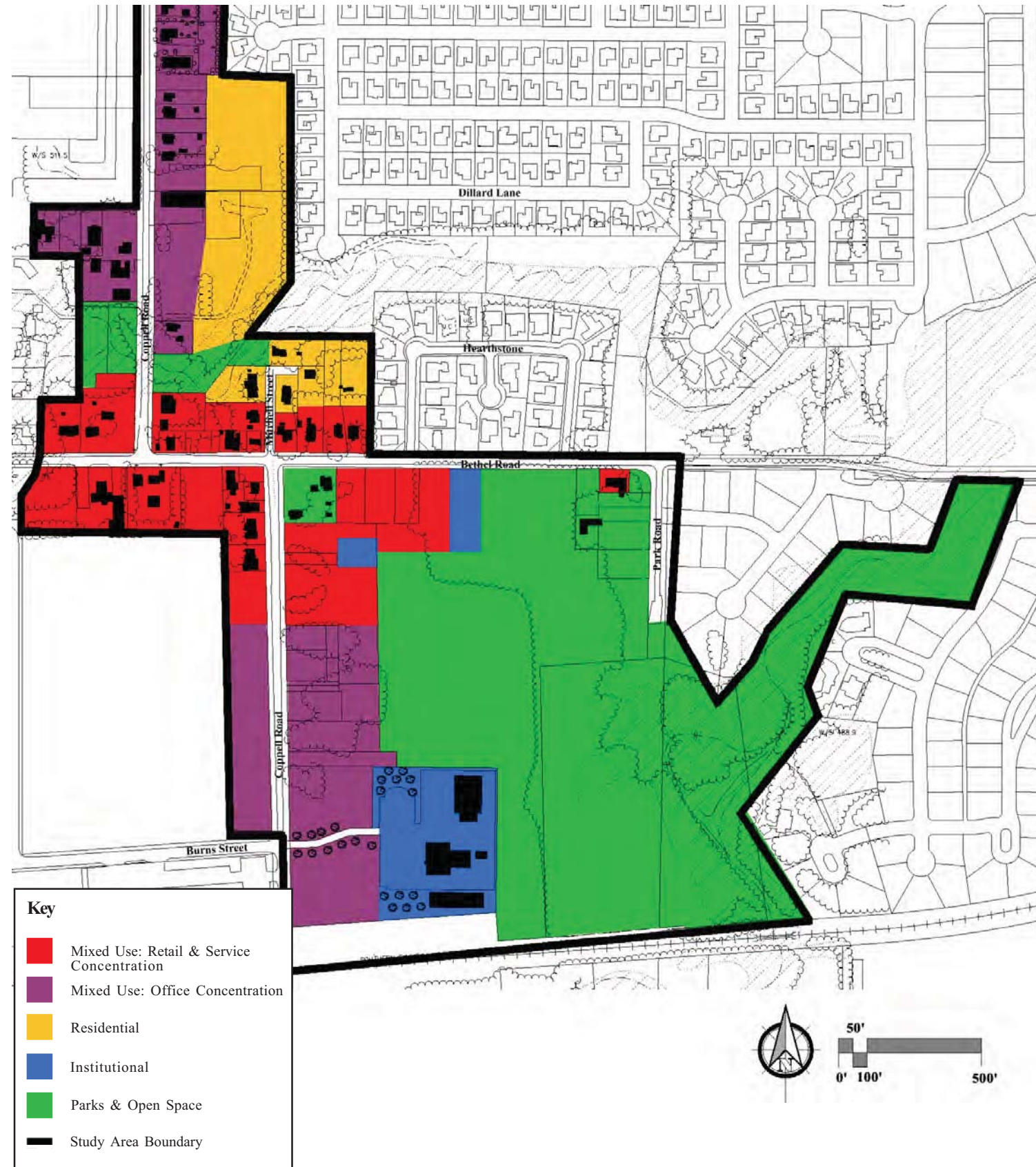


This building's flexible design allows for active retail uses to be located on the first floor and office or residential uses to occupy the upper floor.



Small scale lodging such as this inn would fit the scale and character of Old Coppell and fill a city-wide need for alternative overnight accommodations.

## Optimal Ground Floor Land Use Plan



## Land Use Plan

The proposed mechanism for regulating land uses within the study area is mixed use zoning that will accommodate a rich variety of uses. While this proposed land use plan should remain flexible to adapt to changing market conditions, as the proposed zoning will achieve, the following land uses are currently considered optimal.

### Mixed Use: Retail & Service Concentration

Retail and service uses should be concentrated in the core of Old Coppell along Bethel and Coppel Roads. Uses such as specialty retail are critical to generating pedestrian traffic in the study area. See Sheet 21 for detailed recommendations for specific tenant types. Also, in the case of multi-storied buildings, office and residential uses are appropriate for upper floors. Restaurants should be concentrated in the core of the study area. They are particularly important to activating the streets, and will be key destinations to anchor the district. Outdoor dining fronting the streets should be encouraged, and several existing buildings will lend themselves to adaptation. Lodging should consist of bed and breakfasts and a small inn. Bed and breakfasts could be located in a variety of places within Old Coppell, while the proposed inn is shown east of the proposed village green on Bethel Road, although other sites exist. Being a mixed-use category, uses such as office and residential are permitted. However, retail and service should be the primary focus.

### Mixed Use: Office Concentration

Office development is proposed on a relatively small scale throughout Old Coppell. There is significant market demand for spaces ranging from 500 square feet to 5,000 square feet. Within the core of the study area, office space should exist on upper floors to allow more active uses to occur on the ground floor, such as retail and restaurants. However, offices are a good use for the northern and southern ends of Coppel Road. While the primary focus of this category is office, retail, service and residential uses may occur.

### Residential

Although housing is critical to providing a 24-hour "lived in" atmosphere, homes will need to be relatively limited in numbers due to several issues, including the proximity of the DFW flight path. Housing is proposed for locations east of Coppel Road and peripheral to the core of the study area, but it should be relatively dense and include both townhouses and single-family homes. Apartments over ground floor retail and offices should also be encouraged throughout the district.

### Institutional

The only institutional use currently existing is the Senior Center on Coppel Road. It is proposed that this use relocate to Bethel Road, with a Community Center located nearby. The City is also developing the new Service Center in the most southern portion of the area.

### Parks & Open Space

The existing Grapevine Springs Park occupies nearly half of the study area, and is continued in this plan. A new village green is proposed on the corner of Bethel Road and the southerly leg of Coppel Road, which will be a smaller and more formal space than the existing park. Also, open space associated with the Grapevine Springs Creek and floodplains are proposed for preservation and greenway improvements.

## Adaptive Reuse



Current Use: Senior Center



Proposed Use: Restaurant

### Proposed Improvements

- Raised parapet wall hides roof-top mechanical equipment.
- Outdoor dining livens the Coppel Road streetscape.
- Landscaping, awnings and umbrellas add color and visual interest to Old Coppel.

## Adaptive Reuse & Infill Development

Old Coppel has numerous buildings that can be adapted for new uses, as well as vacant and underdeveloped sites warranting new infill development.

### Adaptive Reuse

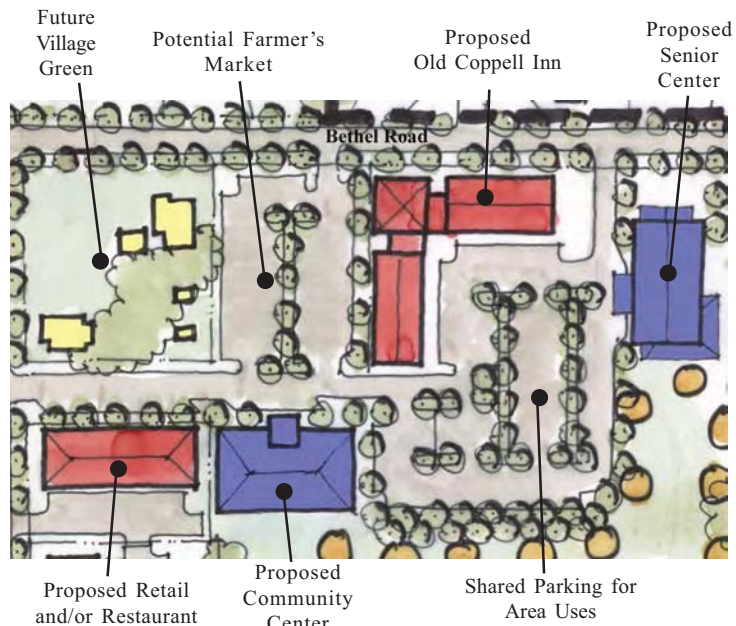
The map on Sheet 4 identifies the study area's numerous existing "character defining" buildings. These buildings were determined based upon a variety of factors, including their age (generally pre-WWII), consistency with Old Coppel's historic development typology, and the results of the stakeholder meetings and Vision Survey conducted early in the planning process. While it is not recommended that future demolitions be prohibited for these buildings, their preservation should be strongly encouraged. An example of an existing "character defining" building in need of renovation for a commercial use is the vacant home on Bethel Road that terminates the south end of the northern leg of Coppel Road. An example of a potential adaptive use property that was not considered "character defining," but that has tremendous potential, is the existing Senior Center. This building, constructed originally as a firehouse, would lend itself to a restaurant conversion with outdoor dining fronting the street, as illustrated at left. Because it is likely that the new Senior Center replacing this building is at least three years away, this is not a near-term project.

### Infill Development

It is important to create "building enclosure" along Coppel and Bethel Roads and at the proposed village green to provide a more comfortable feel for pedestrians. Ground floor windows will also help to animate the streetscapes. There are numerous vacant and underdeveloped properties needing infill development, and the highest priority should be given to infilling those lots located closest to the core of the study area. While the actual design of new infill buildings will depend upon the specific use as determined by individual property owners and developers, potential building footprints for infill development around the village green are illustrated in the map at left. (See the Concept Plan on Sheet 10 for infill development throughout the study area). Examples of potential infill development include the proposed Old Coppel Inn, the Senior Center, the Community Center and numerous retail and office structures.

Also, as noted previously, there will be some instances in which existing "character defining" buildings are on sites that are underdeveloped and need additional infill development that would not accommodate the retention of the existing buildings. In such cases, it is recommended that the existing older buildings be relocated to vacant lots elsewhere within the study area.

## Infill Development



A farmers market adds an additional retail anchor and activity generator for Old Coppel. Farmers markets are fun, serve all segments of the community, and showcase local culture and produce.

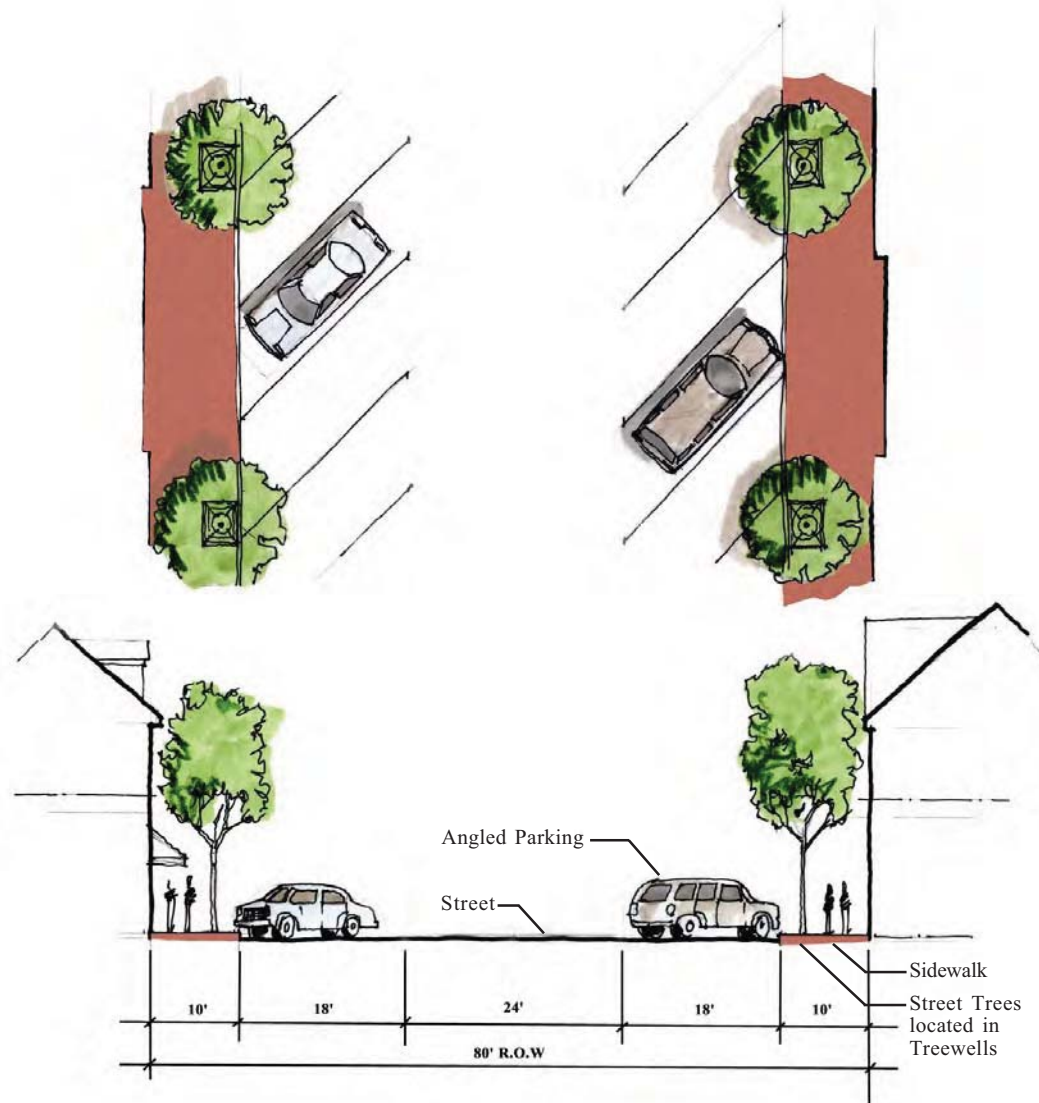


There appears to a significant market demand for an inn since Coppel presently lacks overnight accommodations. The inn would draw people who otherwise would not visit Old Coppel.

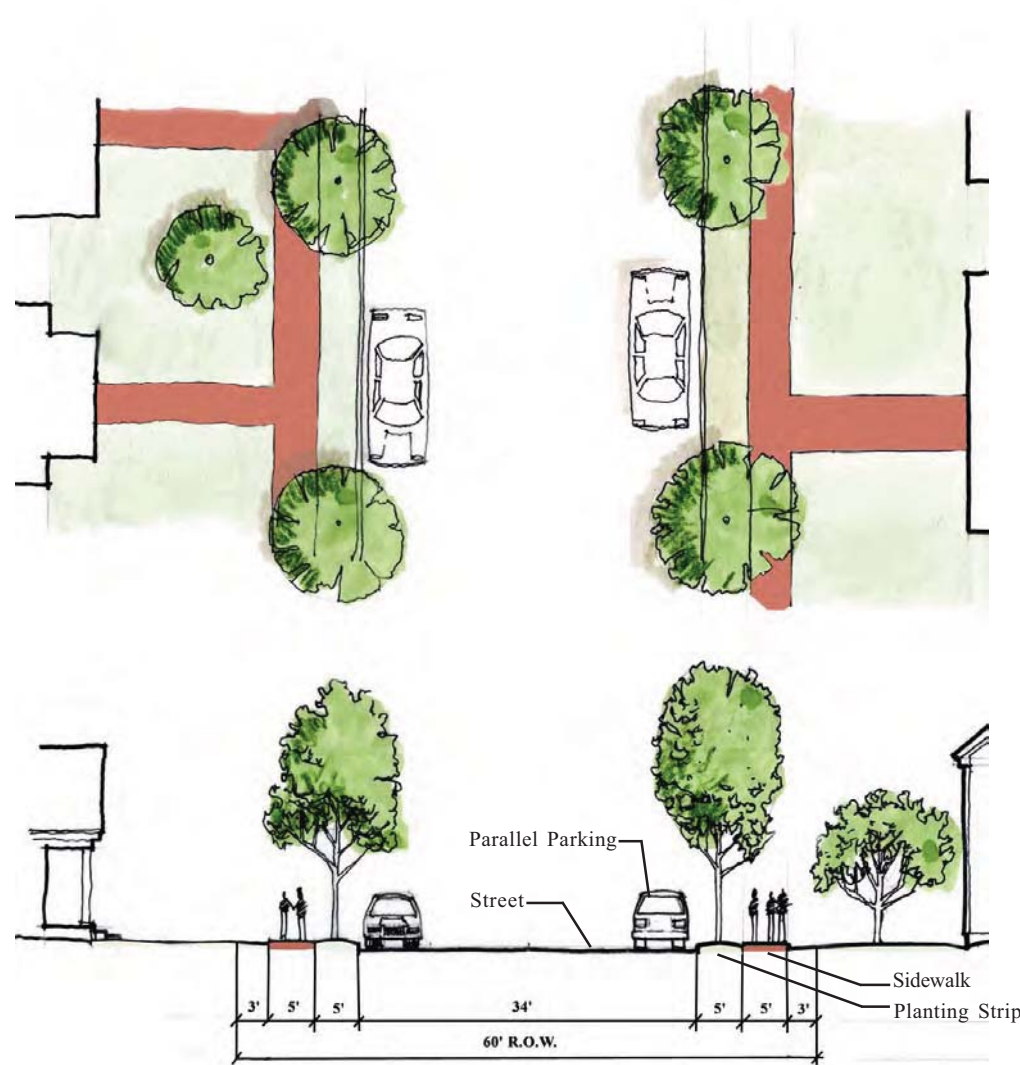


The storefront windows of retail developments will help to animate the streetscape and provide interest for pedestrians strolling through Old Coppel.

## Proposed Bethel Road



## Proposed Coppell Road



## Streetscapes

There are four streets within the study area: Coppell, Bethel, Mitchell and Park Roads. Of the vehicular traffic currently occurring within the study area, approximately 75% occurs on Bethel Road, which is the only east-west road through Old Coppell. The balance of traffic occurs primarily on Coppell Road, with most of that being on the portion lying north of Bethel Road. Mitchell and Park Roads get minimal traffic levels because they are very short in length, access low-impact uses, and terminate as “dead ends.”

It is recommended that Park Road be extended through Grapevine Springs Park. This extension should be narrow and winding to discourage through traffic, and should have parking along either one or both sides of the road to accommodate users of Grapevine Springs Park, as very little parking currently exists. In order to enhance the pedestrian friendliness of the other three streets, more substantial improvements are recommended for Bethel Road, Coppell Road and Mitchell Street.

### Bethel Road

This key road presently consists of an approximate 50 ft. right-of-way, two approximately 12 ft driving lanes (one in each direction), and no on-street parking, sidewalks or curb and gutter. Depending upon the specific location, the edge of the road either transitions into a driveway, a parking area or a drainage swale. As illustrated at far left, the following typical streetscape conditions are recommended for the commercial core:

- Two 12 ft. driving lanes
- 45 degree angled parking on both sides (18' long x 9' wide)
- 10 ft. brick sidewalks (width varies with building setbacks)
- Removal of overhead wiring and poles
- Street trees in tree wells with decorative grates
- Human-scaled street lighting

In order to achieve this proposed design, as much as 30 additional feet of right-of-way or access easements must be acquired. At points where existing building setbacks do not allow for additional right-of-way, parking should be parallel rather than angled to reduce the right-of-way width. The cross section will be modified as necessary to respond to development conditions at each segment. Likewise, where no new development is proposed on the concept plan, no on-street parking is necessary (e.g. north side of the road along Old Coppell Estates and east of the proposed Senior Center).

### Coppell Road

This road presently consists of an approximate 60 ft. right-of-way and two approximately 12 ft driving lanes (one in each direction). Other conditions are generally consistent with those described above for Bethel Road. The following streetscape changes are recommended for Coppell Road:

- Two 10 ft. driving lanes
- Parallel parking on both sides (7' wide x 22' long)
- 5 ft. brick sidewalks
- Removal of overhead wiring and poles
- Street trees in 5 ft. planting strips
- Human-scaled street lighting



Existing Conditions



Proposed Streetscape Character



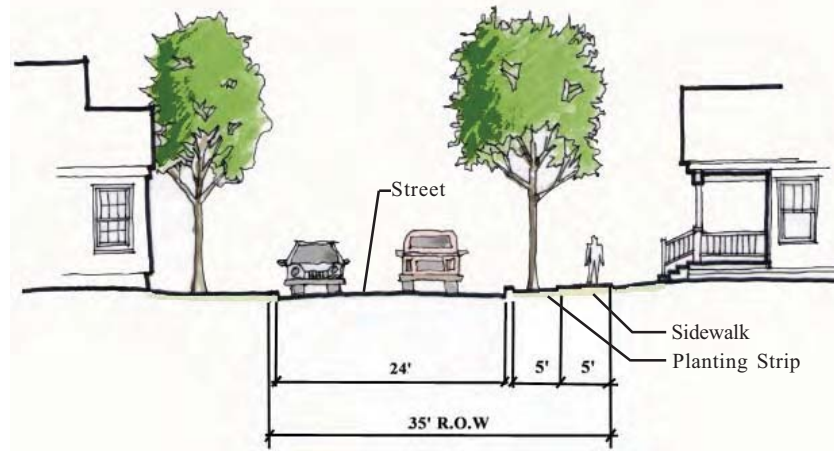
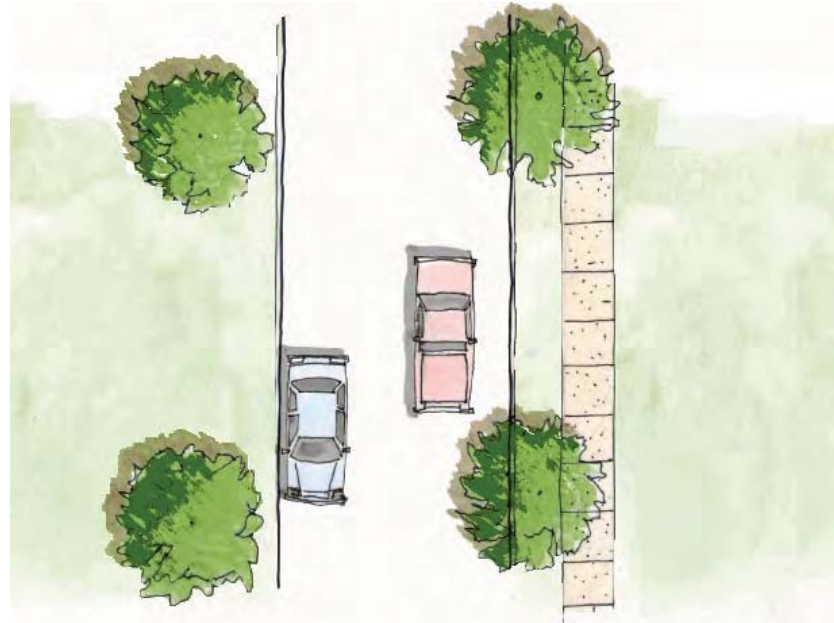
Existing Conditions



Proposed Streetscape Character



## Proposed Mitchell Street



Existing Conditions



Proposed Streetscape Character

## Streetscape Furnishings



Benches



Trash Receptacles

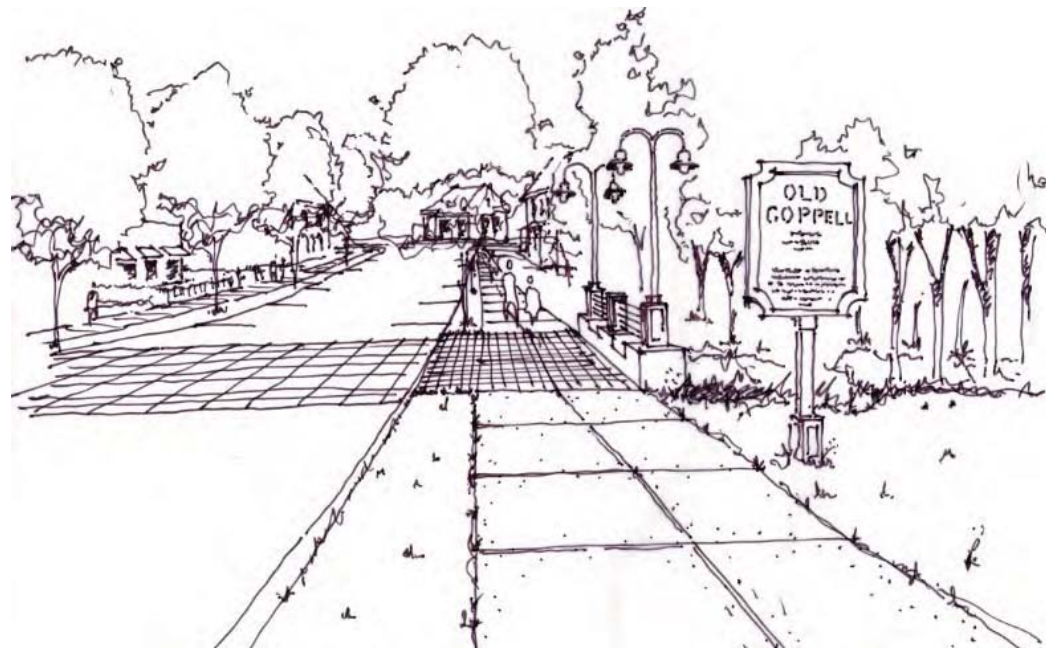


Street lights

## Gateways



*It is recommended that key entrances into Old Coppell be enhanced to serve as gateways to provide a sense of arrival. These three gateways were identified by market survey respondents as the primary means of travel into and through Old Coppell. The entry from the southern leg of Coppell Road was not included as a gateway since few, if any, use it as a means of entry into Old Coppell. Gateway treatments will give clues to the traveller that they are approaching a special place. Possible gateway statements include new bridges over streams with pedestrian scaled lighting and simple, well-designed signage, as shown below.*



## Streetscapes & Gateways

### Mitchell Street

Mitchell Street presently consists of a 35 ft. perpetual easement with two approximately 8 ft. driving lanes (one in each direction). Other conditions are generally consistent with those described on Sheet 13 for Bethel and Coppell Roads, although curb cuts are minimal. The following streetscape conditions are recommended for Mitchell Road:

- 24 ft. of paving with parallel parking on one side (7' x 22')
- Street trees in 5 ft. planting strip on one side
- 5 ft. sidewalk on one side (concrete or brick)

Although the proposed pavement width is relatively narrow, these dimensions work fine for such low-volume streets, as on-coming traffic can accommodate one another when passing parked cars.

### Other Considerations

With respect to the dimensions recommended for all three streets, it is recognized that they are inconsistent with current City standards and the City's Major Thoroughfare Plan. Regardless, it is important that they be accommodated in Old Coppell. It is also understood that existing buildings will preclude the recommended cross-sections for some areas, including nearly half of the length of the Bethel Road improvements. Where widths are too narrow, parallel or even no parking should occur. Also, ADA criteria should be consulted before installing brick sidewalks or crosswalks, as non-textured paving may be necessary.

### Streetscape Furnishings

Benches, waste containers, tree grates and other elements of street furniture can contribute greatly to the character of an area, while providing pedestrians with outdoor amenities. These elements should be carefully selected to ensure compatibility with the character of the area and with each other. While this plan provides a relatively detailed scheme for the redevelopment of Old Coppell's streetscape network, the next step will be detailed design work and construction documents. It is recommended that definitive decisions on the exact style and model of streetscape components occur at that time. In the interim, tentative recommendations are provided here, with an emphasis on general design character.

### Benches

A simple wooden bench scored high with the respondents in the Vision Survey portion of the public input. It is unknown if any benches were historically found in Old Coppell. However, this style fits the vision for Old Coppell as put forth in the Master Plan because it is compatible with vernacular architecture.

### Trash Receptacles

The receptacle shown above at left is the type recommended. They typically come in a dark color (black or dark green). It is recommended that the same color be used for the trash receptacles and the street lights in order to achieve some level of uniformity.

### Street Lights

It is recommended that the lighting in Old Coppell be a "clean" design more representative of the 1930s and 1940s than the Victorian lighting styles often found in historic downtowns. This style will compliment the simplicity of the older buildings in Old Coppell, as well as fit in with their era of construction. Street lights should be approximately 14 feet in height.



### Greenway Design



A detailed plan and construction documents will eventually be required for implementation of the proposed greenway system. That future project should include a strong public input process to help determine the user needs and resulting design. Preliminarily, however, it is proposed that this greenway consist of a minimum 15 ft. right-of-way, an approximately 10 ft. wide paved surface, and trailheads at key points at which the greenway intersects with roads. Trailheads do not need to be extensive in size, but should clearly mark the greenway and accommodate parking for roughly a half dozen automobiles. One obvious trailhead location is where the Old Coppell greenway system intersects with the Trinity Trail system that will parallel the railroad tracks.



### Village Green



## Public Spaces

### Grapevine Springs Park

This park is historically significant because of its Sam Houston and Republic of Texas association, as well as its 1930s WPA improvements. Physical enhancements should be sensitive to the historic integrity of the park and limited primarily to restoring the WPA improvements. Examples of WPA features include stone retaining walls, bridges, fireplaces, and pathways. As part of an expanded greenway system in Old Coppell proposed below, pathway improvements are particularly important for en-hancing Grapevine Springs Park. It is recommended that Park Road extend through the park in a narrow, winding path that discourages through traffic with parking along one or both sides of the road to rectify the current lack of parking. A parking lot might bisect the road to further discourage through traffic. Also, it is recommended that the park be promoted and programmed more aggressively for passive recreational activities (picnicking, hiking, etc.), as many area citizens are unaware of the park's existence. One way to generate more interest and to add an educational dimension is to develop a system of interpretive waysides along the trails to tell the many stories related to the park's history, as well as the natural environment.

### Greenway System

Greenways are linear parks used for a variety of recreation and transportation purposes. Depending upon how it is designed, a greenway can serve almost any user type other than automobiles, including walkers, joggers, cyclists, and rollerbladers. A greenway segment in the form of a dirt pathway already exists along Grapevine Creek traversing Hunterwood Park northeast of the study area. It is recommended that this system be expanded and enhanced. As illustrated at left, this system should follow the creek throughout most of the study area, and provide a looping route within the westerly portion of Grapevine Springs Park. By connecting to the southerly portion of Coppell Road (north of the railroad), it can be linked to the regional Trinity Trail System that parallels the tracks in some areas, but has yet to develop in Coppell.

### Village Green

As a compliment to the large and informal public space provided by Grapevine Springs Park, many citizens have expressed a desire for a smaller and more formal public space. Such a space could serve as a focal point for Old Coppell, provide a greater sense of community, and serve as a ceremonial location for civic events. Although the development of a village green can be a long-term objective, the optimal site identified is the property located on the southeast corner of the intersection of Bethel Road and the southern segment of Coppell Road (see map at left). Because this site is presently occupied by two privately-owned residential structures, this recommendation is a long-term goal that will hinge on cooperation by the owners. If and when this proposal comes to fruition, it is recommended that the existing buildings be relocated elsewhere within Old Coppell where infill development is needed. As illustrated at left, the village green might consist primarily of an open lawn, in addition to shade trees around the perimeter, a symmetrical paved path system, and evergreen hedges where needed to screen parking. There should also be some traditional architectural element to serve as a central focal point, such as a gazebo, fountain or statue.

# Urban & Architectural Design

It is recommended that detailed design guidelines be prepared to regulate all future development within Old Coppel. Guidelines should expand upon the following general principles:

## Building Setback, Orientation & Height

- Commercial buildings should be built in close proximity to the sidewalk, with the exception being restaurants with front outdoor dining.
- Institutional buildings can be set back from the street to distinguish themselves as special buildings.
- Townhouses should front directly onto the sidewalk, although a shallow lawn can be bridged with a front stoop.
- Building facades should be parallel with the street, and the primary entrance should front the primary adjacent street.
- Buildings should not exceed 2.5 stories or 35 feet, not including architectural elements such as cupolas and steeples.

## Building Massing & Roof Forms

- The massing of new buildings should be consistent with the general massing of the existing “character defining” buildings.
- Buildings having facades longer than those historically found in the district should utilize distinct vertically-oriented bays to break up the massing.
- Massing should be broken up through the use of facade plane projections and recesses, pilasters, roof line variations, color and material variations, and canopies.
- The predominant roof form should be a gable. Gable ends fronting the street are particularly appropriate based on historic precedents.
- Exceptions to the gable roof form are most appropriate for institutional buildings that warrant distinction. Architectural elements such as cupolas and steeples are appropriate for institutional buildings.
- Roofs can be screened by parapet facades.

## Facades & Materials

- All buildings should have the main entrance fronting the primary adjacent street, and entrances should be well articulated through design. Corner entrances are acceptable for corner buildings.
- The primary construction form should be frame. Horizontal clapboard should be the primary exterior material, but board and batten (vertical boards) is an acceptable alternative.
- Exterior facade materials should be either wood or a cementitious material duplicating wood.
- Foundations should be raised and constructed of brick.
- All window and door openings should be vertically oriented, and should be vertically aligned between floors. Vertically oriented windows may be ganged (grouped side-by-side) in a manner that has a collective horizontal orientation.
- Commercial buildings should have a minimum of 60% glazed area (window and door openings) for ground floor front facades.
- Glass should be transparent rather than tinted or reflective.
- Canopies should be either wooden and parallel with the sidewalk, or should be angled awnings made of canvas or similar materials. Synthetic materials and internal lighting should not be used for awnings. Canopies should be at least 7 ft. above grade.

## Inappropriate NO

## Appropriate YES

Setback & Height



Buildings with deep front setbacks create a disjointed auto-oriented development pattern along a street.



The shallow setback of these buildings helps frame the street and provide a pedestrian scale.



These single-family homes relate strongly to the street while still allowing for a small front yard and porch.



This building is consistent with 2.5 story maximum height for Old Coppel. The porch canopy and the adjacent one-story wing further reduce the perceived height.

Massing



The flat horizontal planes of this facade create a monotonous storefront, making it difficult to tell where one store begins and the other one ends.



This building utilizes a varied pattern of building segments, porch columns and awnings to break up the massing into a human scale.



The use of architectural embellishments, such as arcades and gable roofs should be used to create changes in building mass to provide visual interest and variety.



Vertically oriented projecting bays are used here to break up the main horizontal roof plane and articulate the primary entrance of the building.

Roof Forms



This building features an inappropriate roof form that is typical of strip commercial development and has no historic precedents in Old Coppel.



The predominant roof form should be a gable. Gable ends fronting the street are particularly appropriate based on historic precedents in Old Coppel.



Pyramidal roofs are an acceptable roof form and are common for bungalows.



As indicated by the historic photographs on Sheet 2, there is a historic precedent for parapet wall screening gable roofs in Old Coppel, although few examples have survived.

Facades & Materials



Blank, windowless walls are discouraged, as are canopy designs inconsistent with historic precedents.



Buildings should employ storefront designs that include ample ground floor transparency to create pedestrian interest.



Clapboard siding and metal roofs over porches are appropriate materials for Old Coppel.



The awnings complement the building's architectural style, accentuate the rhythm of the windows and the human scale of this one-story building.

## Access & Parking

### Access

Old Coppel is fortunate to already have good access to and through the district by means of Bethel and Coppel Roads. The section of this plan entitled “Streetscapes” already addressed recommendations for redesigning streets. Other recommendations not tied as directly to streetscape issues include:

- Turning radii at street intersections should be kept to an absolute minimum in order to reduce the distance required by pedestrians to cross streets. A reasonable standard is 5 to 15 ft.
- New driveways should be limited in both their number and width. Generally, no more than one driveway should exist per building, and maximum driveway widths should not exceed 24 feet.
- Although Coppel and Bethel Roads are technically regulated to prohibit through truck traffic, this issue needs to be marked with signage and enforced more vigorously.

### Parking

Generally, parking areas should be located convenient to associated uses, but should not front directly onto streetscapes. An acceptable exception is parking lots located to the side of buildings in which the more narrow dimension fronts the street and is properly screened. The following standards should be followed in planning and designing parking lots:

- Parking lots should not be located between the front of buildings and their adjacent streets.
- Parking lots should preferably be located behind buildings, although locations to the sides of buildings are acceptable.
- Side-loaded lots fronting streets should be screened with a peripheral treatment at least 3 ft. in height. Recommended screening includes wooden fences (picket) and dense ever-green hedges.
- Shared parking should be used for multiple buildings rather than conventional suburban standards that assume the driver must drive to each individual destination.
- Rear-loaded parking accessed by alleys is encouraged for all housing. When accessed by a front driveway, garages should not project beyond the front façade of the house, and should be designed to minimize their visual impact as viewed from the street.

The sketch above left illustrates desirable features for designing parking lots in Old Coppel.



A combination of ornamental fencing and vegetation can be used to effectively screen parking areas.



Extensive landscaping creates a “green edge” along the perimeter of this lot that screens views of parked cars.



An opaque wall that compliments the associated building can be used in place of landscaping, especially where space limitations exist.



This dumpster is located to the rear of the parking area and is completely screened from view.



**Existing Condition**

**Coppell Road Looking South to the Bethel Road Intersection**

The existing condition has deficiencies both functionally and aesthetically. Functionally, there are not enough buildings to generate a critical mass and create a vibrant and economically healthy commercial district. Likewise, the road has no defined edge, and the adjacent parking area to the left has a continuous “curb cut,” which is unattractive and ineffective for guiding traffic patterns accessing the parking area. The lack of sidewalks discourages pedestrian activity, and the overhead wiring creates visual clutter.

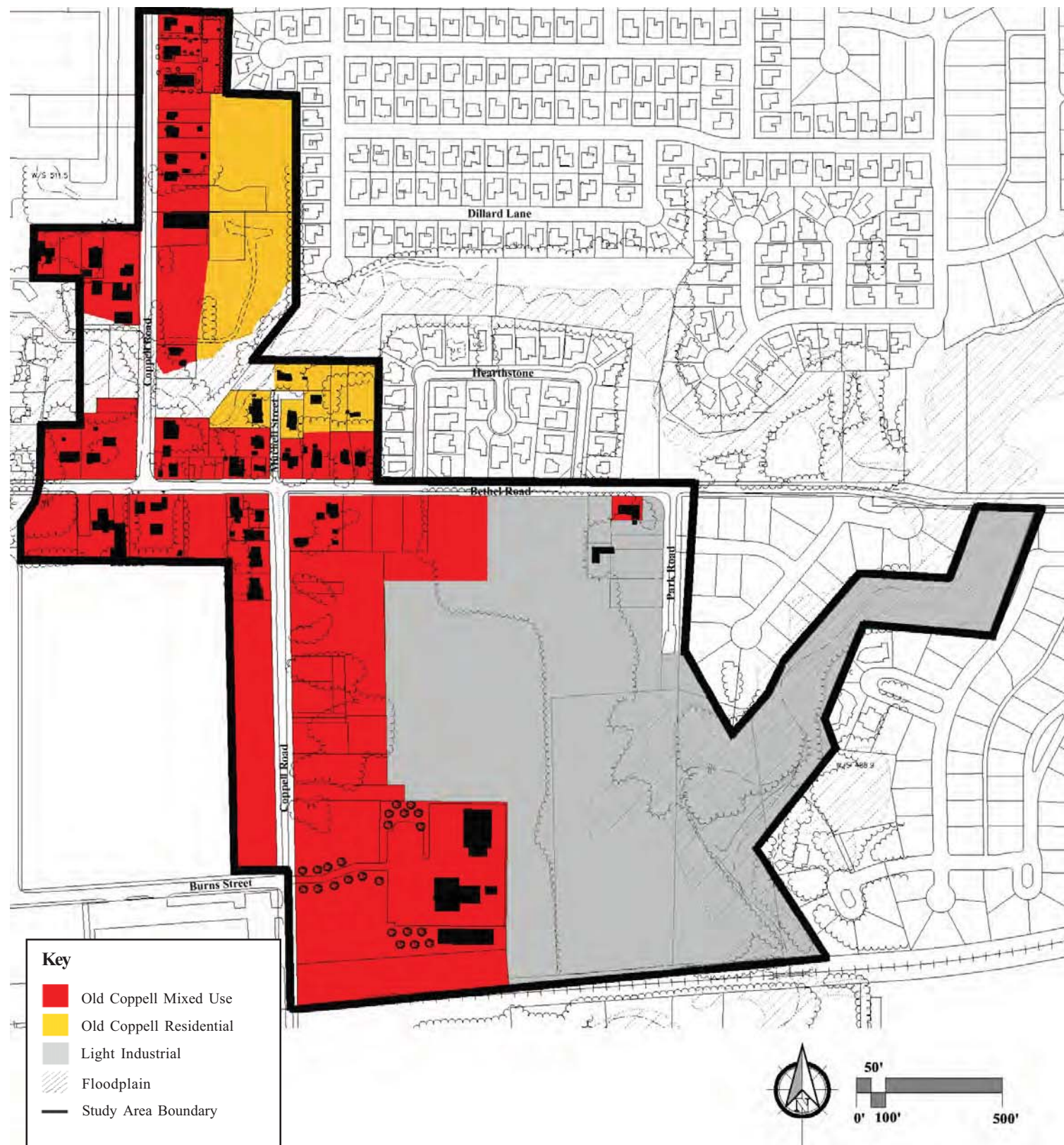


**Proposed Condition**

**Coppell Road Looking South to the Bethel Road Intersection**

The proposed condition transforms the existing condition into a highly desirable environment. The compatible new infill development reinforces the district’s character, provides “building enclosure” for a more comfortable street, and will generate activity and greater economic prosperity. The new streetscape will be attractive to pedestrians and the on-street parking provides a buffer between pedestrians and moving vehicles. Other improvements include human scaled streetlights, street trees and planters, as well as the renovation of the historic house terminating Coppell Road.

## Proposed Zoning



## Public Policy Recommendations

As described on Sheet 6 of this plan, the two key public policy documents impacting the Old Coppell study area are the 1996 Comprehensive Plan and the City's Zoning and Development Regulations. Consequently, the following recommendations focus on those two documents. Policy recommendations related specifically to economic development are addressed on Sheet 20, entitled "Strategic Redevelopment Initiatives."

### 1996 Comprehensive Plan

Most of the recommendations of the comprehensive plan, as they relate to Old Coppell, are consistent with this plan. Examples of key consistencies include: retaining Bethel and Coppell Roads as two-lane roads, placing buildings relatively close to the roads, exempting buildings from masonry requirements, and the provision of street trees and sidewalks. There were only three significant inconsistencies identified between the comprehensive plan and this master plan for Old Coppell, as follow:

**Building Heights:** The comprehensive plan suggests a one-story maximum height, while this master plan recommends a maximum 2.5 story height, as the zoning currently allows.

**Retail Center:** The retail center proposed in the comprehensive plan at the intersection of Bethel and Coppell Roads is inconsistent with this master plan. This inconsistency is related more to the scale, placement, design of structures and parking than the proposed uses.

**Land Use:** The comprehensive plan categorizes the land west of Grapevine Springs Park as appropriate for Medium Density Residential development, while this plan recommends that it become an expansion of Grapevine Springs Park.

### Zoning & Development Regulations

Because the current zoning and development regulations were not created to accommodate the unique design characteristics of Old Coppell and what it should become, they need to be modified as applied to Old Coppell. In order to simplify the future zoning changes for the area, an effort was initially made as part of this study to work within the existing zoning classifications. However, many of the standards are more appropriate for new suburban development than development within a more urban historic area. Examples of barriers to implementing this master plan include: a lack of diversity of permitted uses within any one zoning classification, excessive lot size and building setback standards, and suburban parking requirements that do not allow for reductions in the number of spaces based upon on-street parking and a shared parking concept. Even the Town Center (TC) district is largely incompatible given its allowance of 120 foot building heights and its generally suburban design standards. As a result, the following approach to zoning and development regulations is recommended:

### Zoning

The map at left illustrated the recommended zoning to best implement the optimal land use plan for Old Coppell contained on Sheet 11. This map also corresponds to the recommended new zoning categories as follows:

#### Old Coppell Mixed Use

This zoning classification should be applied to the areas illustrated

for retail/commercial, office and institutional uses on the proposed land use plan on Sheet 11. In general, the uses permitted should be diverse and include retail, services, offices, institutions (civic buildings and churches) and upper-floor residential units. Lodging (small scale) and bed-and-breakfasts should also be allowed.

#### Old Coppell Residential

Two areas within Old Coppell have been designated for residential uses. Recommended types of residential uses include: high-density single-family homes (6-7 units/acre), attached units (duplexes, triplexes, quads), and townhouses. Although apartments over non-residential uses should be permitted within the proposed Mixed Use zone, "stand-alone" apartment buildings are not recommended within the study area. B & B's should be a conditional use.

#### Light Industrial

This proposed zoning classification is the only one that differs significantly from the proposed Land Use Plan on page 11 of this plan. In the Land Use Plan, Grapevine Springs Park is proposed to continue as a public park. The park is currently zoned Light Industrial. Because the City does not presently have a zoning classification for parks, it would be most practical to retain the current industrial zoning, so long as it is understood that the long-term intent is for the property to continue as a park in perpetuity.

#### Floodplain

The City already has a zoning designation for floodplains (FP). However, that zoning has not been applied within the study area despite the presence of extensive floodplains. It is recommended that the floodplains lying north of Bethel Road be zoned as such, although the floodplains associated with Grapevine Springs Park are still recommended for the Light Industrial zoning.

#### Design Standards

When new development standards are tailored specifically for a special district such as Old Coppell, they are often implemented through an "overlay design district" that does not impact the underlying land use zoning. In fact, a portion of Old Coppell already has a Historic Overlay (HO) district applied. However, because of the need to amend the underlying zoning regardless of design considerations, it is recommended that a set of specific design standards be created as part of the Old Coppell Mixed Use district and the Old Coppell Residential district. This plan's Urban & Architectural Design recommendations on Sheet 16 should serve as a basis for developing these standards. The design standards should be integrated with the zoning ordinance and reviewed by planning staff and the Planning & Zoning Commission just like bulk standards in other zones. Because the recommended new zoning and design standards will protect the character of the entire Old Coppell study area, it is recommended that the existing Historic Overlay district be eliminated once the new zoning is adopted.

#### Parking

In order to promote a "park-once and walk" philosophy of a mixed-use development, shared parking concepts should be employed to reduce the number of parking spaces required by an individual use. Further study will be required to determine criteria for review of shared parking requests such as characteristics and proximity of uses, peak parking demands, and hours of operation.

# Strategic Redevelopment Initiatives

Revitalization of the Old Coppell district will require both public and private investment. Six specific developments should be pursued in the short to mid-term in conjunction with the recommended public infrastructure improvements. Combined these developments will contribute to adding critical mass to the area and will further attract new infill development in the future.

## Farmers Market

Developing a farmers market will provide an additional retail anchor and activity generator in Old Coppell. Farmers markets are fun, serve children and adults, showcase local culture and products, and incubate small businesses. Developing a seasonal farmers market (May- October) in Old Coppell is an excellent way for the City of Coppell to support additional commerce and pedestrian traffic for a relatively low cost (\$15,000-\$25,000 startup cost per season). Cities such as Grapevine and Dallas currently operate successful farmers markets, while cities such as Fort Worth and Arlington are planning to open markets. These cities are excellent resources for implementing a farmers market in Old Coppell. The Chamber of Commerce, local garden clubs and nurseries can partner to support the market, in addition to participating farmers.



The farmers market should be located in or near Old Coppell's core. Convenient, safe (and preferably free) parking is necessary for patrons and vendors. Special provisions for truck loading/unloading are also essential. Other requirements include: high quality produce to build shopper loyalty, critical mass (25-35+ vendor stalls), flexible space to accommodate growth,

and ample restrooms. These needs will dictate site selection. Undeveloped lots and public surface parking lots may serve as an initial market location. Over time more prominent public spaces, such as the proposed Village Green, may serve as the permanent location. This pattern of evolution has occurred for many successful markets. Inexpensive tents may provide the tenants with shade until a more permanent structure is erected. Farmers' profit margins are extremely low, and inexpensive daily stall fees (\$10-15) are key to attracting farmers to emerging markets. Recommended products for sale at the farmers market include: vegetables, fruit, fresh and prepared meats, poultry, cheese, milk, eggs, fish/seafood, juice and cider, honey, vinegar, jams, salsas, baked goods, fresh and dried herbs, bedding plants, flowers, prepared foods and crafts.

The work plan to the right above outlines the steps required to open a seasonal farmers market for eight consecutive Saturdays during the months of September and October, 2002. This work plan assumes City staff would work with a consultant experienced in farmers market start-up and operations. This test market would gauge both consumer demand and available vendor supply to determine whether the farmers market should be expanded to include the spring and summer seasons.

## Farmer's Market Year 1 Work Plan

Task	Staff	March	April	May	June	July	Aug.	Sept.	Oct.
Project Kick-Off/Define Market Goals	S/C	xx							
Review Site Issues/Constraints	C	xx							
Research Local Code/ Health Dept. Issues	S/C	xx							
Review Shopper Profile	C	xxx							
Define Vendor Mix	C	xxx							
Preliminary Site Lay-out	C	xx							
Contact Agriculture/Community Partners	C	x	xx						
Prepare Development/ Operating Budgets	C		xx						
Identify Funding/Sponsorship Opportunities	C/S		xx						
Develop Vendor Prospect Database	C	xxxx	xx						
Develop Marketing/ Media Plan	C/S		xx						
Develop Marketing Brochure	C/S		xxx						
Complete Marketing Brochure Mailing	C/S		xx						
Begin Targeted Vendor Recruitment	C			xxxx					
Develop Staging/Operations Plan	C/S			xxx					
Program Market Calendar of Special Events	C/S			xxx					
Prepare Vendor Leases, Rules & Regulations	C			xxx					
Complete Vendor Recruitment	C				xx				
Finalize Calendar of Events	C/S					xxx			
Finalize Operating Budget	C/S					xxx			
Implement Media/Marketing Campaign	C/S					xxx	xxxx	xxxx	xxx
Fall Market Opens	S/C							xxxx	
Fall Market Closes	S/C								xxx

S = City Staff      C = Market Consultant      x = weeks of the month

## Kirkland House Adaptive Reuse

Locating some of Coppell's civic organizations in Old Coppell would help to identify and promote the area as an important part of the City. For example, the Chamber of Commerce, currently located along Denton Tap Road, has less than two years remaining on its lease and has expressed a possible need to expand beyond its current 500 square feet. The Kirkland House, currently vacant, is a key character defining building in the study area. Located at the southern terminus of the northern leg of Coppell Road and Bethel Road, the renovation and lease of this property would provide a highly visible statement of Old Coppell's revitalization. By relocating to Old Coppell, the Chamber of Commerce might consider assuming the role of marketing Old Coppell in the short to mid-term. In particular, the Chamber of Commerce might establish an information clearinghouse for new businesses to locate in Old Coppell.

## New Senior and Community Centers

The Senior Center has already been identified by the City of Coppell to be a high priority for development in Old Coppell. Based on comments made by participants at the design charrette, residents' vision for Old Coppell is as a community hub or gathering place, and a Community Center is needed in addition to the Senior Center. The Senior Center and Community Center buildings should be oriented towards Grapevine Springs Park to take best advantage of this amenity. However, the primary facades should still front onto streets. The

buildings should be designed with porches and patios to invite senior citizens and community residents to congregate and enjoy the park setting. Pedestrian linkage, via a landscaped pathway, between these buildings and a gazebo in Grapevine Springs Park, will further attract pedestrian traffic into the park.

## Senior Center Adaptive Reuse

When the City implements development of the new Senior Center on Bethel Road, the existing Senior Center will provide an excellent opportunity for adaptive reuse into a restaurant to anchor redevelopment of Coppell Road north of Bethel Road. A family restaurant was listed as a leading choice for new businesses that those surveyed would like in Old Coppell. A number of restaurants have expressed interest in the site as a restaurant, provided sufficient parking can be secured (See Sheet 12 for additional information). A restaurant would activate Old Coppell in the evenings and serve as a catalyst for other commercial development, a key step in promoting the area as a regional destination. The restaurant structure should include outdoor dining in the front to enhance street activity. An attractive lease rate (or sale price) from the City will help entice a restaurant operator to make the necessary improvements to the property.



## Old Coppell Inn

Despite Coppell's proximity to D/FW airport, Coppell currently does not have any lodging facilities within the city limits. A lodging facility in Old Coppell will add to the City's tax base and will attract more evening activity to the area. This concept needs to assume a design scale that is compatible with the other proposed buildings. For this reason, a bed and breakfast or inn concept, which offers a more intimate lodging experience is recommended over a national hotel chain. The inn should be designed as a mixed-use concept that incorporates lodging, a full-service restaurant, a compatible front porch design, meeting space and potentially a first floor retail gift shop. The inn should accommodate between 25- 40 rooms such that the building scale does not overwhelm the other existing and proposed developments. The inn will bring an ongoing base of visitors to Old Coppell in the evenings, which is critical to attracting additional evening retail destinations. Two different approaches should be considered to facilitate the development of the inn: the City can sell the site recommended for the inn to a private developer or the City can sponsor a public/private partnership to develop the inn concept. Both of these options are discussed in detail in Appendix A at the end of this document. Also, the market and financial feasibility will need to be evaluated by a qualified professional.

## Initiatives Summary

These recommended developments will provide the critical mass necessary to make future phases of infill residential development more attractive to private developers. The following chart summarizes the use, size and location needs for each of the proposed projects.

Project	Use	Size	Site
Farmers Market	Open-air market	20,000-40,000 s.f.	to be determined
Kirkland House Adaptive Reuse	Chamber of Commerce	1,600 s.f.	Bethel Road
New Senior & Community Centers	Public Community Use	12,000-20,000 s.f.	Bethel Road
Senior Center Adaptive Reuse	Restaurant/ open air dining	4,000-5,000 s.f.	South Coppell Road
Old Coppell Inn	Bed & Breakfast	12,000-20,000 s.f.	Bethel Road

# Business Development

## Organization

Because Chambers of Commerce traditionally perform the role of promoting community-wide business development, a separate entity will eventually be needed to enhance and promote Old Coppel. Being a catalyst, facilitator and “project champion” in achieving this plan’s priorities is key to this role. It is recommended that a separate 501 (c) (3) entity be established to implement the plan. Many cities join the Main Street Project program administered by the State Office of Historic Preservation for technical services and access to other economic development resources. This may not be a viable option given Old Coppel’s relative lack of historic structures. However, recruiting an experienced Main Street Project manager may be an effective way to staff a new non-profit. While some funding for the entity should come from revenues generated by member dues and special events, the majority of funding will need to come from the City of Coppel. Until the time is ripe to create a separate entity, it is recommended that City staff and the Chamber of Commerce be the primary implementers of the proposed economic development strategies described in the balance of this plan.

## Tenant Mix

The existing tenant inventory in Old Coppel is very limited with approximately 15 uses. Although limited, the majority of the uses are compatible with the vision for Old Coppel as created by this plan. Based on information obtained from the Old Coppel Market Survey, as well as comments received during the public input sessions, a variety of uses that should be pursued have been identified. The key recommended uses include: bakery, family restaurants, fine dining restaurants, bookstore, gift shop, coffee house, antiques, themed restaurants, hobby/craft store and florist. Other activities identified as desirable include cultural activities, and live theatre. Service businesses, such as hair stylists, attorneys, doctors, and other professional offices, should also be included.

## Business Retention, Expansion and Recruitment

Business retention, expansion and recruitment are essential to a thriving business climate in Old Coppel. The recommended organization for Old Coppel should identify the needs of existing businesses and attract new businesses to Old Coppel. The most beneficial recruiting efforts will focus on businesses identified in the optimal tenant mix above. Local business owners and successful retailers from neighboring communities must be recruited to Old Coppel. The following key steps should be taken to recruit new businesses:

- Identify existing businesses elsewhere in Coppel or the region that are consistent with the recommended tenant mix, in addition to others that were not targeted but might be inadvertently discovered.
- Develop marketing packages with convincing evidence that targeted businesses should open a location in Old Coppel. Materials might include articles on positive improvements to Old Coppel, excerpts from this plan, real estate information, and other data available through the Chamber of Commerce.
- Emphasize any incentives that might be made available to help lure them to Old Coppel. See Sheet 23 for more information on financial incentives.

- Identify potential buildings or sites and assemble general information regarding owner’s contacts, rental rates and overhead costs.
- Contact the targeted business owner/operator and schedule a meeting to discuss a possible new business in Old Coppel.
- Add potential businesses mailing lists if the businesses are prospects. Keep in touch with the businesses through periodic phone calls, visits and mailings.

While new business recruitment is an important part of business development, efforts to retain and expand existing businesses should not be overlooked. Business retention and expansion can be achieved by following the balance of the recommendation on this page.

## Education

Individuals seeking to start a business need to be able to perform a variety of tasks, from developing an attractive window display to managing employees. Because of the range of talents necessary to operate a successful business, business owners and those interested in starting a business often need education in a variety of areas, including accounting, inventory management and control, merchandising, advertising, and personnel management. Old Coppel’s management entity should provide a variety of education opportunities. Consultants and business owners with expertise in fields necessary to the operation of a business should be recruited to conduct seminars on relevant topics. Information should also be provided about programs offered by the Small Business Administration (SBA), Texas Retailers Association, Texas Downtown Association, and the Texas Historical Commission’s Main Street program, among others.

## Clearinghouse

Real estate developers, property owners, business owners and others currently seeking to expand or locate in Old Coppel can benefit from clear information on approval processes related to development. Old Coppel’s management organization should act as the clearinghouse organization to direct those interested to the appropriate City agencies, programs, and financial incentives. The clearinghouse services can be provided in a number of ways. The most efficient method would be to provide the information and forms on the organization’s website. Another method would be to



*The sight of other customers relaxing inside this restaurant catches the eye of pedestrians and draws attention inside.*

provide hard copies at the organization’s offices. It is important that information be updated on a regular basis. The clearinghouse should maintain a wide variety of information, including:

- Summary of development codes and approval process
- Names and phone numbers of City staff
- Names and phone numbers of utilities and service providers
- Design guidelines for the area (if applicable)
- Inventory of available building space and contacts
- Summary of available City, state, and federal incentives

## Centralized Retail Management

Old Coppel’s management entity must encourage merchants to coordinate operations, including operating days and times, service standards, storefront design and displays, and merchandising.

## Days & Hours of Operation

Once a critical mass of businesses develop, the days and hours of operation should be both extensive and standardized. It is important to stay open on key retail holidays, such as Labor Day and President’s Day, as well as on weekends. For businesses that elect to operate on only a six-day schedule, a specific week day should be selected as the day to close, such as Monday.

As with days of operation, store hours are also in need of expansion and standardization. The results from the Market Survey indicate that the majority of respondents shop after 5:00 p.m. It is recommended that stores operate until at least 6:00 p.m., and preferably later. A goal should be to allow commuters and residents to make purchases on their way home from work. Unlike retail shops, restaurant hours are dictated more by the particular meals served and/or emphasized.

When implementing extended days and hours of operation, it is critical that as many business owners as possible commit to coordinating with the new program. In addition to having broad participation and promoting the new days and hours of operation, persistence will be crucial. As a general principle, it takes approximately three months for the market to even become aware that days and hours of operation have been expanded, and it can take as long as twelve to eighteen months for measurable economic benefits to be realized.

## Service Standards

Every retail transaction is an opportunity to sell a product, a store and a commercial district. “Opening day standards” cannot be overemphasized, as even the most market-oriented sales people can lose their enthusiasm or “edge” if not properly motivated. People who will choose to shop in an emerging retail district such as Old Coppel will do so for the historic charm and character, as well as friendly and attentive customer service that will build customer loyalty. In particular, sales people who, remember their customers by name, as well as their merchandise preferences, can help enhance the areas identity as a family-oriented community gathering place.

## Storefront & Window Design

As a general principle frequently cited in the retail industry, business operators have approximately 1.5 seconds to catch the attention of a shopper walking by their store. Consequently, the appearance of the storefront design and window display is crucial. Signage should be carefully integrated into the facade in appropriate locations that do not obscure significant architectural elements. While businesses that rent their space may be at the mercy of their landlords in some respects, they are completely in control of their window displays. Window displays should adhere to the following principles:

### Window Display Principles

- *Good lighting* – Illuminate displayed merchandise without glare to the viewer.
- *Evening lighting* – Encourage that windows be lit even when stores are closed so that visitors to Old Coppel will observe a “lively” retail district.
- *Uncluttered displays* – Avoid too many merchandise items that visually compete with each other.
- *Creative displays* – Use themes that somehow tie together merchandise in an interesting, fun or provocative manner.
- *Alternating displays* – Depending upon the business and merchandise, change displays roughly every three weeks, even if some items remain as part of the display.
- *Cross marketing* – Link window displays to local, particularly Old Coppel, events. Link merchant displays. For example, a stationery/card shop might display children’s clothing with children’s birthday or holiday cards.
- *Emphasize quality* – Merchandise exhibiting a high level of design, styling, sophistication, materials, and similar characteristics should be featured for window displays.

## Merchandising

Once potential customers are in the store, merchandising must be crisp, sophisticated and exhibit a high level of design - much like window displays. The customer must be able to understand the focus of the store in a very short period of time. According to often-cited retail principles, retailers have an average of 4.5 seconds to keep the attention of shoppers once in the store. Technical input on merchandising should be solicited from organizations such as the Small Business Association (SBA) and the Texas Retailers Association. The issue could be the subject of a workshop sponsored by Old Coppel’s management organization.



# Marketing & Promotion

## Image Development

Once Old Coppell's retail has begun to improve, it is time to market and promote this new and improved product. The image to be projected and the mediums for delivering the message must be carefully selected to most effectively reach the intended audiences. Just as a particular product must be packaged to fit the exact image that it chooses to project, Old Coppell must view itself as a product with an identity to market to consumers.

The two key factors in formulating the most appropriate image include: 1) the intrinsic characteristics already embodied by Old Coppell's history, architecture, and culture; and 2) the preferences of the target markets. Fortunately, the Market Survey and the public design charrette painted a clear picture of the desired characteristics people envision for Old Coppell (See Sheets 8 & 9) Objectives should include:

1. Create a unique shopping destination with a variety of shops and services in contrast to existing shopping mall and strip center shopping experiences
2. Generate an "after 5" atmosphere by providing evening dining, shopping options and residences
3. Emphasize the quaint and historic character of Old Coppell

Characteristics that could be conveyed in marketing efforts include:

- Unique architecture distinct from the balance of Coppell
- Center for civic/non-profit organizations
- Authenticity
- Railroad history
- Eclectic mix of cuisine/shops

No matter how these characteristics are packaged, the image should be clearly distinctive from the surrounding areas of Coppell, and it should be consistently promoted. The image should be conveyed through merchandising, marketing and promotion.

## Brochures

Brochures or other printed collateral materials are important marketing materials and should include:

- A brochure that highlights the points of historical interest in Old Coppell
- A shopping guide that can be easily and inexpensively updated as new merchants arrive in Old Coppell, and parking locations should be included
- Special events publications that help residents and potential visitors to make advance plans to attend special events that emerge in Old Coppell

## Logo

All printed collateral materials, advertising and promotional materials, and street banners should display a consistent logo that identifies the area. Creation of such a logo should be an early priority of Old Coppell's management organization. The following

are examples of opportunities to utilize the Old Coppell logo:

- Shopping bags
- Street light banners
- Special event promotional materials
- Joint and individual advertising

## Advertising

Print media is recommended as the primary advertising media for Old Coppell. Retailers targeting the local market should be encouraged to participate in joint advertising in the local newspaper. Joint advertising and cross promotional opportunities on a regional basis may also be appropriate to pursue the heritage tourist market that is widely promoted in neighboring communities such as Grapevine. For example, once developed, the proposed bed and breakfast should be advertised as a unique weekend destination, as well as convenient business lodging for the nearby D/FW airport.

It is recommended that the services of the Texas Travel, Tourism and Recreation Department be utilized to advertise Old Coppell. Old Coppell events should be listed in the The Texas Special Events Calendar that is published quarterly and features more than 1,000 events throughout the state. In addition to the 90,000 calendars published each quarter, the calendar also appears on TravelTexas.com. The Texas State Travel Guide (also available at www.TravelTexas.com) features more than 465 towns and cities across the state. In order to be listed in the guide a city must have a legitimate tourist attraction open at specific hours. Grapevine Springs Park could be listed immediately, and other attractions can be listed as they are developed.

## Publicity

Another opportunity for promotion in the media is to focus on publicity and public relations efforts. This is labor intensive, but has lower direct costs than advertising. The local publication, The Citizens Advocate, should be encouraged to expand ongoing efforts to identify newsworthy events, promotions, and destinations in Old Coppell and promote them regionally through public relations. The Citizens Advocate can also bring attention to Old Coppell's revitalization efforts. Going a step further, consideration should be given to the production of a periodic "Old Coppell" insert in the The Citizens Advocate.

Targeting Old Coppell's employees and nearby residents, the intent would be to create a feeling of camaraderie among "users" of Old Coppell, and to paint a more positive picture of Old Coppell's growth. Financially supported by advertising from Old Coppell's businesses, examples of regular features might include:

- *Current News* - relating to Old Coppell's redevelopment
- *Welcome to Old Coppell* - highlighting new businesses
- *Personality Profile* - the story of some Old Coppell personality
- *Property Profile* - owners who maintain and/or enhance their properties should be praised
- *Calendar of Events* - listing all events held in Old Coppell (senior center, community center, future historical museum, farmers market, etc.)



*The proposed Village Green will provide a place to hold special events, such as concerts and festivals, that will draw people to Old Coppell.*

Every opportunity for promotion of Old Coppell should be taken advantage of. For example, ribbon cuttings for any new business should be held. Celebrate both the undertaking and completion of any new project in Old Coppell.

## Special Events

Events have a variety of purposes. First, they bring people to a particular area to have a positive experience; second, they provide an opportunity for people to see what is happening in Old Coppell; third, they allow individual retailers to promote themselves; and fourth, they help to create the image of Old Coppell as a fun, festive and vibrant place. Merchants should not necessarily expect an increase in sales during special events. Instead, the events will help to improve the image of Old Coppell and increase retail activity on a long-term basis. At present, only one special event occurs in Old Coppell - the Old Coppell Festival. However, special events held elsewhere should be considered for an Old Coppell relocation, and other new events that might be explored are shown at right.

When considering new events, it should be remembered that Old Coppell is better served with a limited number of high-quality events versus numerous mediocre events. Collaboration with appropriate organizations and stakeholders is also necessary to have successful events. The Chamber of Commerce must be called on to help organize and promote events.

Old Coppell's organization should seek corporate sponsorship for events. To help in the promotion effort, the organization should do the following:

- Create a strong committee structure for promotional efforts.
- Document every stage of an event (including the event itself); this will help with future planning and sponsorship requests.
- Remember the purpose of the event: focus on intended results.
- Make media coverage easy. Prepare media packets far in advance.
- Estimate attendance, number of vendors, number of participating retailers; estimate the impact of the event on retail sales. Maintain these statistics and use them in future promotional efforts and in solicitation for sponsorship support and participation.

## Potential Old Coppell Special Events

Existing Events in Old Coppell

- *Old Downtown Coppell Festival* (fall): W. Bethel and Coppell Rd. Festival showcasing businesses in Old Coppell. Events include Art Annex Sale, live music, food and craft and merchant booths. Since this is the only event currently held in the study area, it should be the signature event, and efforts should be made to expand the event's audience and activities. It can be tied to the proposed farmers market to publicize the new market.

Existing Community Events Potentially Relocated to Old Coppell

- *Easter Egg Hunt and Bunny Brunch* (April): Designed for the younger child, this free event features Easter arts, crafts, and games and it culminates with an Easter egg hunt.
- *July 4<sup>th</sup> Parade and Picnic*: This parade is hosted by the City. Participants and parade viewers enjoy patriotic floats, and music.
- *Spirit of Coppell Family Days* (July 4<sup>th</sup>): This event is a joint venture between the City, the Coppell Chamber of Commerce and various Coppell service organizations. It features area musical talent, a children's area, arts and crafts, a business expo, and carnival.
- *Pumpkin Patch Celebration* (October): This event promotes fellowship, community outreach and community service. Pumpkin sales proceeds benefit several community organizations. Activities are held throughout the month, including a bake sale. Currently held at Rejoice Lutheran Church, this event could also be staged in Old Coppell's proposed farmer's market.
- *Annual Christmas Parade and Holiday in the Park Celebration* (early December): This parade is broadcast live on cable channel 19. Afterwards there is a gathering at the Coppell Aquatic and Recreation Center for holiday-oriented activities. This gathering could be relocated to the future community center.
- *Annual Holiday Arts and Crafts Show* (early December): Area artists display and sell their works of art. The show is currently held in the gymnasium of the Aquatic Recreation Center and could be held in the future community center.

Potential New Events in Old Coppell

- *Farmers Market Events*: Entertainment, such as music and cooking demonstrations, will extend the shopping experience. Market events could include Harvest Days to promote the fall produce, Halloween pumpkin carving for children, and Heritage Table Days to promote recipes from the past. Senior citizen discount cards would also promote the market.
- *Noon Tune Concerts*: Once the proposed Village Green is developed, weekly or monthly musical concerts will achieve the goal of creating a central gathering place. Seniors may especially appreciate these concerts, as well as employees and area residents. Old Coppell restaurants can feature "brown bag" specials on concert days for carry-out orders.
- *Children's Events*: Old Coppell should seek opportunities for new events to bring children to Old Coppell. If children have a positive experience in Old Coppell, their parents will follow. Storytelling and puppet shows are low cost and could be held in a variety of locations. Additionally, the integration of historic preservation with elementary school curriculum, such as coordinating field trips to Grapevine Springs Park to tell Texas' state history will help children gain a better appreciation for the history of their community.

# Funding & Incentives

In locations that have seen relatively little new investment, such as Old Coppell, public financial incentives have proved crucial to attracting private sector development. These public incentives are the catalyst for the majority of historic neighborhood redevelopment projects. A variety of financial tools and programs are already available to stimulate and assist revitalization in Old Coppell. These tools and programs include the following:

## Existing Incentive Programs

**Rehabilitation Investment Tax Credit:** The rehabilitation tax credit is a federal program that provides for a tax credit in the amount of 20% of the total qualified rehabilitation expenditures for certified historic buildings. A certified historic building is a building listed individually in the National Register of Historic Places, a contributing building in a National Register District, or a contributing building in a locally designated historic district. Owner-occupied residential structures that do not generate income (single-family homes and condominiums), do not qualify for the credit at the present time.

Listing of properties honors the buildings by recognizing their importance to the community, state and the nation. Private property owners can do anything they wish with their National Register-listed property, providing that no Federal license, permit or funding is involved. Owners have no obligation to open their properties to the public, or to restore or even maintain them if they choose not to do so. Owners may be able to obtain Federal historic preservation funding when available or obtain a tax advantage when donating a preservation easement, and for properties used for commercial purposes, owners may seek federal investment tax credits when rehabilitating or restoring the historic property. Generally, tax credits are available for a renovation project that preserves the essential character and original materials of a historic building's exterior while making compatible changes to the building's interior to adapt it for new uses and provide modern amenities and systems. Compatible, non-intrusive exterior additions may also be made to historic buildings as part of a tax-credit project.

To make this program available to more building owners, the City should explore whether the historic building stock in Old Coppell is eligible as a National Register District or a locally designated historic district. Research should be conducted to determine whether any of the character defining buildings, or the Old Coppell district in general, are eligible for listing on the National Register of Historic Places. A comprehensive historic resources survey, conducted under the auspices of the City of Coppell and following National Register standards for identification, will catalog the important historic properties in the Old Coppell area and determine their individual or collective eligibility for listing in the Register. The Texas Historical Commission - the State Historic Preservation Office - can provide historic survey standards and technical assistance. While the earliest buildings that constituted the mid- to late-19th century community of Coppell have disappeared, many "second-generation" structures remain to reflect the history of the town. Architecturally significant buildings, such as the ca. 1904 Kirkland House, and vernacular buildings of the period 1900 to 1960, remain as a physical record of the growth of the community and the individuals that contributed to the development of Coppell.

However, even with designation this program is sometimes difficult

to use for small projects. Architects and contractors not familiar with the Secretary of Interior's Standards (the criteria for the certification of the rehabilitation) are often frustrated by the requirements. Property owners that are not in the business of real estate are subject to the passive loss rules of the Interior Revenue Codes, which can reduce the value of the tax credit. Finally, following the Secretary of the Interior's Standards can sometimes have a disproportionate impact on smaller projects and significantly reduce the value of the tax credit. Although some drawbacks exist, the value of the tax credit must be determined on a case-by-case basis, as it can sometimes be significant.

Grapevine Springs Park is clearly eligible for listing in the National Register and as a State Archaeological Landmark. Inclusion of the park in a comprehensive historic resources survey and National Register nomination would afford the community with new sources for potential public and private funding for its preservation.

**Housing Incentives:** There are established federal programs, including low-income housing tax credits and HOME investment partnership funds, available through the Texas Department of Housing and Community Affairs (TDHCA) and local municipalities that could be used to develop affordable housing in Old Coppell. The low-income housing tax credit program provides a tax credit of approximately 70% of the eligible basis (new construction or rehabilitation costs) of a project. The tax credits must be used to make housing available to those at 60% of area median income (AMI). HOME funds can be used in conjunction with the tax credits. In addition, such funds can be used for the development of for-sale housing to those earning 80% to 120% of AMI. Information to help market these programs is available through TDHCA. In Coppell, these two programs could best be used to develop affordable housing for senior citizens. Specifically, private sector interest has been reported in developing senior housing on the undeveloped site in the northeast corner of the study area, just east of Coppell Road. While 437 units of senior housing are currently being developed at St. Joseph Village, Coppell is a highly desirable area for senior citizens to reside and demand for more senior housing will likely increase in the mid to long-term.

**Small Business Programs:** Loans, grants and technical assistance for small businesses are available from the federal Small Business Administration. Old Coppell is included in the Dallas, Texas District office of the SBA. Programs include small business development centers, small business investment companies, preferred and certified lenders, and micro-loan information. In addition, the Service Corps of Retired Executives (SCORE), with a local office in Dallas, is available to provide consultation to small businesses.

**TEA-21:** The Transportation Equity Act for the 21<sup>st</sup> Century (TEA-21) markedly increases the availability of funds for transportation projects, provides donor states with a fair share of federal highway funds, and builds upon ISTEA's emphasis on the need for safer, more efficient management of integrated, multi-modal transportation systems. Local governments are eligible for discretionary grants under the program that may be used for planning and implementing plans that will help achieve the following goals: improve transportation on the environment, reduce the need for costly future public infrastructure investments, and give people better access to jobs, services and trade centers. Although it appears unlikely that a DART stop will be developed near the study area because of the proximity of other stops, TEA-21 funds have tremendous potential

for funding this plan's proposed greenway system. Up to 80% of selected projects may be financed with these funds, the other 20% must come from other sources.

**Sales Tax Rebates and Increases:** The City currently has a sales tax rebate program, and the amount of the rebate and the length of time is established on a case-by-case basis. The total sales tax in Coppell is 8.25%, which is the maximum allowed by the state. The City's portion of that tax is 2%, of which 1% goes into the City's General Fund, .5% goes to the Coppell Recreation Development Corporation, and .5% goes to the Coppell Education Development Corporation. Based upon state enabling legislation, all or a portion of the City's 1% share could be rebated to new Old Coppell merchants based on the size of the business, number of jobs created, or sales tax generated. Abilene and Harlingen are examples of Texas communities that have adopted a 0.5% sales tax rebate for economic development. Given the current allocation of the City's 2% portion of the tax, the only option appearing to have any potential for helping Old Coppell would be the .5% portion currently allocated to the Coppell Education Development Corporation. This allocation is scheduled to "sunset" in four years, so perhaps these funds could be redirected toward benefiting Old Coppell. If such a future allocation of the rebate is possible, it is advised that the recommended tenant mix contained in this plan serve as the basis for targeting business types for this incentive.

**Development Fee Waivers:** To help lower the cost of rehabilitation, the City can offer a waiver of building permit fees. Waiver of building fees can be used when the City enters into a development agreement with a developer, or in other cases where incentive programs are used. Fees can be waived up to 100%. However they are typically a small portion of the project costs.

## Proposed Funding & Incentives

Both the Public Improvement District and the Tax Increment Financing District programs were considered, but neither are viable for a variety of reasons, particularly the small size of the Old Coppell.

**Loan Pools:** In many communities, local banks and branch offices of national and regional banks pool funds to establish below market rate loans for building rehabilitation and small business development. Coppell banks should be approached to establish such a loan pool for revitalizing Old Coppell. These loan pools can be credited toward the banks' federal Community Reinvestment Act (CRA) requirements. If the banks are resistant, large depositors should be identified to help persuade the banks. Some communities have found that it is difficult to get banks to participate in such programs because many banks are no longer locally-owned. However, Beaumont, Texas is one example of a community that has been successful in establishing a revolving loan program. Revolving loan programs have a variety of underwriting criteria that are typically tied to sound lending criteria. In the case of building rehabilitations, the criteria should be consistent with the federal Secretary of the Interior's Standards if any National Register listed or eligible buildings are involved. The program should also be targeted to a specific geographic area (Old Coppell study area) and should have a specific purpose (i.e. promoting infill residential development). The lending criteria can be "loosened" somewhat by having the City provide credit enhancements or full or partial guarantee of the loans. To be effective, the interest rates must be measurably more attractive than the prevailing market rates.

**Property Tax Relief:** The City currently offers tax abatements only to

warehousing and distribution type uses for 75% abatement up to 5 years. Section 11.24 of the Texas Tax Code authorizes a tax exemption for a structure and its land that is: "(1) designated as a Recorded Texas Historic Landmark by the Texas Historical Commission and by the governing body of the taxing unit; or (2) designated as a historically significant site in need of tax relief to encourage its preservation..." The exemption has been provided in different ways (see below). For example, Dallas freezes the assessed value at the pre-renovation value and, in some cases, offers 100% abatement of property taxes. The difference is that, in the case of the "freeze", the property owner pays annual property taxes based on the pre-rehabilitation value (the property owner does not pay taxes on the improved value). In contrast, in the case of 100% abatement, the property owner pays no property taxes. According to the Texas Attorney General, property tax values can be "frozen" or taxes can be abated. It is recommended that the City of Coppell consider a 100 percent abatement of property taxes for a period of ten years when the property owner's rehabilitation costs exceed at least 25 percent of the pre-rehabilitation value.

### Property Tax Relief Options for Texas Communities

- 1) Tie property tax relief to rehabilitation.
- 2) Tie property tax relief to historic status.
- 3) Freeze the assessed value of a property for a period of years.
- 4) Provide up to a 100% abatement for a period of years.
- 5) Provide an abatement that begins at 100% and gradually decreases to 0%.

**Technical Services:** The City and/or Old Coppell's sponsoring entity should provide technical services relating to Americans with Disabilities Act and building code compliance, especially for smaller projects in Old Coppell that cannot support retaining the expertise necessary to undertake the rehabilitation of a building. The services could be limited based on the cost of a project. This may require that the sponsor of these services put a local architect or engineer on retainer to provide the services to property owners.

**Residential Strategy:** A key discussion point of the design charrette process was the need to develop mixed-use projects within the Old Coppell study area. Mixed-use development encourages people to live, work and play within close geographical proximity and builds a sense of community. Not only does housing, to a limited extent, help the retail and service sectors that are critical to the revitalization efforts in Old Coppell, but it also reinforces a more lived-in atmosphere that will, in turn, attract more residents and shoppers. It is recommended that specific incentive packages be created for mixed-use development that incorporates residential and commercial development. Relief from building and parking codes (when reasonable) and fee waivers should be part of these packages. For example, development along South Coppell Road that incorporates a 2,000 square foot office downstairs and a 2,000 square foot apartment upstairs compliments the recommended master plan. The challenge in developing an incentive package for housing is to be able to offer zoning and incentives that make housing more attractive to developers than non-residential options. At the same time, however, incentives available for non-residential uses should not be made so insignificant as to not encourage developers to pursue retail and office projects as well.

# Fiscal Implications

This section examines the potential fiscal implications in a future build-out scenario for the study area based upon the master plan. The likely revenues generated will be contrasted with the potential costs of basic public services. In using the term “fiscal,” this evaluation will consider all key costs to effected local governments (the City of Coppell and the Coppell Independent School District). This is not a detailed fiscal impact analysis. Instead, this cursory analysis makes it possible to gain a general understanding of the potential fiscal impact resulting from this plan’s implementation. These numbers are based on projected annual costs and revenues following a full build-out of the site. Also, they are based only on the fiscal impacts of private sector development, and do not include the City’s investment in public infrastructure improvements, buildings and similar projects.

## Methodology

This evaluation was carried out using the Development Impact Assessment Handbook produced by the Urban Land Institute (1994) and The New Practitioner’s Guide to Fiscal Impact Analysis by Robert W. Burchell, David Listokin and William R. Dolphin (1985). Four basic steps guided this exercise:

- Determine the population generated by growth as defined by this plan - residents, school age children, and employees.
- Translate the population projected into consequential public service costs;
- Project revenues induced by growth; and
- Compare development induced costs to revenues.

This study examines current costs and revenues of the build out scenario in Old Coppell. The evaluation assumes all projected residential and commercial development is on the ground and functioning today. It is recognized that build-out can require many years and that inflation will increase costs and revenues over time. However, it is understood that the rising cost of providing public services will be matched by an essentially comparable increase in revenues and that the relative relationship of costs and revenues will not vary significantly over time.

## Step One - Population Projections

The first step in this exercise is to project the additional residential population and employment population induced by new growth.

### Residential Population - 169

The fiscal impact model uses demographic multipliers derived from the 2000 US Census and The New Practitioner’s Guide to predict the population increases based on the new residential units. It also employs multipliers derived from the current enrollment of the Coppell Independent School District to predict the population of school age children that will result from the new residential units. In the proposed plan, the total number of new housing units was apportioned among single-family, townhomes and upper floor apartment units. Based on these unit counts, the model projected the number of residents (169) and school age children (54 of the 169) that will be generated by the new development.

Residential Population			
Unit Type	# of Units	Demographic Multiplier	# of New Residents
Single Family	29	2.95	85.55
Townhouse	13	2.098	27.27
Apartment	39	1.447	56.43
<b>Total</b>			<b>169</b>

Student Population			
Unit Type	Residential Population	Demographic Multiplier	# of New Students
Single Family	85.55	.539	46.11
Townhouse	27.27	.203	5.53
Apartment	56.43	.039	2.20
<b>Total</b>			<b>54</b>

### Employment Population - 323

The employment population generated by new development is determined by assigning national employment multipliers to the square footage of retail and office development envisioned by the master plan at build-out. The master plan envisions approximately 36,500 square feet of new office development and approximately 78,400 square feet of new retail development occurring, resulting in a total of 306 additional employees in Old Coppell.

Employment Population			
Land Use	Square Footage	Employment Multiplier	# of Employees
Commercial	83,400	2.5/1,000 s.f.	208.5
Office	38,100	3/1,000 s.f.	114.3
<b>Total</b>			<b>323</b>

## Step Two - Public Service Costs

Once the population introduced by growth is determined, the next step is to translate the increment of residents, workers, and students into added public services and costs. The “per capita cost” method was used to determine public costs on a per unit basis for the additional students, residents, and employees generated.

### Student Costs - \$335,016

According to information obtained from the Coppell Independent School District, the per student expenditure in the 1999-2000 school year was \$6,204. The additional student expenditures generated by this development was calculated to be \$335,016.

Student Costs		
# of new students	Expenditure Per Student	Total Expenditure
54	\$6,204	\$335,016

### Resident Costs and Employee Costs - \$255,512

The per capita cost for the residential population and employees generated by new development in Old Coppell is represented as a share of total City expenditures. The residential share of all residential and nonresidential service costs is estimated by dividing the residential property value and the number of parcels by the total

residential and nonresidential property values and the total number of parcels, respectively. The calculation produces the residential percent of the residential/non-residential parcels and the residential percent of the residential/nonresidential property value. The two results are averaged, and the resulting value is then applied to the total City expenditures to derive the estimated residential-associated share. The remaining portion of the total City expenditures is assigned to services associated with non-residential land uses. These figures are then divided by the total population and total employees in the City to arrive at per capita costs. Information was obtained from the Dallas Central Appraisal District 2001 Certified Summary. The City per capita cost expenditure for residents was \$595, while the per capita expenditure for employees was \$477. The per capita costs were multiplied by the number of residents and employees calculated in steps one and two to arrive at the development-generated expenditures (\$255,512). The total projected development-generated expenditures for residents, students and employees was calculated to be \$590,528.

Residential and Employee Costs		
# of Residential Parcels	11,195	88.5%
Total Number of Parcels	12,597	100.0%
Value of Residential Parcels	\$2,203,665,577.00	68.2%
Value of All Parcels	\$3,230,886,089.00	100.0%
Average Value	88.5%/68.2%	78.4%

	Expenditure Per Capita	Projected Population	Projected Expenditure
Resident	\$596.88	169	\$100,872.74
Employee	\$478.76	323	\$154,638.82
<b>Total Projected Expenditure</b>			<b>\$255,511.56</b>

	Estimated Share	Total Municipal Expenditure	Share of Expenditure	Expenditure Per Capita
Resident	78.4%	\$27,749,146	\$21,755,330	\$596.88
Employee	21.6%	\$27,749,146	\$5,993,816	\$478.76

## Step Three - Revenue Projections

The next step in the process is to project the revenues induced by new growth. The majority of the revenues associated with new development are generated through property taxes. The first step in determining the annual real estate property tax revenues is to estimate the total market value of new development. In Coppell, residential and nonresidential property is taxed at .6486 for the City and 1.655 for the Coppell Independent School District for a total of \$2.3036/\$100 of assessed value. Property is assessed at 100% of appraised valuation. However, it must be emphasized that the revenue generated for City use is .6486 of that value.

### Residential Development - \$341,209

The total residential development is calculated by multiplying the number of units of each product type by its projected market value (sales price). Based on information obtained from local real estate brokers, the average value of new residential construction in Coppell

is \$110 to \$140 per square foot. As noted in Step One, the master plan proposes 29 units of single family units (average of 2,200 square feet per unit) based on a value of \$130 per square foot, a sales price of \$286,000 is derived. The townhouse units were valued at \$176,000 (average of 1,600 square feet and a value of \$110 per square foot). A total of 39 apartments (1,000 square feet each) is proposed by the master plan valued at \$110,000 each.

Residential Development Revenues				
Unit Type	# of Units	Square Footage per Unit	Value per Square Foot	Total
Single Family	29	2200	\$130	8,294,000
Townhouse	13	1600	\$110	2,288,000
Apartment	39	1000	\$110	4,290,000
<b>Total Valuation</b>				<b>14,812,000</b>
<b>Revenues</b>	\$14,812,000 (\$2.3036/100)			<b>\$341,209</b>

### Commercial Development - \$559,775

Data was obtained from local real estate brokers to determine that commercial and office development in the area is valued between \$150 and \$250 per square foot. To determine the market values of office and retail development, the total proposed commercial and office square footage (114,900) was multiplied by the average value per square foot (\$200) to derive a value of \$24,300,000

Commercial Development Revenues			
	Square Footage	Value per Square Foot	Total
<b>Total Valuation</b>	121,500	\$200	\$24,300,000
<b>Revenues</b>	\$24,300,000 (\$2.3036/100)		<b>\$559,775</b>

The real property value of all new development was calculated at \$39,112,000. This number is then multiplied by the tax rate of 2.3036/100 of assessed value to arrive at a real property tax revenue of \$902,366.

### Other Revenue Sources

Non-property tax and intergovernmental revenues are another source of funds for local government that are related to development. Due to the difficulty of calculating these figures and their relative insignificance, these revenues were not calculated.

## Step Four - Comparing Costs and Revenues

The revenues associated with the build out of the master plan (\$900,984) exceed the costs (\$590,528), resulting in a positive net fiscal impact of \$310,456 for the City and the school district. Approximately 72% of that revenue goes to the school district, leaving \$87,000 for City use. The positive result is a composite of the different fiscal impacts of different growth components. In general, single family detached homes with high household and school age children profiles produce a fiscal deficit, primarily due to the costs of education. However, these losses are offset by the non-residential development associated with the build-out.

## Implementation

This matrix is a summary of the plan recommendations, and it indicates the entity recommended to be responsible for the implementation of each recommendation, and the recommended time frame for implementation of each recommendation. The recommendations have been divided into the following categories:

- Physical Improvements
- Public Policy
- Economic Development

### Responsible Party

Previously in this plan, it was recommended that a 501 (c) (3) entity eventually be established to implement many of these redevelopment priorities. Until the time is right to create the separate entity, it is recommended that the City staff and the Chamber of Commerce be the primary implementers of the proposed economic development strategies in the short term. In the chart at left this entity is referred to as the Old Coppel Organization. Once the Old Coppel Organization has been established, all of the tasks listed under Economic Development Strategies can shift to it.

### Time Frame

With respect to timing, recommendations are classified as short-term, mid-term, or long-term.

- Short term recommendations can be completed in 1 year
- Mid-term recommendations can be completed in 2-3 years
- Long-term recommendations will generally take 3 years or more.

Many of the recommendations are in the short term category because they can be implemented immediately at little or no cost, or because funding sources have already been identified. Additionally, the plan should be revisited annually to determine if goals and objectives are being met and milestones are being accomplished.

Strategy	Responsible Party	Time Frame
<i>Physical Improvements Strategies</i>		
Encourage rehabilitation/redevelopment of existing buildings	City/ Chamber of Commerce	Short Term
Encourage infill residential development	City/ Chamber of Commerce	Short Term
Redesign existing parking lots as necessary to enhance them	Private Property Owners	Short Term
Develop a Farmers Market	City/ Chamber of Commerce	Short Term
Construct Streetscape improvements along Bethel Road	City	Mid Term
Construct Streetscape improvements along Coppel Road	City	Mid Term
Construct Streetscape improvements along Mitchell Street*	City/ Private Developers	Mid Term
Encourage and pursue infill development	Old Coppel Organization/ City/ Private Developers	Mid Term
Make improvements to gateways into Old Coppel	City	Mid Term
Restore WPA improvements to Grapevine Springs Park	City/ Dallas County	Mid Term
Expand and improve the greenway system	City/ Dallas County	Mid Term
Relocate a Civic Organization to the Kirkland House	Civic Organization/ Private Property Owner	Mid Term
Construct new Senior Center	City	Long Term
Construct Community Center	City	Long Term
Recruit a restaurant for the current Senior Center building	Old Coppel Organization/ City/ Private Developers	Long Term
Develop the proposed Old Coppel Inn	Old Coppel Organization/ City/ Private Developers	Long Term
Creation of a Village Green	City	Long Term
<i>Public Policy Strategies</i>		
Rezone the study area consistent with this plan's recommendations	City	Short Term
Develop detailed design review guidelines for Old Coppel	City	Short Term
<i>Economic Development Strategies</i>		
Market the study area through advertising promotions and events	Old Coppel Organization	Long Term
Develop a creative logo for Old Coppel	Old Coppel Organization	Mid Term
Attract targeted new businesses to Old Coppel	Chamber of Commerce/ City	Short Term
Provide education opportunities for area business owners	Chamber of Commerce/ Old Coppel Organization	Mid Term
Establish an information clearinghouse for new businesses	Chamber of Commerce/ Old Coppel Organization	Mid Term
Promote financial programs to property owners and developers	Chamber of Commerce/ City	Short Term
Establish a 501 (c) 3 entity for Old Coppel	City/ Chamber of Commerce	Mid Term

\*Assuming dedication of R.O.W.

## Appendix A - Old Coppel Inn Strategy

The development of the proposed Old Coppel Inn will serve a number of goals, including activating Old Coppel in the evening hours, increasing the tax base, and adding additional retail establishments (restaurant, gift shop, etc.). Two different approaches are feasible to facilitate this development: The City can sell the site recommended for the inn to private developers (option one) or the City can sponsor a public-private partnership to develop the inn (option two).

### Option One

Under this scenario, the City would conduct an appraisal of the property and list the property for sale with a knowledgeable, qualified broker. This strategy is not the most preferred since the new property owner may elect to deviate from the concept and the City may not achieve its goal of developing the site as their ideal inn. However, if this scenario were preferable to the City, covenants or deed restrictions could be added to require the developer to work within certain established parameters. Regardless, the downside with adding this type of restriction would be that it may lock the property into a development program for which there is no market and cause the property to remain undeveloped. If legal restrictions are applied, flexibility should be built in to adjust to market conditions.

### Option Two

Under this strategy, the City would maintain the maximum level of control over the development of the site by retaining land ownership rights. Public-private partnerships are increasingly used to facilitate development when a public entity has a specific intended use for public land. Since the City already owns the land designated, in part, for the proposed new Senior Center, the City will not need to pursue condemnation or acquisition of the site. This situation helps to reduce considerably the complexity, cost and politics of executing this public-private partnership.

While each real estate development project is unique, the following steps should guide the general development process:

- Build stakeholder support for the development initiative (Coppel residents, City Council, neighboring businesses, etc.);
- Determine whether City staff need outside consulting expertise to facilitate the development initiative; the Real Estate Council of Dallas can help to refer real estate professionals experienced in structuring and executing public-private real estate development projects;
- Utilize the City Attorney or retain other legal counsel to form the legal entities required to execute this type of development. Typically, development agreements are negotiated and executed between private developers and designated City representatives, and then ratified by City Council vote after the following steps are achieved;
- Establish the development criteria for the project (size, quality, building standards, parking requirements, etc.);
- Retain a qualified real estate appraiser to determine land value for the parcel of land in question;
- Issue a Request for Qualifications (RFQ) from experienced real estate developers to solicit interest from professionals interested in being considered to develop the project in partnership with the City of Coppel. The RFQ should address development team biographies, past project experience and references to determine the development teams most qualified to execute the development ;
- Issue a Request for Proposal (RFP) to the most qualified developers who responded to the RFQ. The RFP should address design, parking, economic proforma, and site constraints to determine the best proposal for the project;
- Execute a long-term land lease (99 year) with the selected developer; the development agreement document between the City and the selected developer should enumerate the exact development terms, conditions, time-lines, and development and economic performance standards required by the City of Coppel.

Public-private partnerships are attractive to private developers because they typically offer development incentives by the public sector partner. In this case the City can provide the following incentives: long-term land lease that eliminates up-front land acquisition costs, no property taxes for the developer since the city owns the land, development and impact fee credits, and shared parking incentives whereby the City builds additional parking at the Senior and Community Centers to serve patrons of the proposed Old Coppel Inn. These incentives will reduce the developer's overall development costs, thereby increasing the likelihood of attracting a developer partner. While there appears to be pent up demand for a lodging facility due to the fact that there are currently no hotels in Coppel, the inherent risk in developing a concept that is, to date, unproven in Coppel is mitigated by the financial incentives proposed above. A public-private partnership to develop the proposed Old Coppel Inn should be seriously considered by the City.

# Appendix B - Sample Elevations

This plan proposes single-family homes on roughly 40 ft. to 50 ft. wide lots in the northern portion of the study area. While there are a variety of house designs that could potentially work on these lots, the house plans and elevations illustrated here are examples of houses that clearly fit the architectural character envisioned for Old Coppell. All are designed by Looney Ricks Kiss Architects, and are found in "TND Series: Traditional Neighborhood Design" Volume I by Homestyles Publishing and Marketing, Inc. (1997).

