

# INWOOD ENHANCEMENT ZONE

10 April 2017



**Gensler**



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# Inwood Enhancement Zone

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# Inwood Enhancement Zone **EXECUTIVE SUMMARY**



## **PHASE 1: DISCOVERY**

In June 2016, the Town of Addison hired planning and design consultant Gensler to study an area generally south of Belt Line Road and west of Inwood Road, and to make recommendations to enhance and improve it.

The Town’s concerns were generally regarding the Inwood Road retail corridor, which has been challenged by many vacant and under-utilized parcels. As Addison’s southern gateway, Addison the Town was naturally interested in improving this area.

The development of Inwood Road as a retail corridor began in 1975 when Town leaders realized because the Study Area was surrounded by “dry areas” (alcohol sales not permitted) that Addison had the potential to develop a district for the retail sale of wine, beer, and distilled spirits. A local option election was held and Addison voters approved the initiative, resulting in the creation of the “Addison Beverage Center” along Inwood Road. While the Addison Beverage Center thrived for a time, surrounding cities eventually passed local options to also allow liquor sales. Addison Beverage Center’s sales decreased, leaving a few remaining retailers.

By 2016, the Inwood Road corridor was a combination of light industrial uses (Tuesday Morning distribution center), self-storage mini-warehouses, an indoor soccer center, a small collection of retailers, and many vacant properties. The Town asked Gensler to not only look at the Inwood Road corridor, but how to enhance and revitalize areas to the west (along Beltwood Parkway and Beltway Drive, generally as far as the Town southern limit).

In Phase 1, an analysis of the existing conditions was conducted to determine what – if any – physical challenges existed in the Study Area. The Study Area is well-served by existing municipal utilities (water, sanitary sewer, storm drainage) and there are no constraints to development

(such as topography, bodies of water, etc.). While the area has good north-south access, there is a lack of east-west roadways (other than Belt Line Road).

One restriction in the Study Area is the prohibition of any residential uses due to the noise contours associated with Addison Airport. Most of the area is within the 65 Ldn noise contour, with a small portion (near the Inwood and Belt Line intersection) in the 70 Ldn contour. Since the Federal Aviation Administration considers these noise contours to be incompatible with residential uses, the Town’s zoning does not permit residential uses in the Study Area.

A market analysis was also prepared for the area within a 5-mile radius of the Study Area. It revealed that average household incomes are slightly higher-than-average and average household size is slightly smaller-than-average. The Study Area has about double the national average of office workers, who collectively spend about \$1 Billion per year within the 5-mile radius.

*The overall feeling was “the market has spoken” and that the Study Area could no longer rely solely on market forces to improve it.*

In Community Meeting #1, preferences were made for the following:

- A development pattern with a more urban feel, including a more walkable and pedestrian-oriented environment;
- More food-oriented uses, including a destination-type grocery store;
- The potential for a new civic-oriented use (perhaps a location for a future new Town Hall);
- Improved east/west access;
- Building upon the success of “Restaurant Row” by extending it further south of Belt Line Road; and,
- Creation of an environment unique to Addison, which also generates revenue for the Town.

## **PHASE 2: VISIONING & REDEVELOPMENT OPPORTUNITIES**

Upon completion of Phase 1, the Consultant began the second Phase, which is focused on developing draft development concepts which will subsequently be considered further in Phase 3.

Phase 2 involved the collaboration of the Consultant and Town staff with representatives of the public who were appointed to an Advisory Group. The Advisory Group expands citizen involvement in the planning process, allowing for multiple “touchpoints” during the study. In total, the project includes five such opportunities – two community meetings, two Advisory Group charrettes, and a public presentation to the City Council.

The Advisory Group is comprised of 14 members – seven at-large residents (individually appointed by Addison Council members); and seven parcel/business owners (or their designated representatives) some of whom are in the Study Area. Business/parcel owners and representatives were appointed as a group by the Council. The Advisory Group was asked to meet twice during Phase 2.

The Advisory Group was in agreement that the Baseline approach would do little to positively impact the Study Area. The overall feeling was “the market has spoken” and that the Study Area could no longer rely solely on market forces to improve it.

The Advisory Group favored combining Approaches #2 (Adaptive Reuse) and #3 (Districts) into a single concept. They also wanted to see if it was possible for concept plans to follow ownership parcel lines.

Given the public’s enthusiasm at the Community Workshop, Town staff also advised the Consultant to further refine Approach #4 (Grand), as it represented a unique vision for the Study Area and a departure from the existing block pattern.

The Advisory Group also discussed development along southern edge of the Study Area (abutting Farmers Branch), specifically that there was little assurance future development in Farmers Branch would be compatible with the concept(s). This would require inter-city collaboration, which ultimately could be one of the outcomes of this project.

After the charrette, the Consultant refined the approaches into two Development Scenarios – “Civic Square” (with 2 options) and “Village”. These Scenarios were presented to the Advisory Group at their second charrette on 08 September 2018.

The Advisory Group’s input tended to be conservative, desiring to maintain many existing buildings and businesses, and not consider a more ambitious vision for the Study Area. This input is partially understandable, given that the Advisory Group is comprised of individuals with a fiduciary

interest in various parcels. It was good for the Consultant to receive this input and to understand the perspective of the property owners. At the same time, the Consultant has been tasked with developing a vision that will change the trajectory of the Study Area. Nonetheless, this will help focus the Consultant’s efforts in Phase 3 to balance the practical realities of existing property owners with the potentials for new revenue-generating development opportunities. Such input may also influenced the Town’s implementation strategy for any redevelopment project in the Study Area.

## **PHASE 3: MASTER REDEVELOPEMNT PLAN**

Phase 3 included developing the final plan recommendations into a more detailed product. This included taking into consideration the input of the Advisory Group (from Phase 2), public input received at the Community Meetings (in Phases 1 and 3), and recommendations and advice from Town staff.

The approach to developing the Study Area began to coalesce around the concept of organizing it around Character Districts which relate to market influences unique to each area. The Study Area was divided into four such districts:

- The Belt Line District and the Inwood District are both informed by their adjacent major roadways;
- The Central District is more removed from those influences, and has a character unique to the office and commercial uses in the Study Area’s interior; and,
- The Gateway District has the potential to be a unified entry to the Town, given that it is mostly comprised of a single large parcel owner.

Implementation of a Character District approach is most often part of a Planned Development (PD) zoning district. The Town of Addison has used the PD approach for several successful mixed-use developments including Vitruvian Park and Addison Circle.

Equally important to implementation strategy important is the financing of Study Area improvements. The widely-accepted approach of a Tax Increment Finance (TIF) District has been recommended as an effective and equitable means of encouraging growth and reinvestment in the Study Area. To support this recommendation, the Consultant prepared additional research regarding the use of local TIF districts. Prior to embarking on any financial initiative, this Study recommends an in-depth financial to ensure applicability and success.

The development concepts and implement strategies were shared with the public in a second Community Workshop on 06 October 2016. The public had a chance to view and comment on proposed development goals for the Study

Area, two options for a draft Development Plan, and recommended implementation strategies. This was the opportunity for the Consultant to clarify some issues of concern (such as which portion of Beltway was being recommended for on-street parking – which was not the residential area west of Midway) and to give the Town options as to how to proceed on encouraging appropriate new development in the Study Area.

A few commented that they did not see the need for the Study Area to change. However, most felt that something had to be done.

The Study Area was also considered with respect to Addison’s parameters for success. By those metrics, as it is today, the Study Area comes up short and requires some

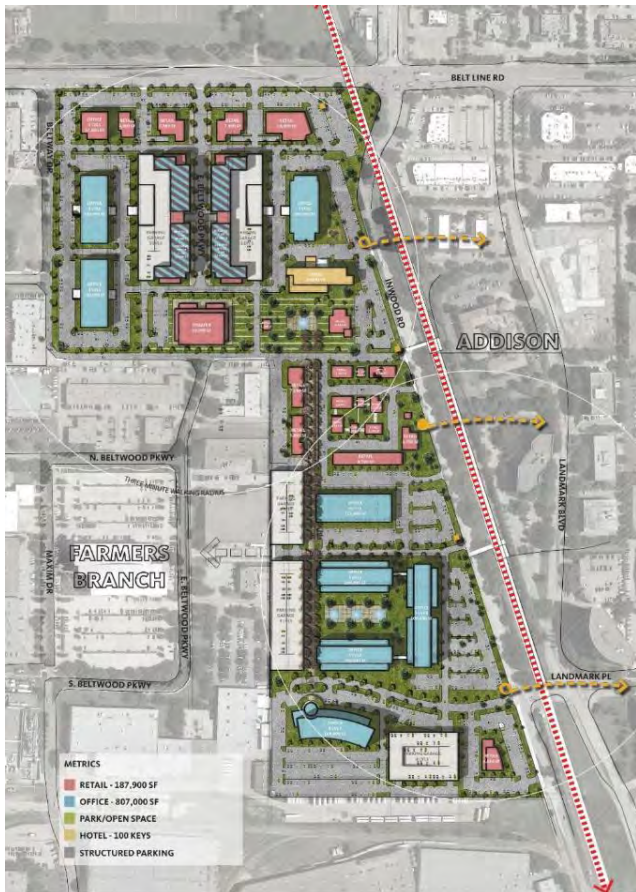
external influence to encourage both new development and reinvestment.

The Study’s findings were presented to City Council in a work session on 24 January 2017 to answer any question they might have. Council unanimously supported the draft goals, the Character District approach, and the suggestion of taking a more proactive role in driving the future of the Study Area.

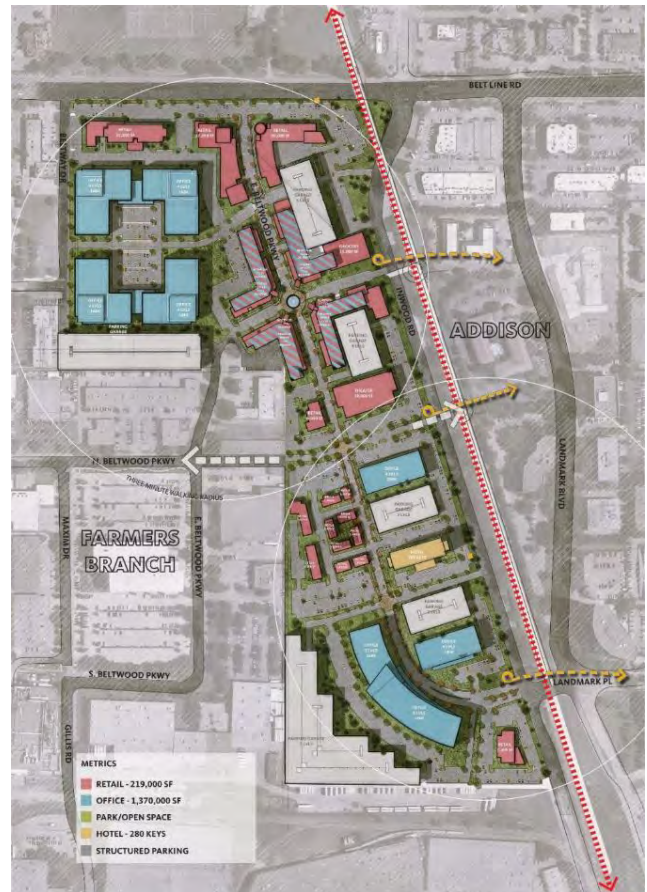
**REPORT ORGANIZATION**

This was written as each Phase was completed – Phase 1 was completed 24 August 2016, Phase 2 on 07 November 2016, and Phase 3 on 10 April 2017. Each “chapter” includes a phase summary and an appendix (as applicable).

**Option #1: Civic Square**



**Option #2: Village**



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Phase 1

# DISCOVERY







# Phase 1 **DISCOVERY**

24 August 2016



## **PHASE 1 SUMMARY**

In June 2016, the Town of Addison (Town) hired planning and design consultant Gensler to study an area generally south of Belt Line Road and west of Inwood Road, and to make recommendations as to how to enhance and improve the area.

The issue generally surrounded the Town's concerns about the Inwood Road retail corridor, which has been challenged by many vacant and under-utilized parcels. As this is the southern gateway into Addison, the Town was naturally interested in improving this area.

The development of Inwood Road as a retail corridor can be traced to 1975 when Town leaders realized Addison had the potential to develop a district for alcohol sales (wine, beer, and distilled spirits), due to the fact that this part of the Town was surrounded by "dry" areas (portions of cities and precincts that prohibit alcohol and liquor sales). Inwood Road was selected for creation of the "Addison Beverage Center", resulting in the development of numerous liquor and package goods stores. A local option election was held and Addison voters approved the initiative. While the Addison Beverage Center thrived for a time, surrounding cities eventually passed local options to also allow liquor sales. One by one, liquor stores left the Addison Beverage Center, leaving only a few retailers in the district.

In 2016, the Inwood Road corridor is a combination of light industrial uses (Tuesday Morning distribution center), self-storage mini-warehouses, an indoor soccer center, a small collection of retailers, and many vacant properties. The Town asked Gensler to not only look at the Inwood Road corridor, but also to consider how to enhance and revitalize areas to the west – along Beltwood Parkway and Beltway Drive, generally as far as the Town southern limit.

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- The potential for a new civic-oriented use (perhaps a location for a future new Town Hall);
- Improved east/west access;
- Building upon the success of "Restaurant Row" by extending it further south of Belt Line Road; and,
- Creation of an environment unique to Addison, which also generates revenue for the Town.

The specific findings of Phase 1 are presented in this Summary Report.

## TASK 1.1 – PROJECT KICK-OFF

The project officially began with a meeting on 06 July 2016 with Town staff and Gensler. This meeting fostered a discussion on the mechanics of the project, including the Project Calendar, dates of key meetings, and technical information to be provided by the Town. The following information was received after the meeting:

- Various GIS (geographic information system) files relating to different aspect of Town services, including aerial photography, roadways, zoning districts, water lines, sanitary sewer lines, storm drainage facilities, and airport noise contours. This information was utilized to develop the Study Area base map and a series of analysis maps; and,
- Copies of previous studies and planning reports including a 2006 study to redevelop Belt Line Road, a

2013 study that reviewed several areas of the Town, and the 2013 Addison Comprehensive Plan. Since the Town was concurrently in the process of updating its Master Transportation Plan (MTP), Gensler also received copies of the MTP presentations and agreed to attend MTP public workshops for informational purposes.

An important item that arose from this meeting was what the Town would consider a metric of success for the Study. Town staff told Gensler that the final plan would be based on its revenue-generating potential and that it be an achievable plan (not “pie-in-the-sky”). The Town considers the Inwood Road development to be “not working” and wants a new strategy.

## TASK 1.2 – REVIEW PREVIOUS PLANNING DOCUMENTS

The Town gave Gensler three key reports/studies to review that relate to the Inwood Road Enhancement Zone effort.

### “The Blueprint – Belt Line Redevelopment Vision” (RTKL, 2006)

This study looked specifically at the Belt Line Road corridor, a portion of which is within this Study Area. A pertinent recommendation of the 2006 study was the creation of a series of connected districts. The Study Area was generally designated as the *Addison Epicurean District*, using alcohol sales as the springboard for fire foods and compatible developments. Specifically, the 2006 study recommended:

*A center for sales, education and distribution of wine and other beverages, but also a center for fine meats, seafood, fruits, vegetables, fresh breads, cheeses, and flowers. Developed with the feel of a European market or shopping district, where bakers, gourmet shops, and fine food purveyors are located adjacent to the existing liquor stores.*

Such a District is consistent with Gensler’s initial thoughts about the Study Area. Incorporation and evolution of this idea will be a part of the concept development phase.

### “Site Review Design Report for Addison, Texas” (Dialog, 2013)

This was a brief study that looked at three areas within the Town (including the Inwood Road Corridor) and made the following observations:

- The Inwood Road Corridor has “*good access and exposure*”. This continues to be true, although the observed traffic counts have not greatly increased. In all, 15,138 vehicles travel this portion of Inwood Road every day – up 5% from 2013. But it is still less than one-third of the daily traffic on Belt Line Road (47,983 vehicles per day) – the area’s major roadway;
- A challenge is the presence of the railroad tracks on the east side of Inwood Road – “*Inwood Road is single-loaded and struggles for vitality*”;
- It noted that “*there is an overall theme of wedding, entertainment, and liquor sales to the tenancies*”. In 2016, many of those businesses have left or are underperforming and there is little of the entertainment aspect left in the Corridor, and wedding-oriented businesses are small in number;
- It noted that “*the site backs onto another jurisdiction, so there are constraints both to the west and east*”. This would require inter-agency cooperation for any cross-municipal project; and,
- Dialog noted that “*the site requires attention, as its continued erosion of vitality will begin to attract crime*”. Gensler reviewed no crime statistics that validate Dialog’s observation. But from an intrinsic level, there appears to be a reasonable correlation between the number of vacant buildings, accessibility, and the potential for criminal activity.



Dialog offered the following six recommendations for development along the Inwood Road Corridor:

- **Incubator** – There appears to be sufficient land and access to accommodate incubator businesses, under the appropriate guidance;
- **Micro-Retail/Office** – Use existing vacant spaces for micro-retail/office (150 to 350 sf) for start-up stores and small businesses in order to create sufficient traffic to sustain the retail and eventually expand upon it;
- **Magnet** – Attract an “anchor” tenant and compatible businesses to attract similar clientele. Change the existing zoning to allow for unique mixes of use (street-level uses retail incubators with upper-level offices);
- **Office** – Long-term, the site is best suited to office development when the market reaches a threshold for development;
- **Food** – This can be a catalyst for redevelopment, such as a street-level property for food vendors and/or restaurants, then build on success for other uses; and,
- **Creatives** – There is the potential for an artist/creative enclave with unique historic signage that fosters vibrancy and activity. This may be accommodated with a simple building artist work-spaces and even retail spaces and galleries.

At 14 pages, the 2013 Dialog report reviewed by Gensler lacks the expected depth and supporting information. However, from an intrinsic and observational perspective, many of Dialog’s observations and recommendations may remain valid and be worthy of consideration.

### “Town of Addison Comprehensive Plan” (Town of Addison, 2013)

Like most Texas communities, the Town prepares a Comprehensive Plan as a means of guiding its future development – as the Plan itself said “*what it wants to be as it grows up*”. And since no plan can accurately predict the future, comprehensive plans are updated on a regular basis as a means of reassessing the previous goals and objectives and, if necessary, setting new ones as a mid-course correction.

There is no prescribed timeline for developing a comprehensive plan. For many cities, they elect to update their Plans every 10 years or so (or as little as every 5 years if there is a lot of development activity). At 3 years old, the *2013 Addison Comprehensive Plan* would be considered a valid and applicable part of the Town’s development tools.

The *2013 Addison Comprehensive Plan* reiterated the importance of “*The Addison Way*” – pursuing excellence

that permeates all facets of life in Addison. It is a common commitment to doing everything as well as possible. In accordance with “*The Addison Way*”, the Plan proposed seven attributes of success:

- Competitive;
- Safe;
- Functional;
- Visually appealing;
- Supported with amenities;
- Environmentally responsible; and,
- Walkable.

By those seven metrics alone, it would be difficult to describe the Inwood Road Corridor as being completely in accordance with “*The Addison Way*”. That is not a wholly unexpected characterization, since this study was commissioned to address perceived challenges in this general area.

While the 2013 Plan is quite lengthy and detailed, there were seven specific goals that could also be applied to the Study Area. All of the following goals are in line with the goal of improving and enhancing the Study Area and all were quoted directly from the 2013 Plan:

- **Retail** – Explore methods to revitalize Addison’s retail offerings in spots that may be tired, dated, or past their useful life;
- **Office** – Office buildings are a valuable asset for the Town;
- **Commercial/Industrial** – Maintain the Town’s existing commercial and industrial neighborhoods through Code Enforcement;
- **Mixed-Use** – Support Addison’s mixed-use developments through maintenance of public spaces and programming to keep the spaces vibrant, and consider additional mixed use developments as older areas of the Town become ripe for redevelopment;
- **Public Realm** – Maintain the Town’s standard of excellence in all its parks, trails, and public open spaces, and where possible, improve the quality, quantity, and connectivity of parks and trails while maintaining effective stewardship of land and water resources;
- **Public Art** – Incorporate public art into the community in a way that is strategic, selective, and impactful; and,
- **Utilities** – Addison should continue to make the necessary investments to keep its utilities in their current excellent condition.

The 2013 Addison Comprehensive Plan sets the appropriate tone and direction for the future development of the Study Area.

## TASK 1.3 – BASE MAPPING & DATA; AND, TASK 1.4 – EXISTING DATA COLLECTION

These two Tasks are group together, since they overlap greatly and were essentially performed concurrently.

### BASE MAP

The first effort was to develop the base map for the Study Area, along with showing the limits of the project. Using the information provided by the Town in Task 1.1, the Base Map was prepared (see Figure 1-1, page 1-6).

The Study Area is defined, generally, by Belt Line Road (to the north), Inwood Road (to the east), Beltway Drive (to the west), and the Town’s southern corporate limit.

For all practical purposes, the Study Area is 100% developed, even though some of these areas are currently unoccupied or may be under-utilized.

### LAND USE

At 59.4 acres (approximately), the Study Area is essentially 100% developed and divided into two land-uses – Retail located along the Belt Line Road and Inwood Road corridors; and Office/Light Industrial (warehousing, distribution, and light assembly) in the remaining portions of the Study Area interior (south of Belt Line Road and west of Inwood Road). The Land Use Map is shown in Figure 1-2 (page 1-7).

Most of the existing developments are low-scale – 1 to 2 stories – with the exception of an office building at Belt Line Road. A unique structure is an air-supported dome that is part of the Inwood Soccer Center (along Inwood Road).

### ZONING

The Study Area is currently zoned with four zoning districts:

- **Local Retail (LR District)** – The LR District allows retail and dining uses, primarily along the Belt Line Road and Inwood Road corridors. These uses span the generally expected collection of various retail outlets – from antique shops to dance studios to restaurants and more;
- **Commercial-1 (C-1 District)** – The C-1 District is considered to be “light commercial” and is located primarily south of Belt Line Road. It includes current uses such as The Attic (mini-warehouse storage), and multi-tenant office buildings along Beltway Drive. Allowed uses are similar to the LR District, with the addition of more service-oriented business and offices;

- **Commercial-2 (C-2 District)** – The C-2 District is slightly more intense than C-1, allowing for more intense uses such as paint shops, dyeing plants, and other “heavy commercial”. C-2 Districts are located south of Belt Line Road, on either side of East Beltwood Parkway. A current legal non-conforming use in the C-2 District is Empire Exotic Motors – a seller of high-end used cars and trucks. The C-2 District also allows for adult-oriented businesses, although none are known to be within the Study Area; and,
- **Industrial-1 (I-1 District)** – The I-1 District is predominantly for manufacturing and industrial operations (including warehousing and distribution). The only application of the I-1 District in the Study Area is the existing Tuesday Morning warehouse complex along Inwood Road.

The Zoning Map is shown in Figure 1-3 (page 1-8). Full descriptions of the four zoning districts are shown in Figure 1-4 (pages 1-9 and 1-10).

### WATER SERVICE

Since the Study Area is essentially 100% developed, it is not surprising to see that the area is also served almost completely by water transmission lines. Water service is provided to every parcel within the Study Area. The Water Map is shown in Figure 1-5 (page 1-11).

### SANITARY SEWER SERVICE

As with municipal water, the Study Area is served completely by sanitary sewer collection lines. Sanitary sewer service is provided to every parcel within the Study Area. The Sanitary Sewer Map is shown in Figure 1-6 (page 1-12).

### STORM DRAINAGE SERVICE

As with water and sanitary sewer (above), the Study Area is served by existing storm drainage facilities. The Storm Drainage Facilities Map is shown in Figure 1-7 (page 1-13).

### NOISE CONTOURS

The Study Area is within the approach/departure path of Addison Airport. As such, it is subjected to a certain degree of aviation-related noise. As part of the agreement with the Federal Aviation Administration (FAA), a special study was prepared (a Part 150 Study) to determine projected aviation-related noise. These noise contours (see Figure 8, page xx) are actually a projection of average noise per day – referred

to as Ldn (or DNL) contours – short for average day/night noise levels. A computer model averages the noise associated with all aircraft activity (based on aircraft type, number of flights per day, etc.), rather than show actual individual noise events (called “single-event levels”, or SEL’s).

The Part 150 Study identifies areas within certain thresholds, such as 70 Ldn and higher, 65-70 Ldn, etc. In conformance with FAA standards, residential uses are considered incompatible with Ldn contours at 65 and above. Noise contours of 65 and above cover practically the entire Study Area – therefore, no residential uses would be permitted under any current FAA requirements and the Town’s zoning ordinances for the Study Area reflect this requirement.

Other than residential, a wide range of land uses are permitted within the Addison Airport noise contours and there are relatively few restrictions other than that land uses may not interfere with aviation operations (such as building height, glare, etc.). The most current noise contours for Addison Airport within the Study Area are shown on Figure 1-8 (page 1-14).

**PARCEL OWNERSHIP**

Information relating to property ownership was gathered from the Dallas Central Appraisal District (DCAD) website. This is publicly-available information and was gathered in July 2016. It is possible that as a result of recent transactions or sales, that some new ownership data had not yet been recorded on the DCAD site. The DCAD data is presumed to be accurate as of July 2016 unless other information is made available.

Based on existing DCAD data, the Study Area is comprised of 29 individual parcels owned by 24 different owners. (Without researching specific ownership, it is possible that the same person/company may own several parcels under separate names.) Suffice to say, ownership is appears to be equally divided throughout the Study Area.

Most owners (20 of 24) show a business addresses outside of Addison, with a few outside the State of Texas. Only 4 owners showed their business address in Addison. Of course, it is possible that some of the “non-Addison” parcels may be owned by persons/businesses whose residence is within

Addison. Regardless, property owners of these parcels enjoy the same property rights as any Addison property owner irrespective of home residency.

The parcel map and list of parcel owners is presented in Figure 1-9 (page 1-15).

**TRAFFIC COUNTS**

As a part of the Master Transportation Plan, the Town’s transportation consultants have prepared current traffic counts for all of Addison. Within the Study Area, four locations are shown with updated 2016 traffic counts (expressed as “vehicles per day” or VPD):

**Belt Line Road** (Beltway Drive to Addison Road):  
 24,258 VPD .....Eastbound  
 23,725 VPD .....Westbound  


---

**47,983 VPD..... Total** (3% increase from 2013)

**Inwood Road** (south of Belt Line Road):  
 7,644 VPD .....Northbound  
 7,494 VPD .....Southbound  


---

**15,138 VPD..... Total** (5% increase from 2013)

**Beltwood Parkway** (south of Belt Line Road):  
 1,125 VPD .....Northbound  
 1,269 VPD .....Southbound  


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**2,394 VPD..... Total** (5% decrease from 2013)

**Beltway Drive** (south of Belt Line Road):  
 1,293 VPD .....Northbound  
 1,101 VPD .....Southbound  


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**2,394 VPD..... Total** (6% decrease from 2013)

**TRANSIT SERVICE**

Addison is a member-city of the Dallas Area Rapid Transit (DART) system but is currently served by only bus transit service. In the Study Area, DART Route 400 provides access, with stops along Belt Line Road but not technically within the Study Area – the nearest stops are immediately west of Beltway Drive and east of Inwood Road.

A second DART route – Route 488 – also travels along Belt Line Road but provides no stops within the Study Area.

Figure 1-1 – Study Area Base Map

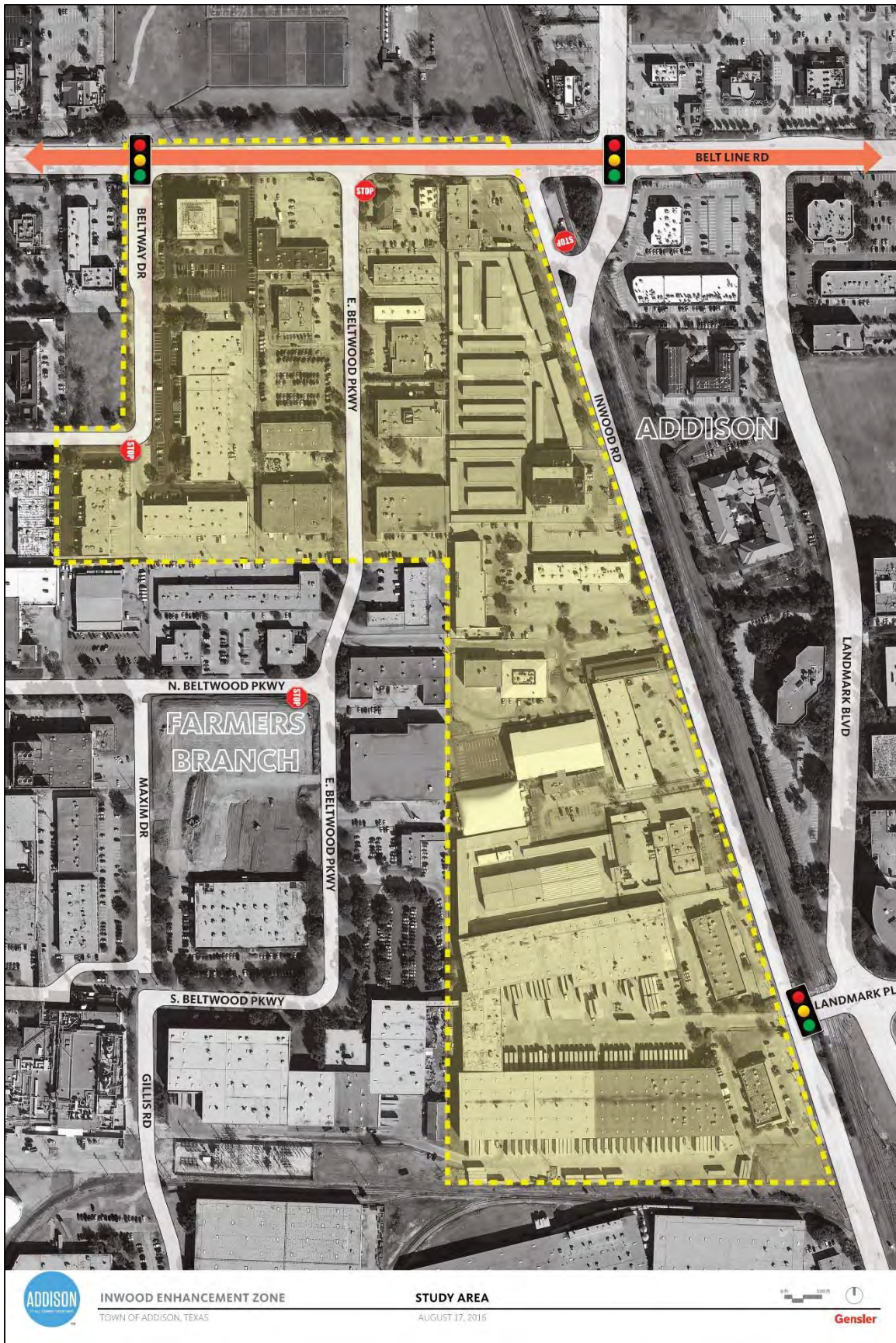


Figure 1-2 – Study Area Land Use

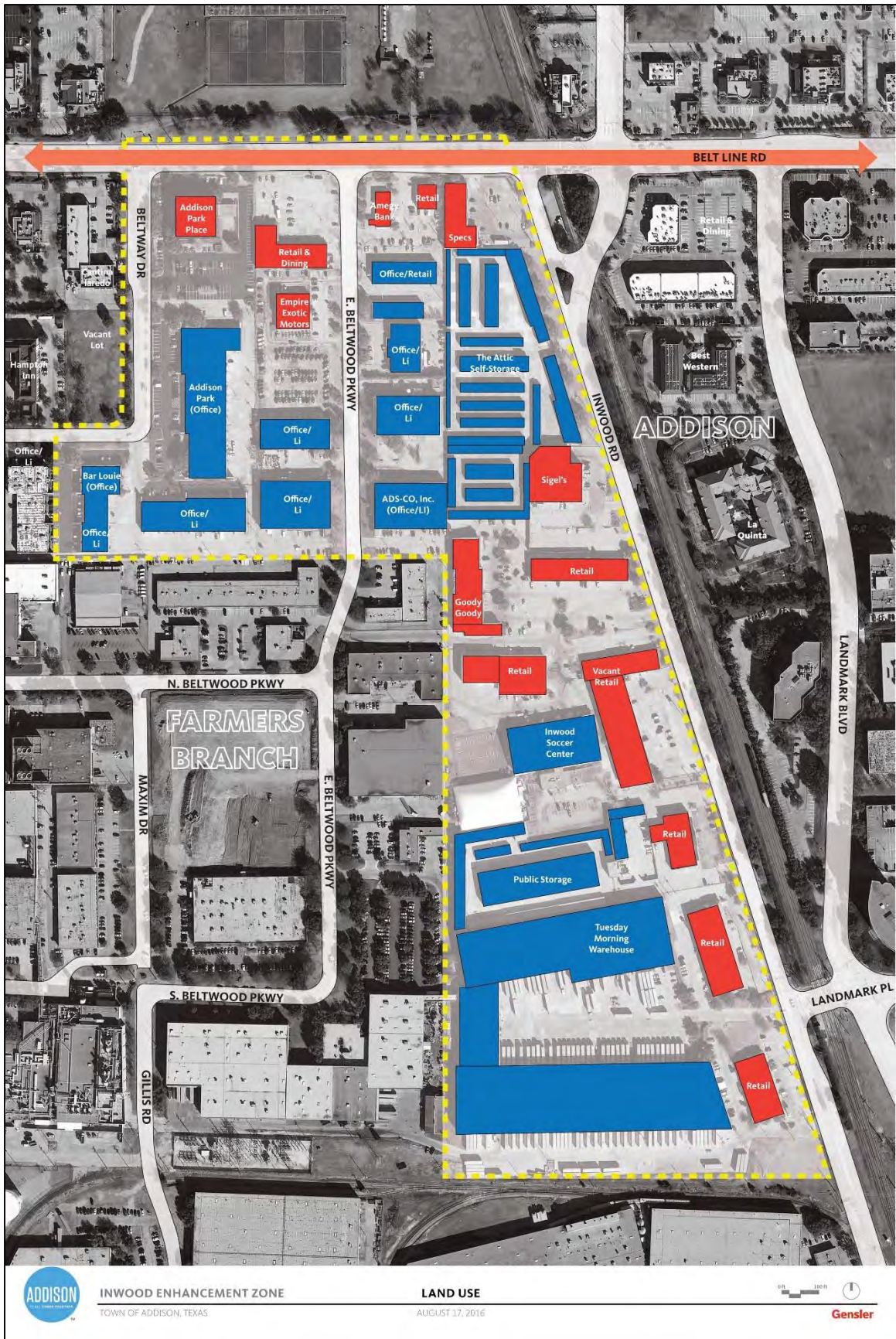
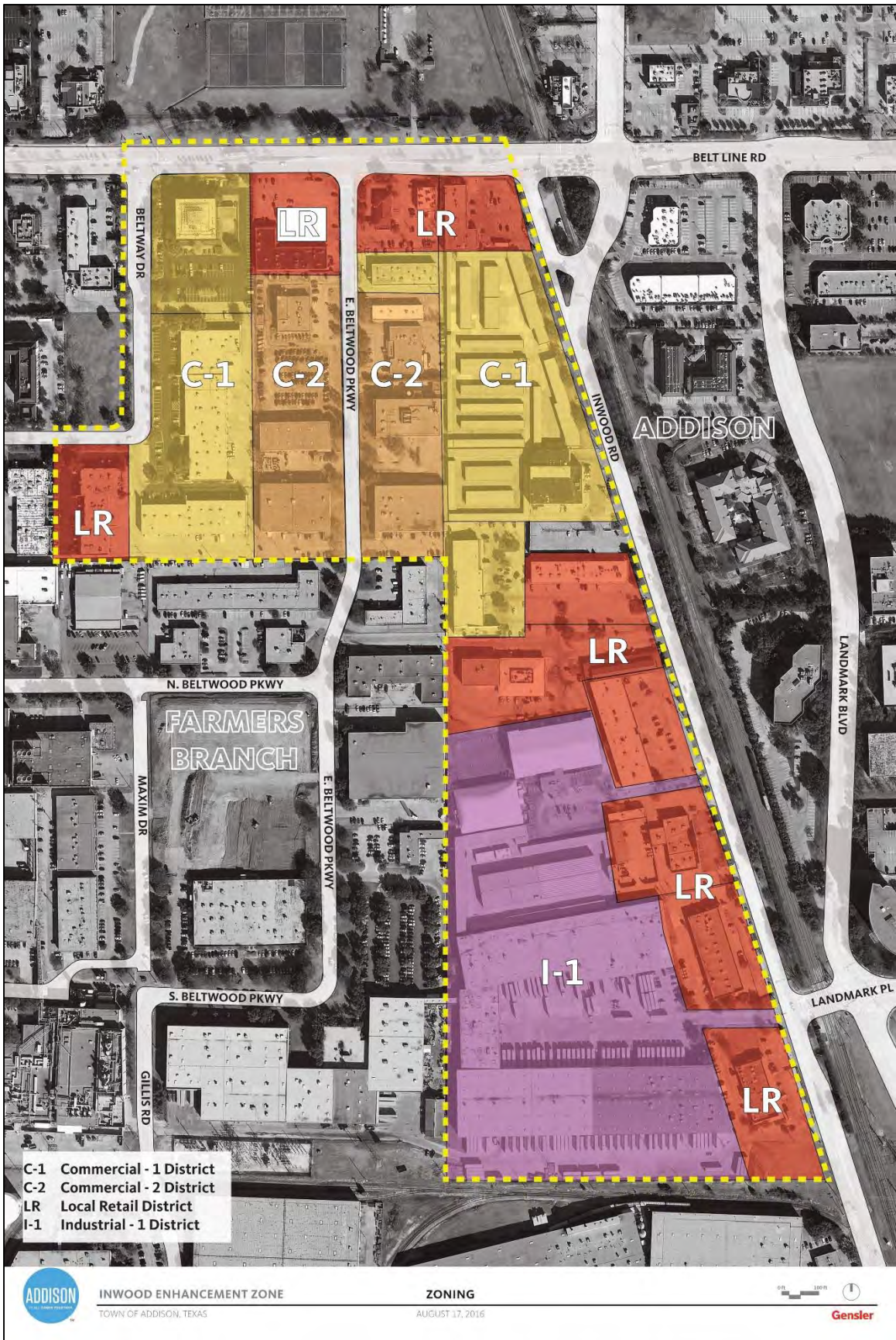


Figure 1-3 – Study Area Zoning



**Figure 1-4 – Zoning District Permitted Uses**

<b>Local Retail (LR)</b>	
<ul style="list-style-type: none"> <li>▪ Antique shop</li> <li>▪ Aquarium</li> <li>▪ Art gallery</li> <li>▪ Auto seat covers, covering</li> <li>▪ Baker, retail sales only</li> <li>▪ Bank, office, wholesale sales office or sample room</li> <li>▪ Barber and beauty shop</li> <li>▪ Bird and pet shops, retail</li> <li>▪ Book or stationery store</li> <li>▪ Camera shop</li> <li>▪ Candy, cigars and tobaccos, retail sales only</li> <li>▪ Caterer and wedding service, offices only</li> <li>▪ Cleaning, dyeing and laundry pick-up station for receiving and delivery of articles to be cleaned, dyed and laundered, but no actual work to be done on premises</li> <li>▪ Cleaning and pressing shops, having an area of not more than 6,000 square feet</li> <li>▪ Department store, novelty or variety shop, retail sales</li> <li>▪ Drug store, retail sales</li> <li>▪ Electrical goods, retail sales</li> <li>▪ Electrical repairing; domestic equipment and retail sales</li> <li>▪ Exterminating company, retail</li> <li>▪ Film developing and printing</li> <li>▪ Fix-it shops, bicycle repairs, saw filing, lawn mower sharpening, retail only, but without outside storage</li> <li>▪ Florist, retail sales only</li> <li>▪ Furniture repairs and upholstering, retail sales only, and where all storage and display is within the building</li> <li>▪ Frozen food lockers, retail</li> <li>▪ Grocery store, retail sales only</li> <li>▪ Hardware, sporting goods, toys, paints, wallpaper, clothing, retail sales only</li> </ul>	<ul style="list-style-type: none"> <li>▪ Household &amp; office furniture, furnishings and appliances, retail</li> <li>▪ Ice delivery station</li> <li>▪ Job printing</li> <li>▪ Jewelry, optical goods, photographic supplies, retail sales only</li> <li>▪ Library, rental</li> <li>▪ Meat market, retail sales only</li> <li>▪ Mortuary</li> <li>▪ Office building</li> <li>▪ Parking lot without public garage or automobile facilities for the parking of passenger cars and trucks of less than one ton capacity only</li> <li>▪ Photographers or artist's studio</li> <li>▪ Professional offices for architect, attorney, engineer or real estate</li> <li>▪ Public garage, parking, no repairs</li> <li>▪ Piano and musical instruments, retail sales only</li> <li>▪ Plumbing shop, retail sales only, without warehouse facilities (to include storage for ordinary repairs, but not storage for materials for contracting work)</li> <li>▪ Retail store or shop for custom work or the making of articles to be sold for retail on the premises</li> <li>▪ Seamstress, dressmaker, or tailor</li> <li>▪ Seed store</li> <li>▪ Shoe repair shop, retail sales only</li> <li>▪ Studio for the display and sale of glass, china, art objects, cloth and draperies</li> <li>▪ Studios, dance, music, drama, health, and reducing</li> <li>▪ Taxi stand</li> <li>▪ Washateria, equipped with automatic washing machines of the type customarily found in a home and where the customers may personally supervise the washing and handling of their laundry</li> <li>▪ Wearing apparel, including clothing, shoes, hats, millinery and accessories</li> </ul>
<b>Commercial-1 (C-1)</b>	
<ul style="list-style-type: none"> <li>▪ Antique shop</li> <li>▪ Aquarium</li> <li>▪ Art gallery</li> <li>▪ Bakery</li> <li>▪ Bank, office, wholesale sales office or sample room</li> <li>▪ Barber and beauty shop</li> <li>▪ Bird and pet shops</li> <li>▪ Book or stationery store</li> <li>▪ Camera shop</li> <li>▪ Candy, cigars and tobaccos</li> <li>▪ Caterer and wedding service</li> <li>▪ Cleaning and pressing shops having an area of not more than 6,000 square feet</li> <li>▪ Drug store</li> <li>▪ Electrical lighting fixtures and supplies for consumer use</li> <li>▪ Exterminating company</li> <li>▪ Film developing and printing</li> <li>▪ Fix-it shops, bicycle repairs, saw filing, lawn mower sharpening</li> <li>▪ Florist</li> <li>▪ Furniture repairs and upholstering</li> <li>▪ Frozen food lockers</li> <li>▪ Gallery, for the display and sale of artworks</li> <li>▪ General services shops for maids, tax preparers, bookkeeping</li> <li>▪ Grocery store</li> <li>▪ Hardware, sporting goods, toys, paints, wallpaper, clothing</li> <li>▪ Health club, public or private</li> <li>▪ Household and office furniture, furnishings and appliances</li> <li>▪ Jewelry, optical goods, photographic supplies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Laundromat, equipped with automatic washing machines of the type customarily found in a home and where the customers may personally supervise the washing and handling of their laundry</li> <li>▪ Meat market</li> <li>▪ Medical and dental offices</li> <li>▪ Mortuary</li> <li>▪ Novelty or variety store</li> <li>▪ Office building</li> <li>▪ Office/service/showroom, the office/showroom component is limited to a facility for the regular transaction of business and for the display of uncontainerized merchandise in a finished building setting, and the service component of this use is limited to not more than 75 percent of the floor area of the use</li> <li>▪ Photographers or artist's studio</li> <li>▪ Piano and musical instrument</li> <li>▪ Plumbing shop, without warehouse facilities (to include storage for ordinary repairs, but not storage for materials for contracting work)</li> <li>▪ Public garage, parking no repairs</li> <li>▪ Retail shop for custom work or the making of articles to be sold for retail on the premises</li> <li>▪ Seamstress, dressmaker or tailor</li> <li>▪ Shoe repair shop</li> <li>▪ Studio for the display and sale of glass, china, sculpture, art objects, cloth and draperies</li> <li>▪ Studios, dance, music, drama, health, and reducing</li> <li>▪ Video equipment and cassettes, sales and rental</li> <li>▪ Wearing apparel, including clothing, shoes, hats, millinery, and accessories</li> </ul>

**Figure 1-4 – Zoning District Permitted Uses (continued)**

Commercial-2 (C-2)	
<ul style="list-style-type: none"> <li>▪ Ambulance service</li> <li>▪ Antique shop</li> <li>▪ Aquarium</li> <li>▪ Art gallery</li> <li>▪ Auto laundry</li> <li>▪ Bakery</li> <li>▪ Bank, office, wholesale sales office or sample room</li> <li>▪ Barber and beauty shop</li> <li>▪ Bird and pet shops</li> <li>▪ Book or stationery store</li> <li>▪ Bus or truck terminal</li> <li>▪ Camera shop</li> <li>▪ Candy, cigars and tobaccos</li> <li>▪ Caterer and wedding service</li> <li>▪ Cleaning and pressing shops having an area of not more than 6,000 square feet</li> <li>▪ Commercial laundry and cleaning plants</li> <li>▪ Drug store</li> <li>▪ Dyeing plant</li> <li>▪ Electrical lighting fixtures and supplies for consumer use</li> <li>▪ Exterminating company</li> <li>▪ Film developing and printing</li> <li>▪ Fix-it shops, bicycle repairs, saw filing, lawn mower sharpening</li> <li>▪ Florist</li> <li>▪ Frozen food lockers</li> <li>▪ Furniture repairs and upholstery</li> <li>▪ Gallery, for the display and sale of artworks</li> <li>▪ General services shops for maids, tax preparers, bookkeeping</li> <li>▪ Grocery store</li> <li>▪ Hardware, sporting goods, toys, paints, wallpaper, clothing</li> <li>▪ Health club, public or private</li> <li>▪ Household and office furniture, furnishings &amp; appliances</li> <li>▪ Jewelry, optical goods, photographic supplies</li> <li>▪ Laundromat, equipped with automatic washing machines of the type customarily found in a home and where the customers may personally supervise the washing and handling of their laundry</li> </ul>	<ul style="list-style-type: none"> <li>▪ Machine shop</li> <li>▪ Meat market</li> <li>▪ Medical and dental offices</li> <li>▪ Mortuary</li> <li>▪ News printing and publishing</li> <li>▪ Novelty or variety store</li> <li>▪ Office building</li> <li>▪ Office/service/showroom, the office/showroom component is limited to a facility for the regular transaction of business and for the display of uncontainerized merchandise in a finished building setting, and the service component of this use is limited to not more than 75 percent of the floor area of the use.</li> <li>▪ Paint shop</li> <li>▪ Pawn shop</li> <li>▪ Photographers or artist's studio</li> <li>▪ Piano and musical instruments</li> <li>▪ Plumbing shop, without warehouse facilities (to include storage for ordinary repairs, but not storage for materials for contracting work)</li> <li>▪ Public garage, parking no repairs</li> <li>▪ Retail shop for custom work or the making of articles to be sold for retail on the premises</li> <li>▪ Sales and installation of automotive tires</li> <li>▪ Sales and installation of automotive batteries</li> <li>▪ Seamstress, dressmaker or tailor</li> <li>▪ Shoe repair shop</li> <li>▪ Studio for the display and sale of glass, china, sculpture, art objects, cloth and draperies</li> <li>▪ Studios, dance, music, drama, health, and reducing</li> <li>▪ Sexually oriented business</li> <li>▪ Upholstery shops</li> <li>▪ Video equipment and cassettes, sales and rental</li> <li>▪ Wearing apparel, including clothing, shoes, hats, millinery, and accessories</li> </ul>
Industrial-1 (I-1)	
<p>No land shall be used and no building shall be erected for or converted to any use other than legal <b>Manufacturing</b> and <b>Industrial Plant Operations</b> including all uses permitted in the Commercial Districts. The following uses are <b>NOT</b> permitted:</p> <ul style="list-style-type: none"> <li>▪ Acetylene gas manufacture or gas storage</li> <li>▪ Airplane motor shops or motor test blocks</li> <li>▪ Airports</li> <li>▪ Animal fertilizer factories</li> <li>▪ Batching plant</li> <li>▪ Manufacture or storage of gun powder, fireworks, or other explosives</li> <li>▪ Foundry</li> <li>▪ Junkyard</li> <li>▪ Pawn shops</li> <li>▪ Production or storage of garbage, dead animals or refuse</li> <li>▪ Sexually-oriented businesses</li> <li>▪ Slaughterhouses</li> <li>▪ Smelter</li> <li>▪ Stockyards</li> <li>▪ Used auto parts</li> <li>▪ Or any other use which is obnoxious or offensive by reason of odor, dust, smoke, gas or noise.</li> </ul> <p>No building shall be erected or converted for dwelling purposes; provided, however, that dwelling quarters may be established in connection with any industrial plant for watchmen and caretakers employed on the premises and provided further any existing dwelling within any "I" district</p>	



Figure 1-5 – Study Area Water Service

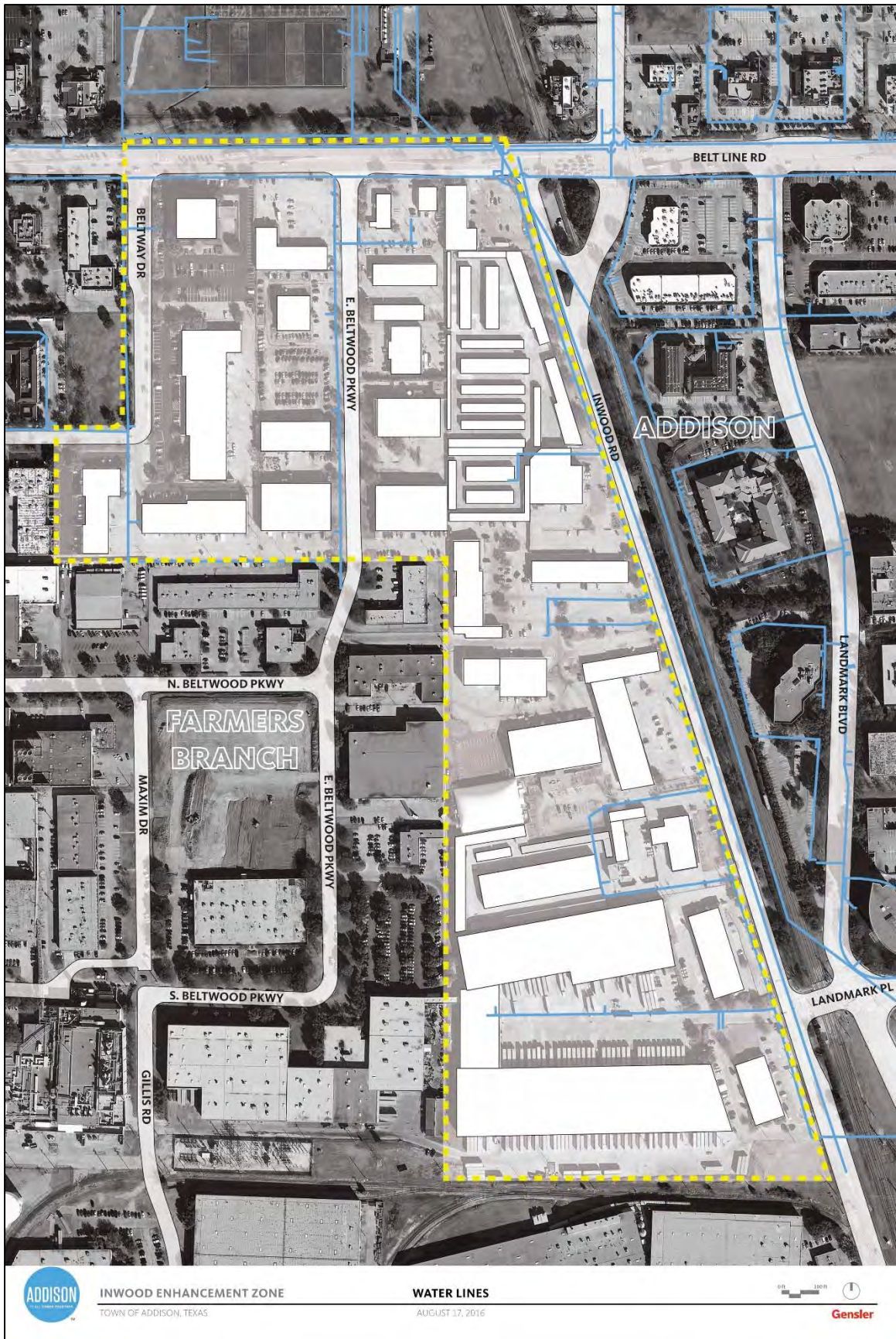


Figure 1-6 – Study Area Sanitary Sewer Service

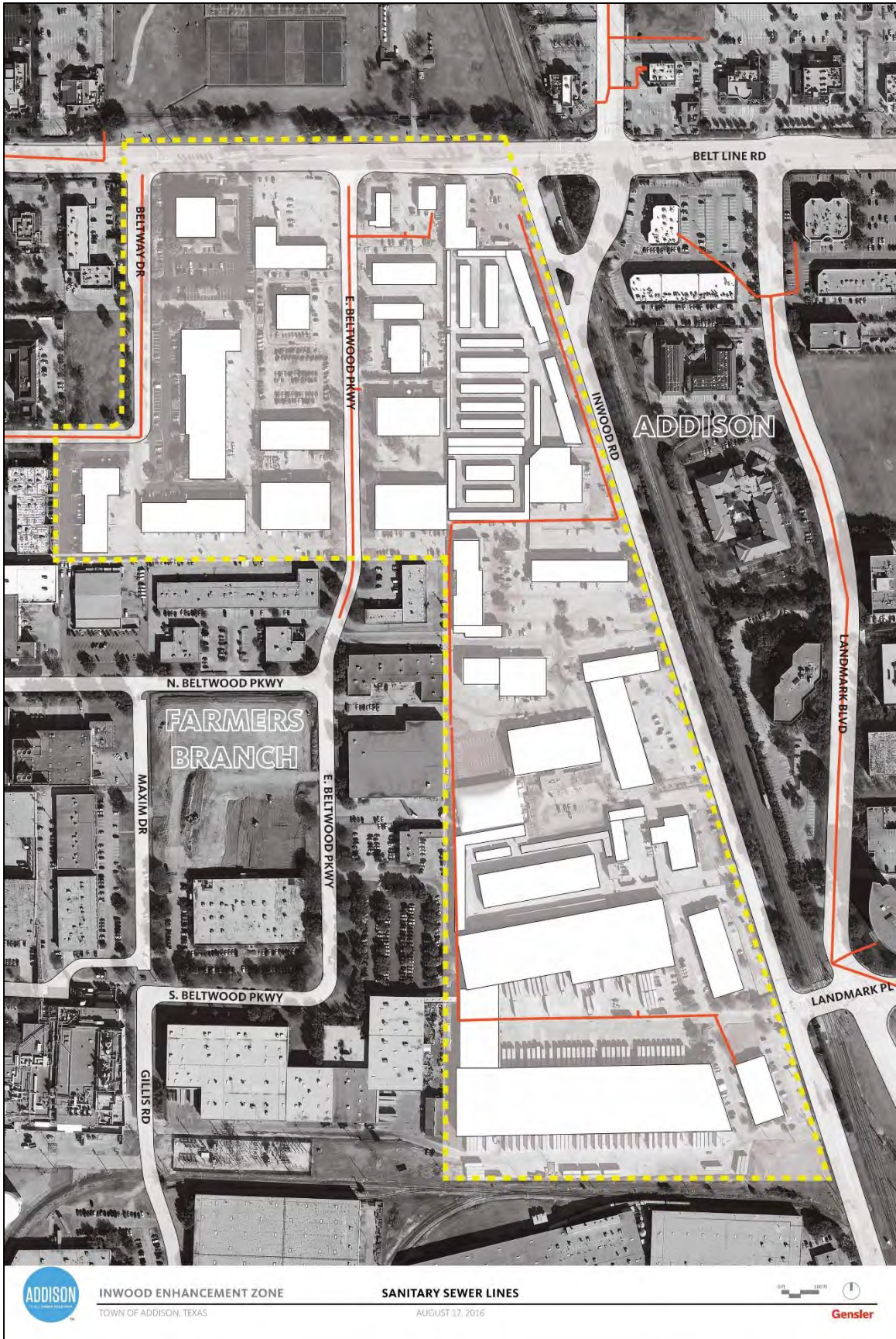


Figure 1-7 – Study Area Storm Drainage Service

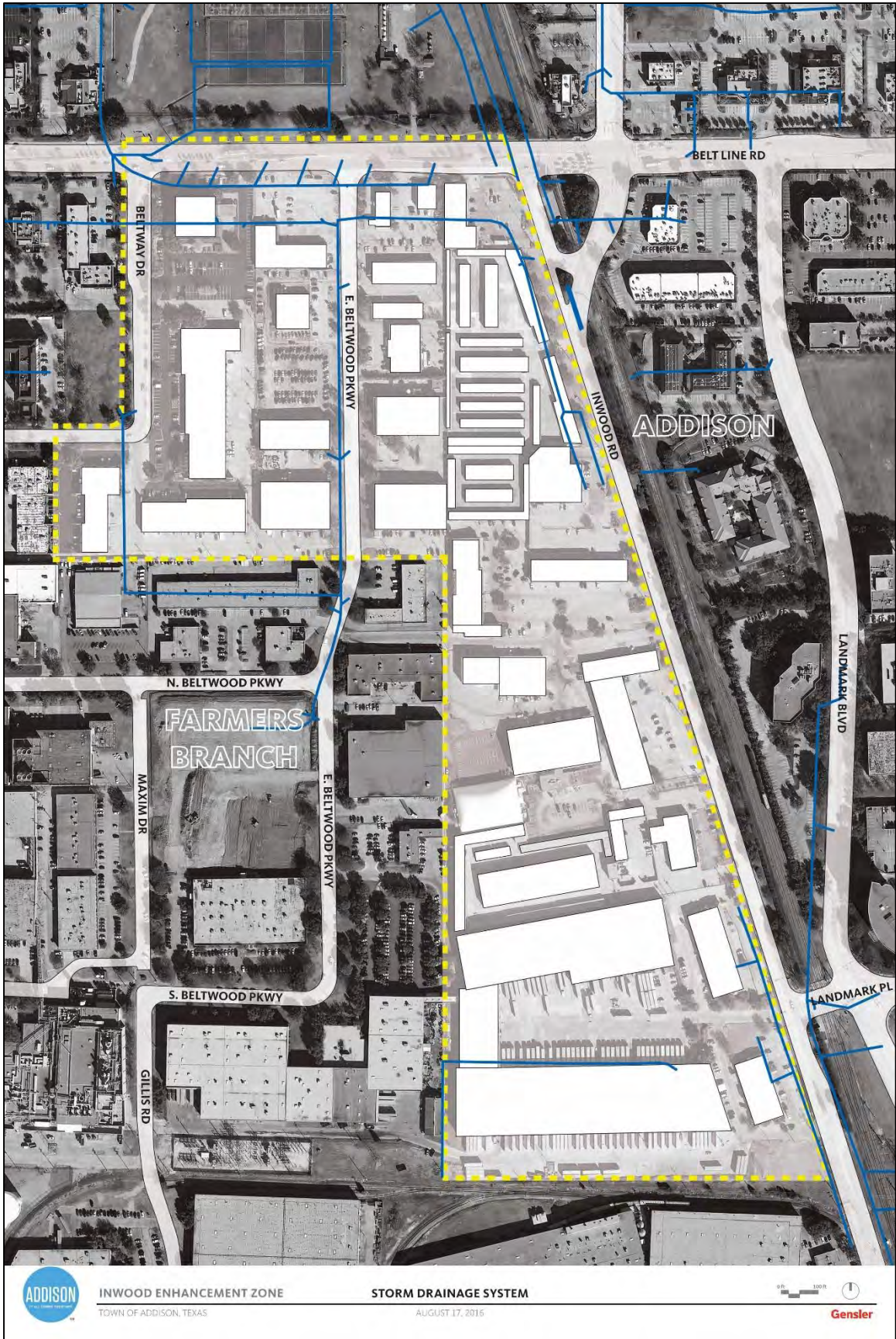


Figure 1-8 – Study Area Noise Contours

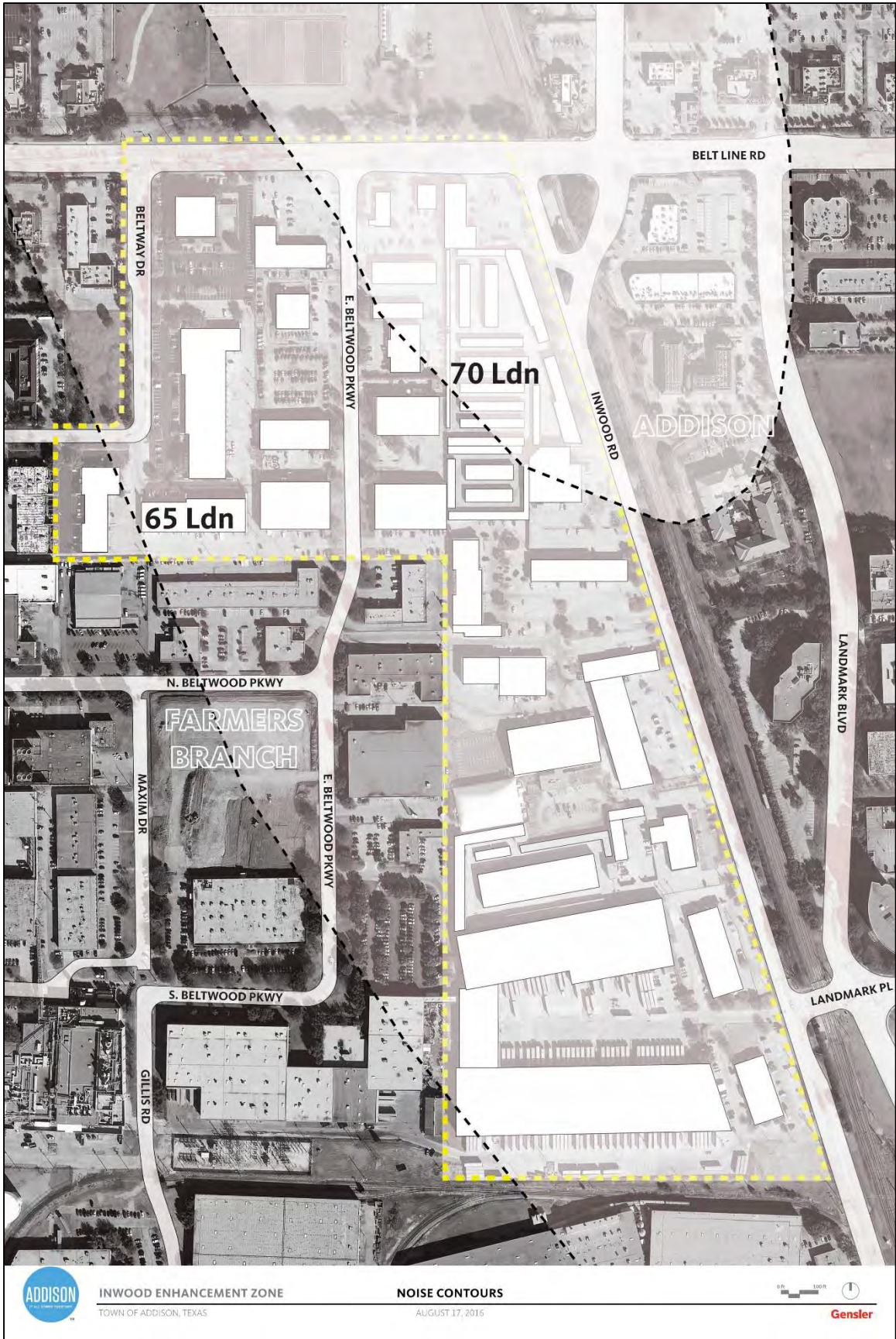
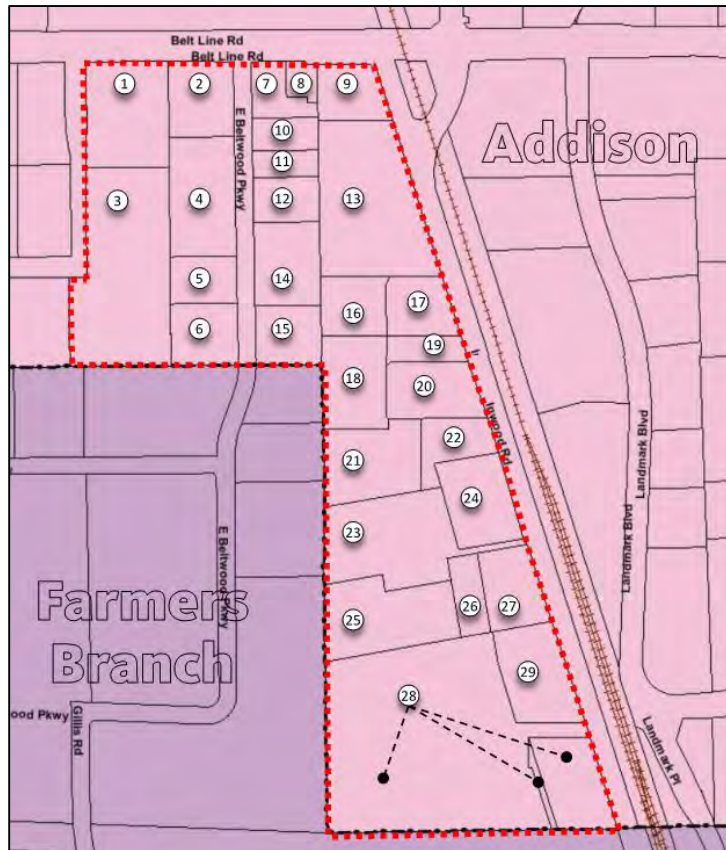


Figure 1-9 – Study Area Parcels



Key #	Parcel Address	Owner
1	4560 Belt Line	Addison Park Ltd
2	4570 Belt Line	AFS Beltline LP
3	15000 Beltway Dr	Addison Park Ltd
4	15051 E. Beltwood Pkwy	Beltwood Partners
5	15015 E. Beltwood Pkwy	Nellie Gerken O'Connell
6	15000 Beltwood Pkwy	Simi Partners LLC
7	4650 Belt Line Road	Amegy Bank
8	4680 Belt Line Road	Granoff Addison Ltd
9	15055 Inwood Road	Big Tex Addison Ltd
10	15080 E. Beltwood Pkwy	15080 E Beltwood Dr LLC
11	15070 E Beltwood Pkwy	Manroorti Hossein Sterling
12	15060 E. Beltwood Pkwy	Billy L. Prewitt Sr.
13	15025 Inwood Rd	Crossman Corp (dba The Attic)
14	15050 E. Beltwood Pkwy	D3 Realty LLC
15	15000 E. Beltwood Pkwy	KNC Capital I LLC
16	15025 Inwood Rd	Crossman Corp (dba The Attic)
17	15003 Inwood Rd	Joe C. Thompson, Jr.
18	14851 Inwood Rd	14851 Inwood Road Partners Ltd.
19	15003 Inwood Rd	Joe C. Thompson, Jr.
20	14885 Inwood Rd	14851 Inwood Road Partners Ltd.
21	14833 Inwood Rd	14851 Inwood Road Partners Ltd.
22	14825 Inwood Rd	Inwood Brothers Ltd
23	14801 Inwood Rd	D Bohrnstedt Inc
24	14803 Inwood Rd	AJ Worldwide Inc.
25	14729 Inwood Rd	Storage Trust Properties LP
26	14735 Inwood Rd	Jo Ann Owen Trust
27	14733 Inwood Rd	Inwood Plaza Addison, LLC
28	14621 Inwood Rd	Tuesday Morning Partners Ltd
29	14639 Inwood Rd	Friday Morning Inc.

**TOTAL VALUE \$35,875,888 (DCAD)**

## TASK 1.5 – EXISTING CONDITION ANALYSIS

In consideration of the Study Area’s existing condition, the following areas were considered:

- Built environment;
- Access;
- Utilities; and,
- Natural environment.

While there are no known challenges to development, the condition of the Study Area varies depending on location.

### BUILT ENVIRONMENT

The Study Area is essentially 100% built. However, the development type, intensity, and quality vary within the Study Area. For the purposes of this report, the Study Area is divided into four corridors, based on the four streets defining the zone:

- **Inwood Road Corridor** – This area represents the largest portion of the Study Area (2,565 LF approximately) and, perhaps, the most challenging. Initially established as the Town’s “beverage center” as an economic development initiative in the 1970s, it has fallen into a state of under-utilization. Many former retail buildings site vacant as a result of losing the competitive advantage is alcohol sales (as surrounding communities voted to go “wet”). The Inwood Corridor is also separated from other developed areas to the east by an existing railroad track and heavy/mature landscaping that prevent any type of pedestrian access. Several buildings in this area have become visually unappealing, due to a combination of vacancy and lack of maintenance. Figure 1-10 (page 17) shows current photos of the Inwood Road Corridor.
- **Belt Line Road Corridor** – This is, arguably, the most visible portion of the Study Area (at approximately 1,067 LF), and perhaps the most recognized. It is an extension of Addison’s “Restaurant Row” – one of the Town’s main economic generating segments. Within the Study Area, the uses are a combination of dining, service-oriented retail, and office. Buildings are generally in good condition, with few vacancies, although parking lots tend to be one of the first characteristics seen by drivers. Figure 1-11 (pages 1-18 and 1-19) shows current photos of the Belt Line Road Corridor.
- **East Beltwood Parkway Corridor** – This is a short roadway (approximately 1,002 LF), perpendicular to

Belt Line Road, which serves numerous smaller offices and light industrial businesses. (It is also curious that although it is called a “parkway”, there is no landscape median, which is normally a design feature of a parkway.) A legal non-conforming use (Empire Exotic Motors) is located along East Beltwood Parkway and is one of the larger single-use parcels in the Corridor. Buildings are generally low-scale and in good condition. Figure 1-12 (page 1-20) shows current photos of the East Beltwood Parkway Corridor.

- **Beltway Drive Corridor** – This is the shortest portion of the Study Area (approximately 891 LF) and does not directly connect to any other Study Area roadway (except Belt Line). Uses are predominantly office and light industrial, with retail/dining and office along Belt Line. Like the neighboring East Beltwood Parkway Corridor, buildings are generally low-scale and in good condition. Figure 1-13 (page 1-21) shows current photos of the Beltway Drive Corridor.

### ACCESS

Vehicular access is primarily along Belt Line Road and Inwood Road. Other than Belt Line Road, there is no east/west access in the Study Area – a problem also noted by the Town’s Master Transportation Plan consultant.

Pedestrian access is extremely limited – the only sidewalk in the Study Area is on Belt Line Road. That sidewalk is narrow, with no separation from the back of the curb, making it very close to the outside eastbound travel lane. The absence of sidewalks (and minimal or no street lighting) along Inwood, Beltwood, and Beltway negatively impact the potential for any pedestrian access within the Study Area.

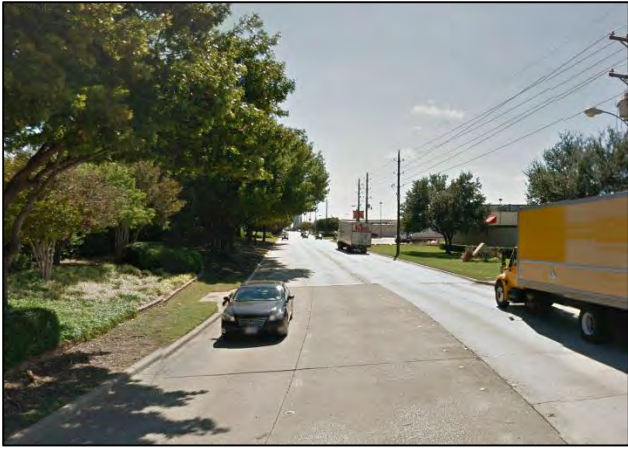
### UTILITIES

As stated previously, existing utility services appear adequate to serve the current level of development in the Study Area. There are no known issues regarding utility service at this time.

### NATURAL ENVIRONMENT

There are no parks or open spaces areas in the Study Area. However, street trees have become mature, with full canopies, providing some shade and visual appeal.

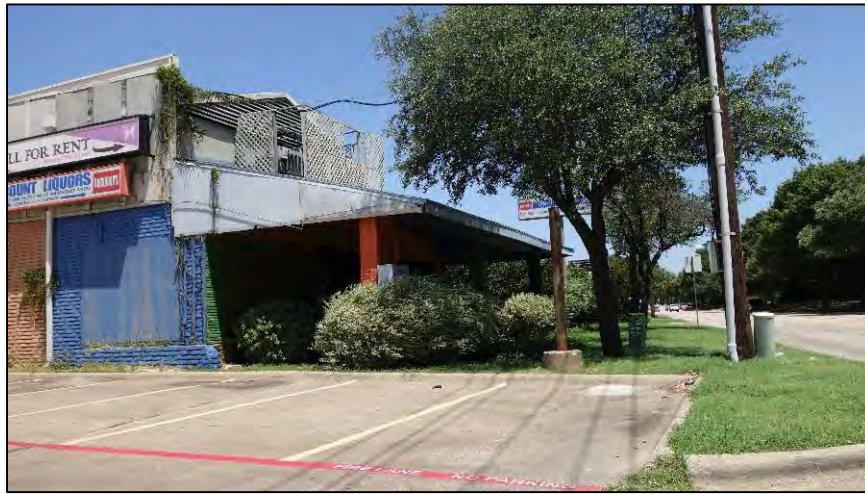
Figure 1-10 – Inwood Road Corridor



*Inwood looking south*



*Inwood looking north*



*Vacant retail*



*Tuesday Morning warehouse complex*

Figure 1-11 – Belt Line Road Corridor



*Belt Line looking west (south side of street)*



*Belt Line looking east (north side of street)*



*Retail along Belt Line*



*Retail signage at Belt Line and Inwood*



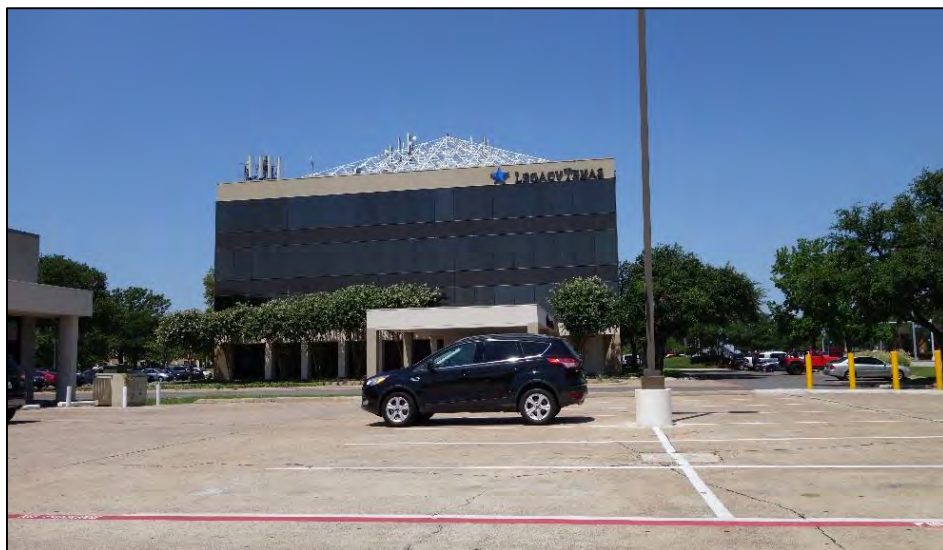
Figure 1-11 – Belt Line Road Corridor (continued)



*Belt Line looking west (north side of street)*



*Retail along Belt Line*



*Retail parking and office building*

Figure 1-12 – East Beltwood Parkway Corridor



*Beltwood looking north*



*Beltwood looking south*



*Multi-tenant retail/office building on Beltwood*



*Office/light industrial building on Beltwood*

**Figure 1-13 – Beltway Drive Corridor**



*Beltway looking north*



*Beltway looking south*



*Bank and office building on Beltway at Belt Line*



*Office building on Beltway*

## TASK 1.6 – PROJECT AREA TOUR

On 03 August 2016 (Wednesday), representatives from the Town of Addison and Gensler jointly toured the Study Area to view areas of interest and concern. Participating in the tour were representatives from the Town and Gensler.

Many of the same concerns noted previously in this report were discussed during the tour, including:

- Lack of east/west access and the challenge in providing new access without impacting existing buildings;
- Condition of vacant retail buildings along Inwood Road;
- Waning retail presence along Inwood Road, with some existing tenants planning to relocate elsewhere;

- Lack of sidewalks, street furniture, and green space;
- Lack of street lighting on Beltway and Beltwood;
- Presence of mature trees and attractive tree canopies;
- Use of the railroad track (east of Inwood Road) for temporary freight train storage (up to approximately one month); and,
- Lack of connectivity between Study Area and offices to the east (Quorum area).

The tour assisted the consultant team in seeing areas of interest and concerns to the Town. There were few significant problems other than what was discussed above.

## TASK 1.7 – OPPORTUNITIES & CONSTRAINTS ANALYSIS

Based on the Study Area’s existing conditions, the following list is offered of opportunities for, and challenges facing, redevelopment of the Study Area.

### OPPORTUNITIES

As evidenced by the near 100% development of the Study Area, the following opportunities are noted:

- There is available infrastructure in place for existing development;
- The Study Area has no topographic issues – it is generally a smooth and level site;
- Although asymmetrically shaped, the entire Study Area is contained within a 5-minute walking radius;
- Belt Line and Inwood Roads provide good regional traffic accessibility and visibility;
- Addison’s existing “Restaurant Row”, coupled with the potential to create other compatible dining and retail destinations, provides a unique opportunity for the Town;
- The strong weekday lunch market from existing businesses within walking distance provides a potential market beyond the Study Area;
- There is also a strong evening dining market draw; and,
- The soccer center has the potential to expand market draw and diversify the Study Area’s economic base.

### CHALLENGES

“Constraints” are also considered as challenges that can be overcome by the future vision for the Study Area:

- There is a very long uninterrupted block between Inwood Road and Landmark Place (2,355 LF);
- The existing noise contours associated with Addison Airport prohibit residential use in the Study Area;
- The single-loaded retail corridors along both Inwood Road and Belt Line Road (in the Study Area) make creation of a viable retail area more difficult;
- The rail line parallel to Inwood Road limits connectivity east to other offices and hotels;
- Other than Belt Line Road, there is limited east/west access between Midway Road and Inwood Road;
- The narrow sidewalks along Belt Line Road (and absence of sidewalks elsewhere in the Study Area) inhibit pedestrian use;
- Limited street lighting in interior blocks create a dark and potentially unsafe nighttime environment; and,
- The number of existing vacant retail spaces (predominantly along Inwood Road) inhibit the attraction of new retail tenants.

## TASK 1.8 – GENERAL MARKET ANALYSIS

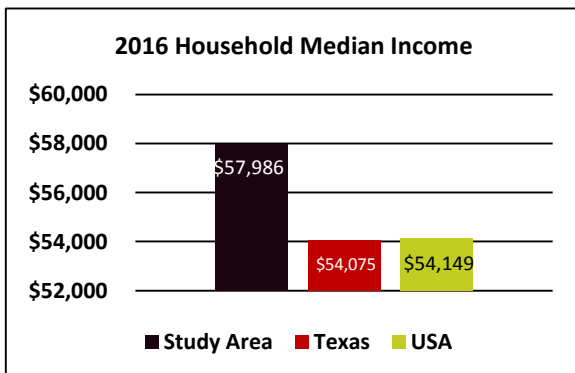
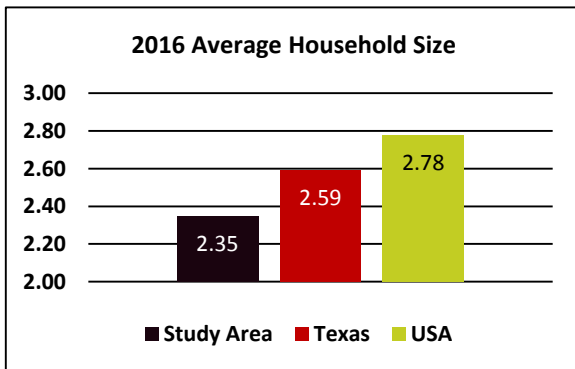
To support the planning and design analysis, Gensler’s Real Estate/Market Analytics Group prepared a market analysis of the submarket which includes the Study Area. The analysis profiled both the community and the businesses, using data from the following sources: ESRI Business Analyst, the US Census Bureau, OnTheMap, CoStar, Hoover’s, Pitchbook, the US Bureau of Labor Statistics, M/R Whitestone Facility Guide, and the International Council of Shopping Centers (ICSC).

### COMMUNITY PROFILE

The submarket for this analysis includes the 5-mile radius around Inwood Road (also called “Study Area” in this application, although it represents a larger area than within Addison). Within that zone (also see Figure 1-14 below):

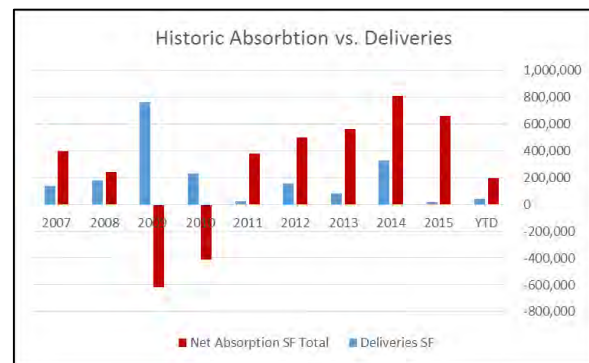
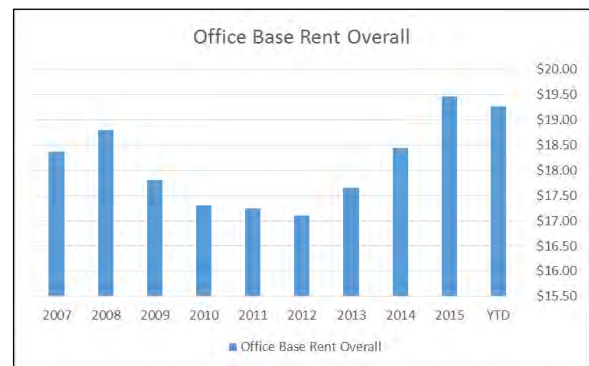
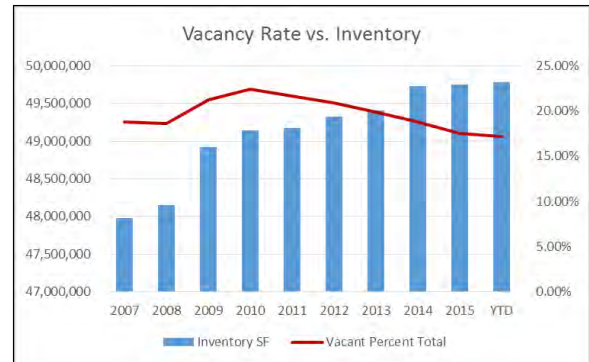
- 368,894 people reside in 156,362 households, yielding an average density of 2.35 people per household (slightly lower than the State of Texas and US medians);
- The median household income is \$57,986 (slightly higher than the State of Texas and US medians);
- The average age is 35.6 years old; and,
- A high percentage of people (45%) have at least a Bachelor’s Degree.

Figure 1-14 – Community Profile



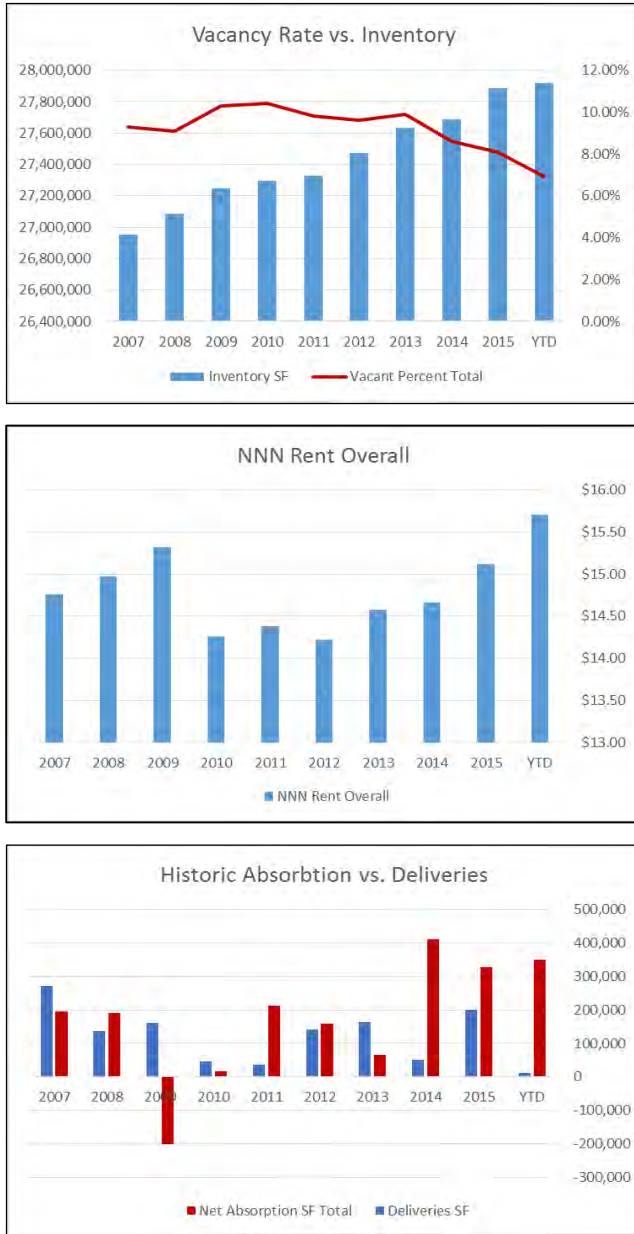
The Office market in the study zone has generally experienced slow growth in inventory – partially attributable to the 2009 recession and to the office market growth in the Frisco/Plano submarket. There has, however, been positive absorption, with declining vacancy rates (17.5% currently), and an increasing base rent (see Figure 1-15 below).

Figure 1-15 – Office Market Data



The Retail market has enjoyed steady growth in inventory and a very positive absorption rates. Retail vacancy rates are at 8.1% and dropping, leading to a higher overall net retail rent rates. Figure 1-16 (page 1-24) details this data.

**Figure 1-16 – Retail Market Data**



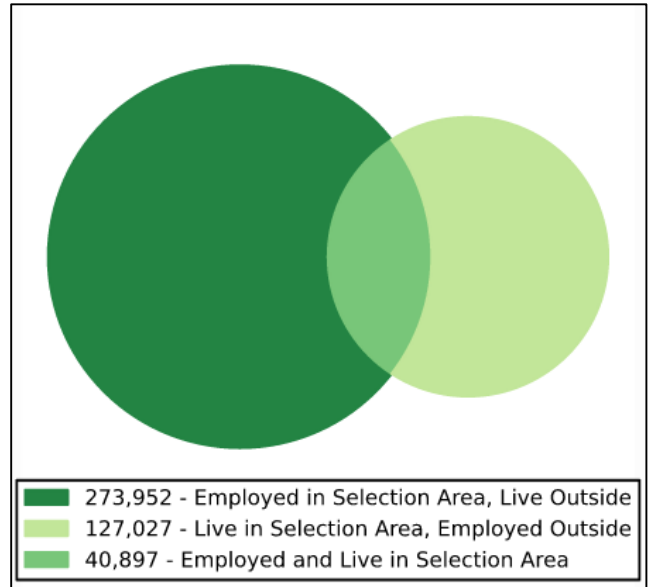
**BUSINESS PROFILE**

Within the study zone, Office Workers comprise the single largest percentage (33%) of the workforce – more than double the national average of 16%. Other workers include:

- 24% (retail, entertainment, accommodation, & food service workers);
- 4% (educational services);
- 7% (healthcare and social assistance); and,
- 32% (other businesses).

Figure 1-17 profiles where people in the study zone live and work. The large green circle represents persons that work within the study zone but do not live there (276,952 people). The smaller light green circle represents those who live in the study zone but do not work there (127,027 people). Where they overlap represents those that live and work in the 5-mile study zone (40,897 people). That equals a total of 314,894 people working in the study zone.

**Figure 1-17 – Workforce Residency**



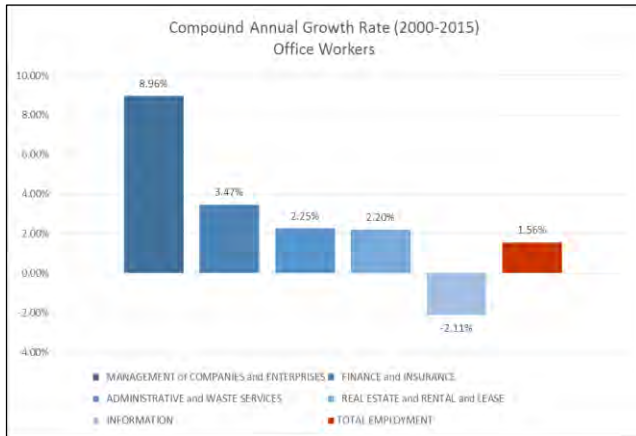
Office workers spend roughly \$9,750 annually near where they work – this equals approximately 104,500 people spending over \$1 Billion annually within the study zone. Spending habits vary, with most spending money at grocery stores, discount stores, and warehouse clubs. Figure 1-18 (page xx) shows that general diversity of spending habits within the study zone.

**Figure 1-18 – Office Worker Spending**



Between 2000 and 2015, all office worker types grew (with the exception of those in Real Estate), the strongest annual growth rate exhibited in Management positions (8.96% annual growth). Total Office employment grew 1.56% annually during this period. It is expected that this segment will continue to grow (see Figure 1-19 below).

**Figure 1-19 – Office Worker Growth Rates**



## TASK 1.9 – COMMUNITY MEETING #1

On 17 August 2016 (Wednesday), the first Community Meeting was conducted. Held at the Addison Conference Centre, it attracted 44 attendees representing Town residents, land owners, and Study Area parcel owners.

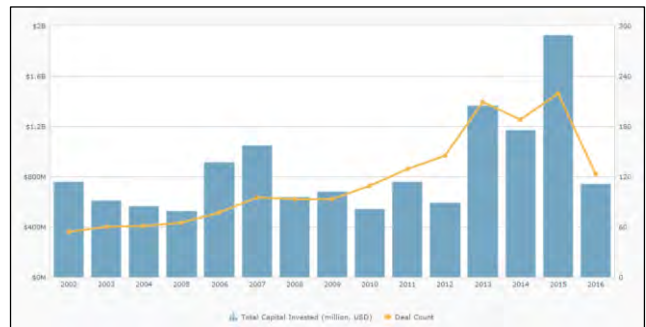
Before the meeting, informal presentations were made at several “stations” in the room where data and maps were displayed. After introductory comments by Mayor Todd Meier, the consultant team presented the following information for review and discussion.

**Figure 1-21 – Community Meeting #1**



The North Texas market is also favorable to new business startups. Figure 1-20 (below) shows a generally increasing trend since 2002 (with the exception of 2014). Even during the recession, investments in new business start-ups increased. And while the bar for 2016 looks like there has been a decrease, it actually is only for the first 6 months of the year. Should the 2016 trend continue, startup investment should equal or exceed those in 2015.

**Figure 1-20 – Dallas Startup Investments (2002-Present)**



## DISCOVERY FINDINGS

The results of the Discovery process were presented. There were few questions overall – but some were interested in the noise contours from Addison Airport and how those were determined. Once explained, there were no further concerns about why residential uses were not possible for the redevelopment of the Study Area.

## GOALS

In addition to the goals included in recent previous studies, the following study goals were proposed:

- Improve east/west access connectivity;
- Improve pedestrian linkages;
- Improve financial revenue to Town;
- Make the Study Area safe and attractive;
- Retain existing businesses and attract new ones; and,
- Promote redevelopment of vacant/underused parcels.

There was general agreement that these goals were in line with “The Addison Way” and the best interests of the Town.

**VISUAL PREFERENCE SURVEY**

During the meeting, seven displays were hung on the meeting room wall for public comment. These showed aspirational imagery for retail, dining, office, public buildings, and open space.

Attendees were asked to place a dot (any color) on any image that they preferred. The results – presented in Figures 1-22 through 1-27 (pages 1-26 through 1-32) demonstrated a preference for denser, more diverse, more urban, and more walkable development.

**Figure 1-22 – Visual Preference: Dining Options**

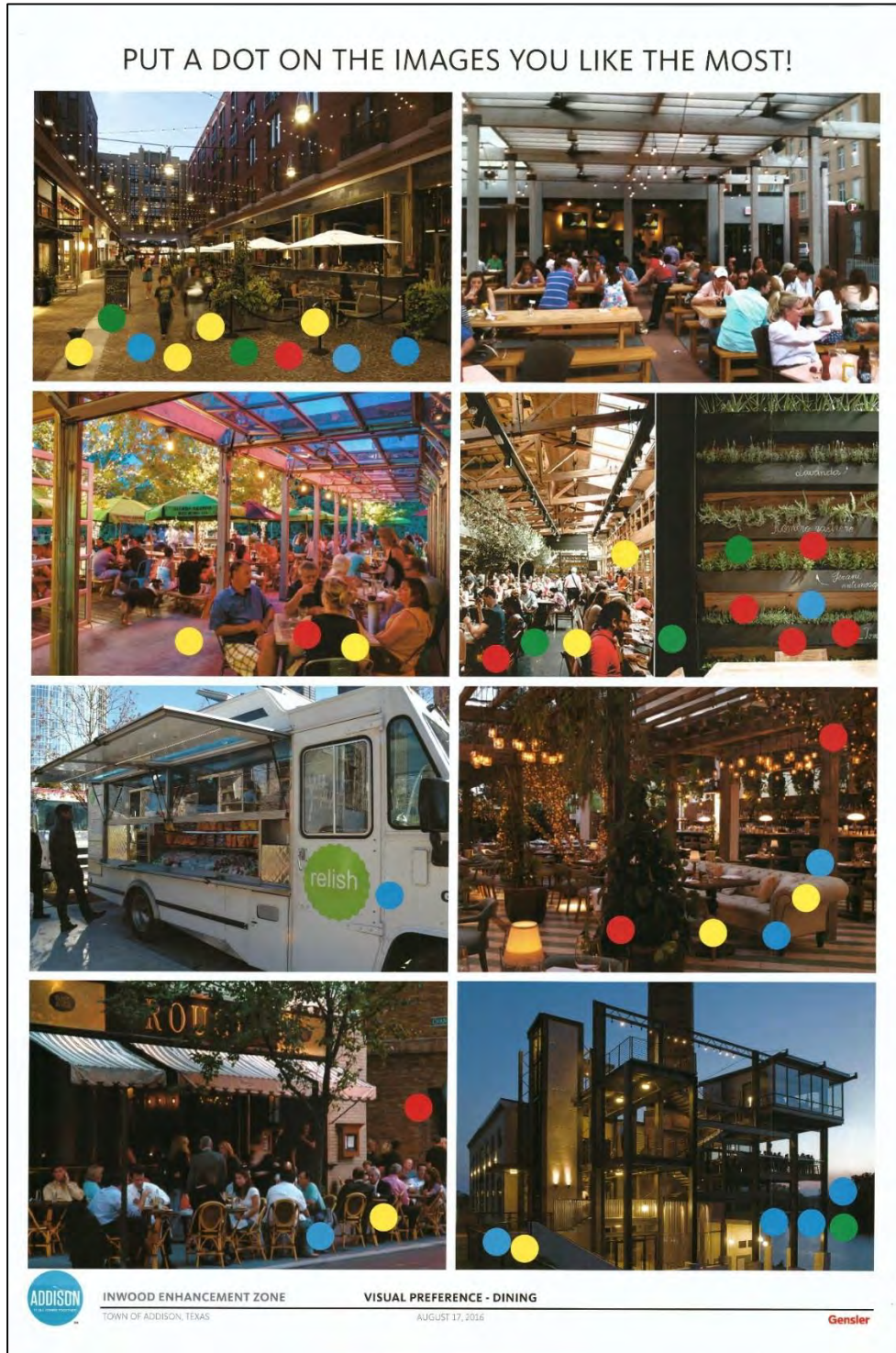




Figure 1-22 – Visual Preference: Dining Options (continued)

PUT A DOT ON THE IMAGES YOU LIKE THE MOST!



INWOOD ENHANCEMENT ZONE  
TOWN OF ADDISON, TEXAS

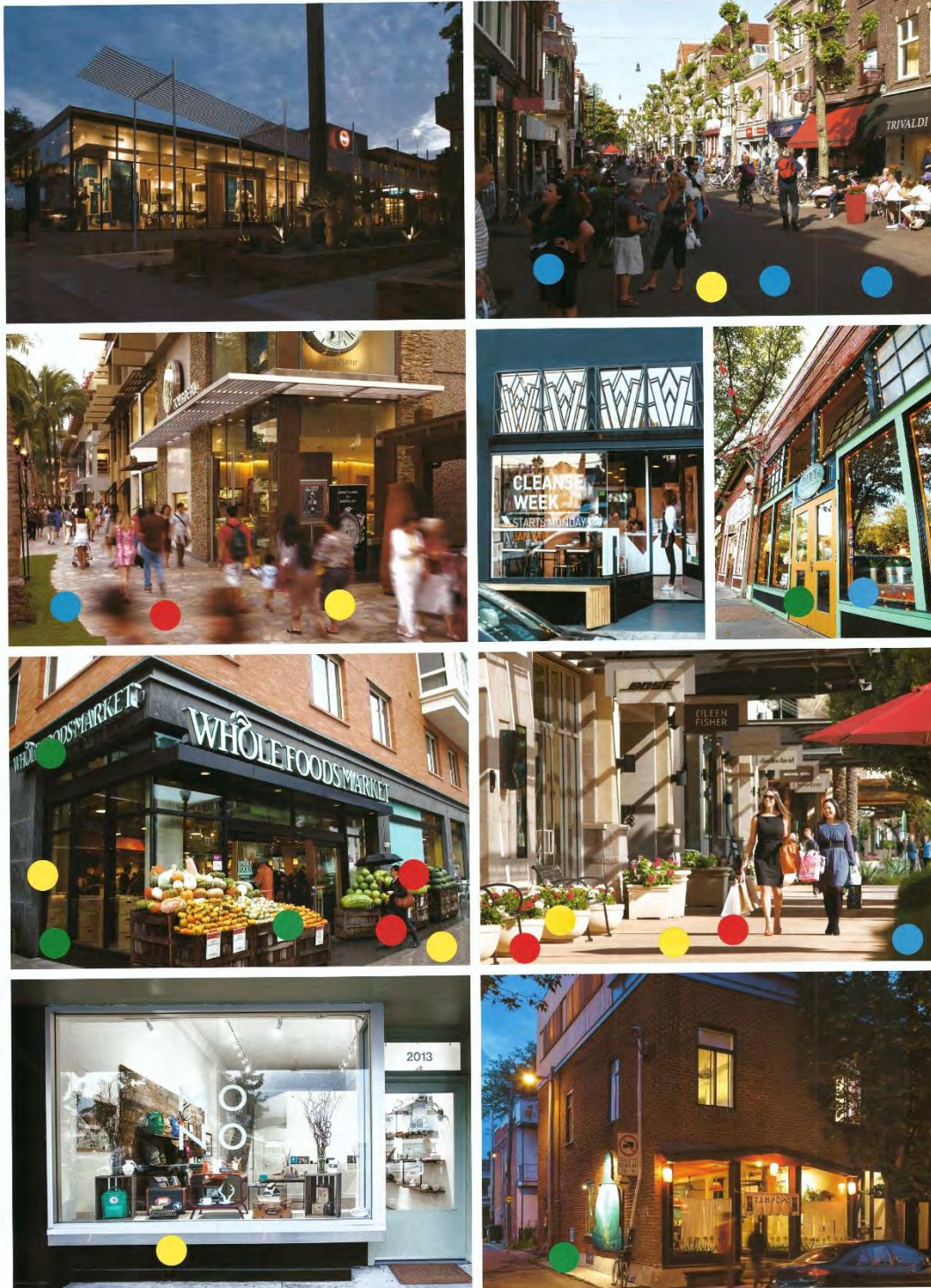
VISUAL PREFERENCE - DINING

AUGUST 17, 2016

Gensler

Figure 1-23 – Visual Preference: Retail Options

PUT A DOT ON THE IMAGES YOU LIKE THE MOST!



INWOOD ENHANCEMENT ZONE  
TOWN OF ADDISON, TEXAS

VISUAL PREFERENCE - RETAIL

AUGUST 17, 2016

Gensler

Figure 1-24 – Visual Preference: Office Options

PUT A DOT ON THE IMAGES YOU LIKE THE MOST!



INWOOD ENHANCEMENT ZONE  
TOWN OF ADDISON, TEXAS

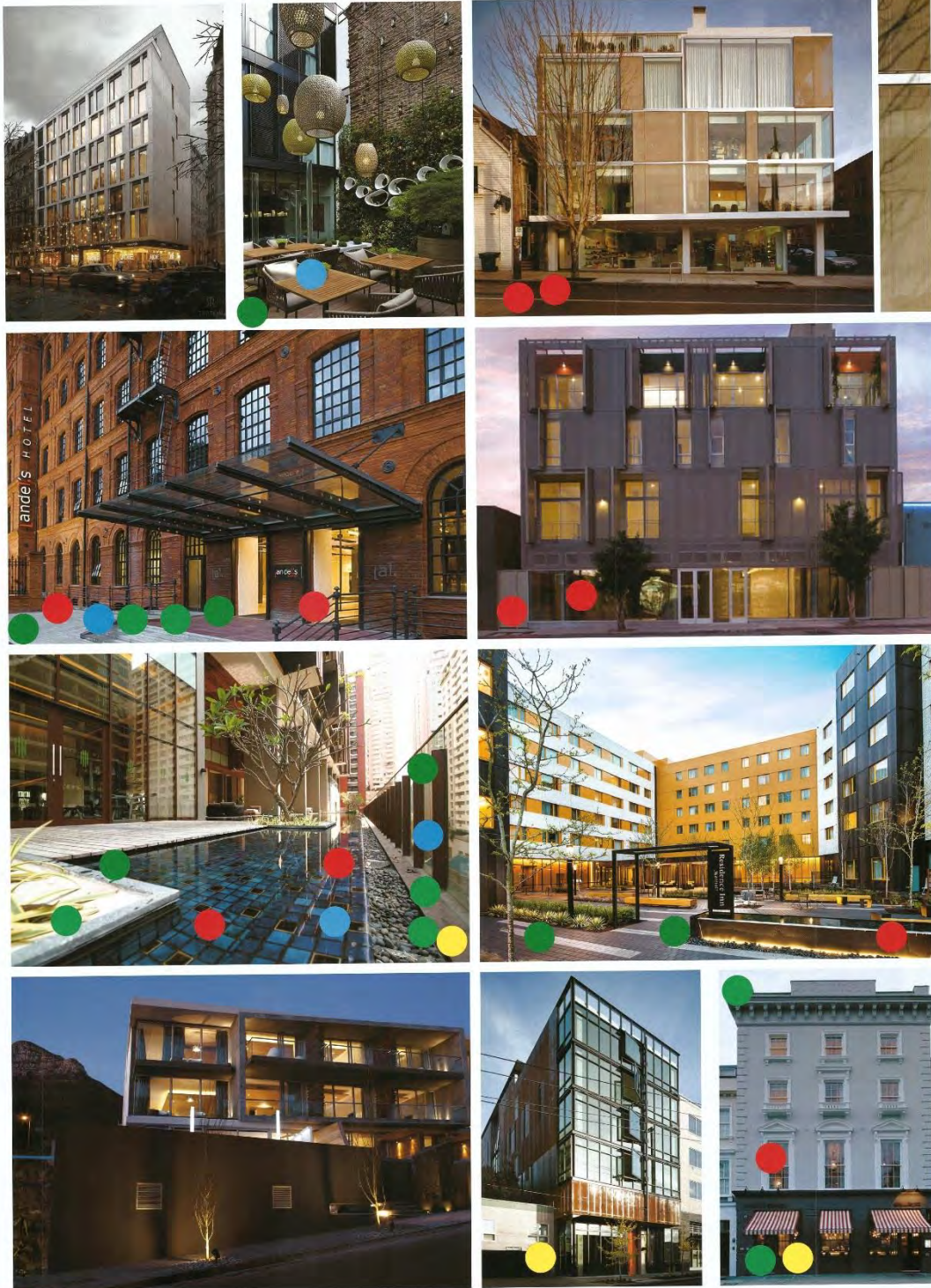
VISUAL PREFERENCE - OFFICE

AUGUST 17, 2016

Gensler

Figure 1-25 – Visual Preference: Hotel Options

PUT A DOT ON THE IMAGES YOU LIKE THE MOST!



INWOOD ENHANCEMENT ZONE  
TOWN OF ADDISON, TEXAS

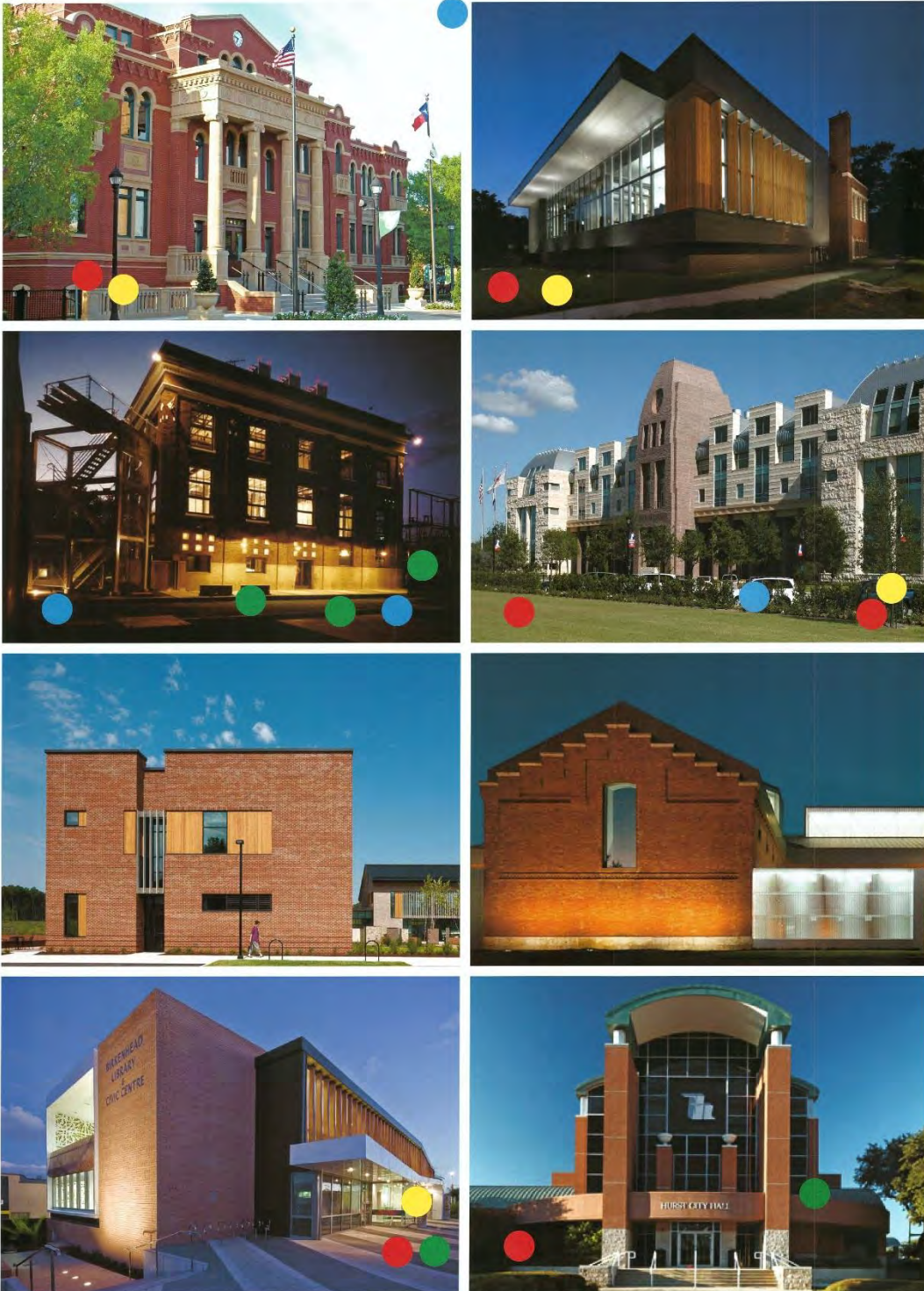
VISUAL PREFERENCE - HOTEL

AUGUST 17, 2016

Gensler

Figure 1-26 – Visual Preference: Public Building Options

PUT A DOT ON THE IMAGES YOU LIKE THE MOST!



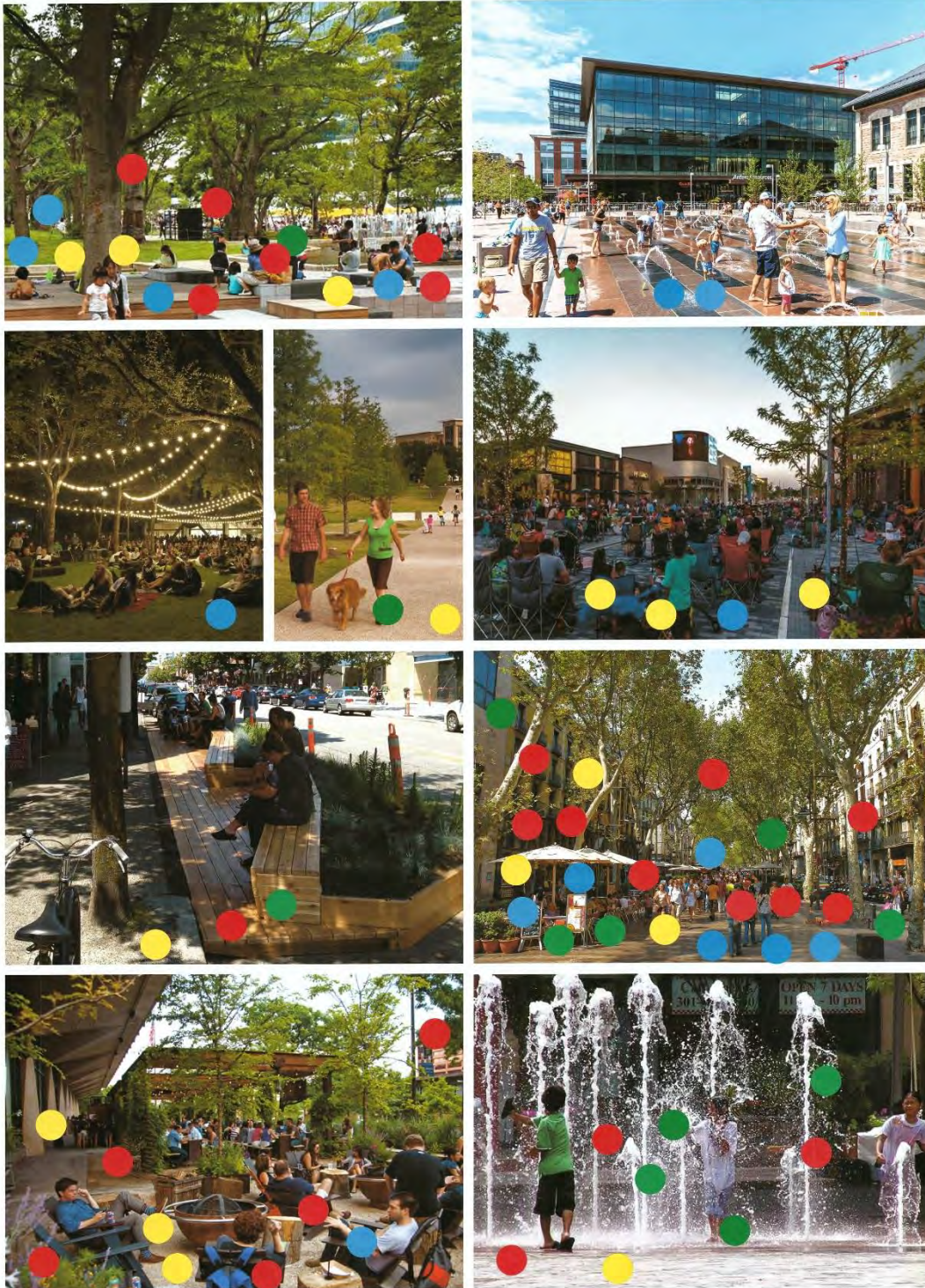
INWOOD ENHANCEMENT ZONE  
TOWN OF ADDISON, TEXAS

VISUAL PREFERENCE - PUBLIC BUILDINGS  
AUGUST 17, 2016

Gensler

Figure 1-27 – Visual Preference: Open Space Options

PUT A DOT ON THE IMAGES YOU LIKE THE MOST!



INWOOD ENHANCEMENT ZONE  
TOWN OF ADDISON, TEXAS

VISUAL PREFERENCE - OPEN SPACE

AUGUST 17, 2016

Gensler

## POTENTIAL DEVELOPMENT APPROACHES

Four general approaches to developing the Study Area were presented. These are called “approaches” because they are general directions the Town might consider. They are not as specific as concept plans, but will help inform the consultant team as the process moves forward. It also helps show the public preference for one general direction over another.

### #1 – BASELINE APPROACH

Effectively, this would be a no-investment” approach by the Town. Redevelopment would rely solely on market forces to guide new development and growth. The Town would enforce existing zoning and building codes, but would refrain from making any “incentivizing” investments, such as new roadways or infrastructure. No display was developed for Approach #1, since it would effectively be the same as what is current in the Study Area.

The Baseline Approach does not effectively address the concerns of the Study Area, and may take a very long time to show any results. It also leaves the Town in a reactive position, much like where it has been since the loss of the competitive advantage of the Addison Beverage Center.

General comments trended to not relying on just natural economic cycles to resolve concerns in the Study Area.

### #2 – ADAPTIVE REUSE APPROACH

Approach #2 respects existing parcel and ownership lines as much as possible, while addressing how to redevelop portions of the Study Area:

- Expand the Retail corridor along Inwood Road;
- Extend the “Restaurant Row” south along Beltwood with new Retail/Mixed-Use development;
- Add new east/west access for people and cars, including potential pedestrian crossings across Inwood/railroad track;
- Divide Inwood Road into two shorter and more walkable blocks;
- Expand Office development from Beltway to Beltwood;
- Potential for Sports-related development around existing soccer center;
- Keep the existing mini-warehouse sites (which may redevelop in the future as Retail if desired); and,
- Keep the existing Tuesday Morning warehouse complex.

Figure 1-28 (page 1-34) shows Approach #2. Generally, public comments were positive to this Approach. There were desires to include more diverse retail that could expand upon the Epicurean District concept previously recommended (2006 study). Should the existing mini-warehouse developments desire to transition to retail, some of their buildings are appropriately-sized for micro-retail and micro-dining options, also as previously recommended. However, in this approach, it would be up to the owners of those parcels to decide if they were ready to change their land uses.

### #3 – DISTRICT APPROACH

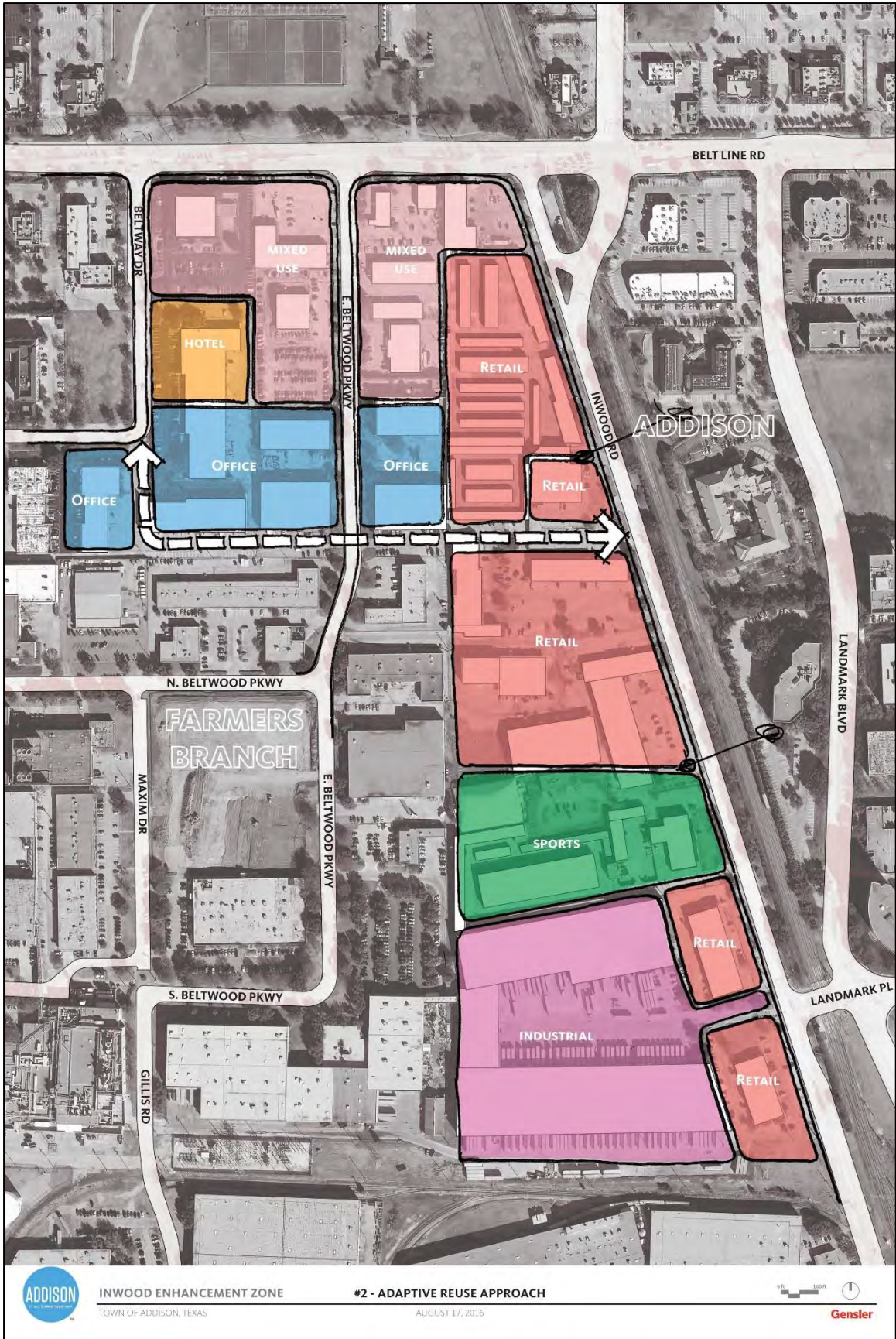
Approach #3 is a further evolution of Approach #2 and develops more identifiable and specific districts within the Study Area. It also introduces the potential for a new Public Building location, along with a farmer’s market and compatible retail:

- Expand the Retail corridor along Inwood Road;
- Extend the “Restaurant Row” south along Beltwood with new Retail/Mixed-Use development;
- Add new east/west access for people and cars, including potential pedestrian crossings across Inwood/railroad track;
- Divide Inwood Road into three shorter and more walkable blocks;
- Expand Office development from Beltway to Beltwood and Inwood;
- Potential for a new Civic/Public Building and Farmers Market;
- Potential for Sports-related development around the existing soccer center; and,
- Keep the existing Tuesday Morning warehouse complex.

There was some interest in Approach #3, especially in how it extended the dining and retail potential into the Study Area’s interior and how it treated the Inwood Road corridor. There was also positive reaction to the concept of providing a new east/west access point along Inwood Road, thus dividing this very long block.

Figure 1-29 (page 1-35) shows Approach #3.

Figure 1-28 – Approach #2 (Adaptive Reuse)



INWOOD ENHANCEMENT ZONE  
TOWN OF ADDISON, TEXAS

#2 - ADAPTIVE REUSE APPROACH  
AUGUST 17, 2016



Genster



Figure 1-29 – Approach #3 (Districts)

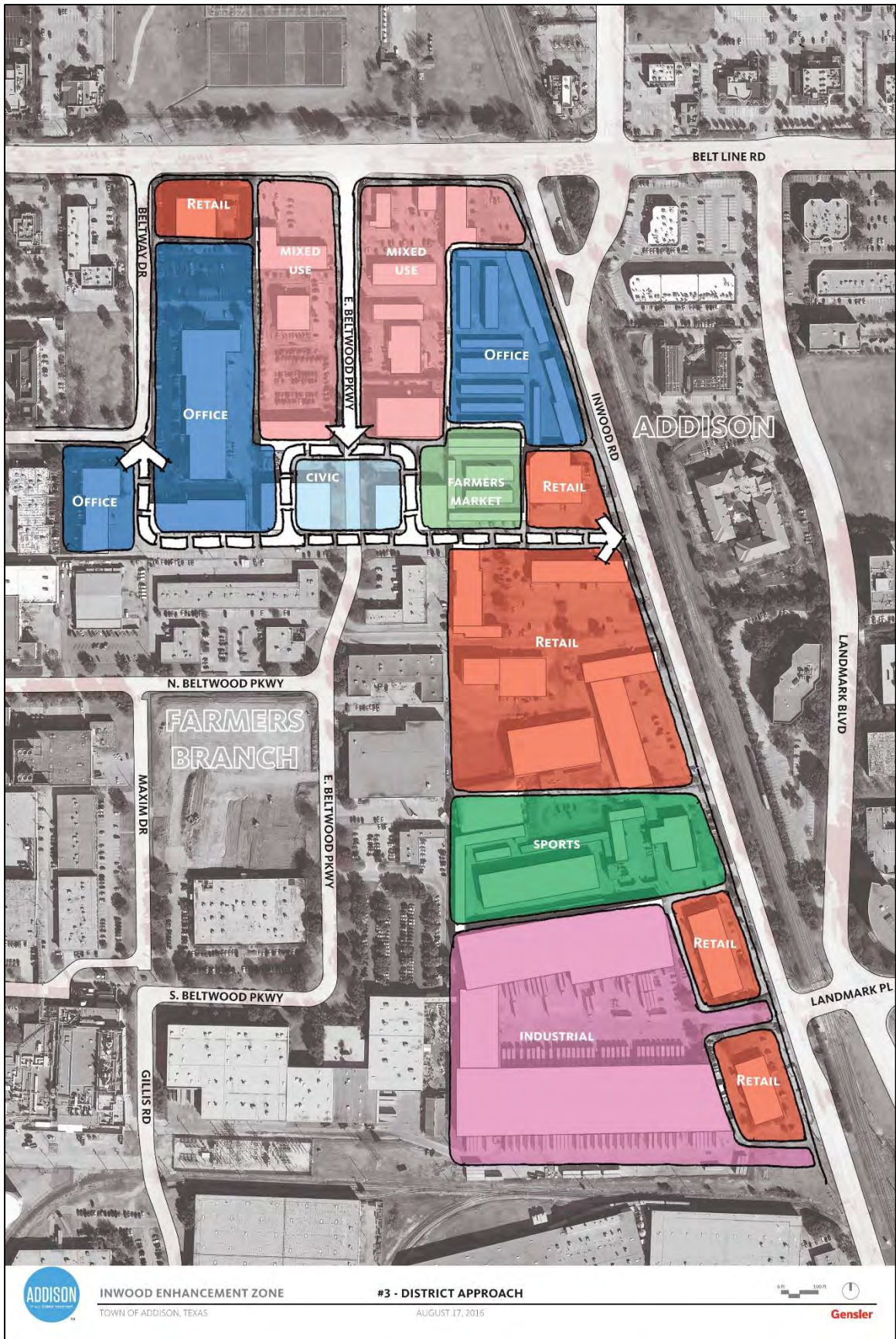
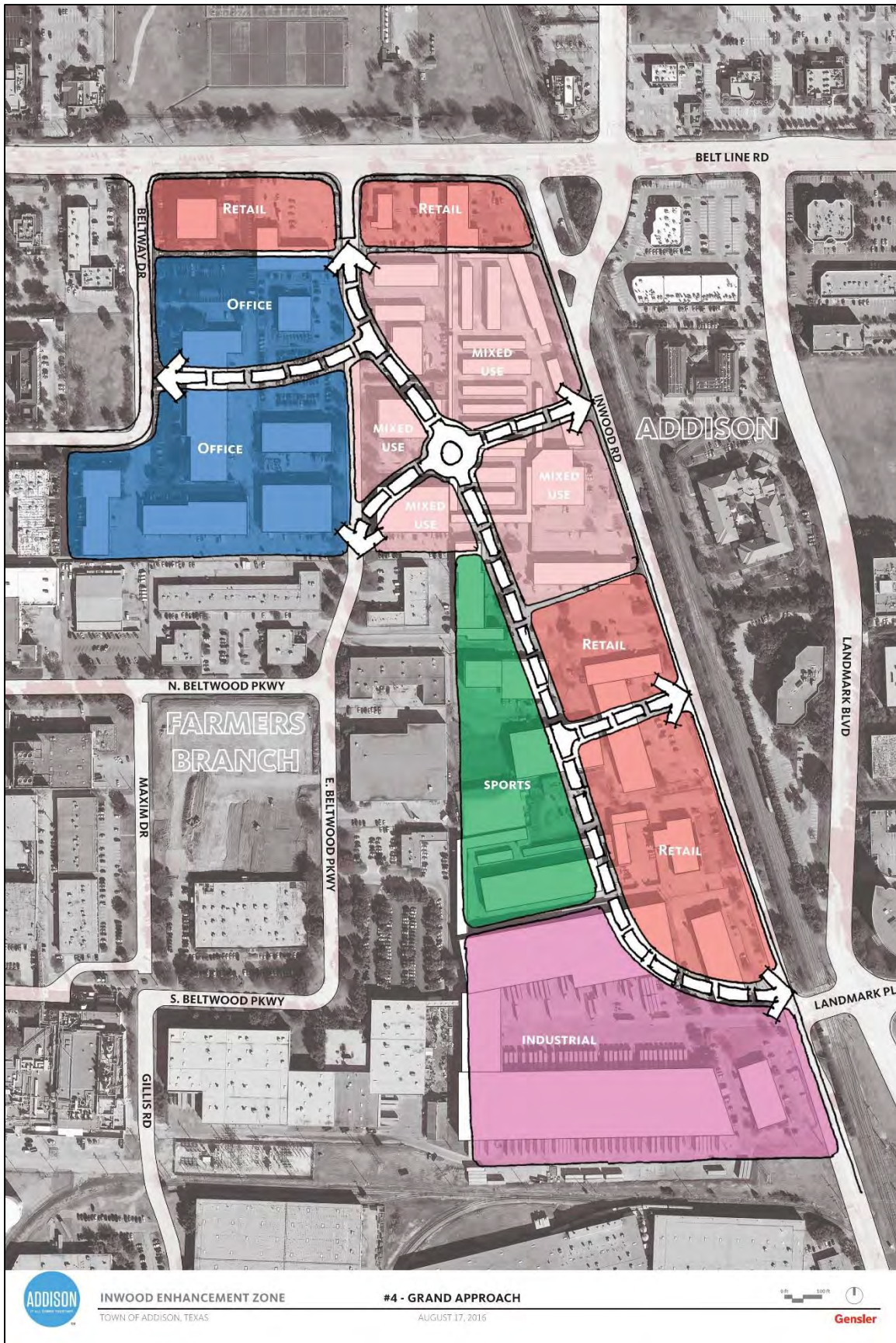


Figure 1-30 – Approach #4 (Grand Approach)



**#4 – GRAND APPROACH**

Approach #4 is the most ambitious of the four approaches. It puts forth the potential for comprehensively altering the blocks and development diversity of the Study Area.

It introduces the concept a new roadway parallel to Inwood Road – informally referred to as “InLine Road” – to create logically-developable blocks, accommodate new east/west access opportunities, and create shorter, more walkable block lengths along Inwood Road. Specifically, Approach #4 includes:

- Creation of a new roadway to develop a double-loaded corridor parallel to Inwood Road;
- Expansion of the Retail corridor along Inwood Road;
- Expansion of the Belt Line Road “Restaurant Row”;
- Development of new Mixed-Use Districts as a complement to Retail uses;
- New east/west access for people and cars at multiple points, including pedestrian crossing across Inwood/railroad track;
- Division of the Inwood Road corridor into multiple shorter and more walkable blocks;
- Expansion of an Office district between Beltway Drive and East Beltwood Parkway;
- An expanded Sports-related development around the existing soccer center; and,
- Keep the existing Tuesday Morning warehouse complex.

Figure 1-30 (page 1-36) shows Approach #4.

Public comment was enthusiastic for Approach #4 as it was the most bold and created an environment unique to Addison. The potential for the new “InLine Road” was also viewed positively, as it created a reliever for traffic on Inwood Road and allowed for the development of a double-loaded corridor. While Approach #4 did not show a Civic Building or a farmer’s market function, these uses could easily be incorporated if desired.

It should be noted that In Approaches #2, #3, and #4, the presence of the Tuesday Morning warehouse complex is maintained. However, should the corporation decide in the future to relocate this function closer to regional highways (or in the event someone purchases the corporation and relocates this function), this parcel could be developed in a compatible fashion with any of the Approaches. Light industrial uses would still be compatible with existing zoning and uses from surrounding municipalities.

**GENERAL DISCUSSION**

Comments were received before, during, and after the first Community Meeting, including those received on comment cards and via email. Most comments received were positive and constructive. The comments are shown in the Appendix to this Phase 1 Report.

Of the 44 attendees, 28 submitted comment cards (comments are summarized in Appendix 1 with copies of all submitted comment cards included). The demographic breakdown of the 28 commenters at the first Community Meeting was:

**Gender:**

Male .....	46.4%
Female .....	53.6%

**Age-group:**

0-17 years .....	0%
18-30 years .....	3.6%
31-50 years .....	10.7%
51-64 years .....	32.1%
65-80 years .....	42.9%
Over 80 years .....	10.7%

**Involvement:**

Commercial property owner .....	10.7%
Business owner .....	7.1%
Commercial property & business owner .....	0%
Resident (renter) .....	21.4%
Resident (owner) .....	60.7%
None of the above .....	0%

**Length of Addison residency:**

Less than 1 year .....	3.6%
1-5 years .....	17.9%
6-10 years .....	17.9%
10-19 years .....	28.6%
20+ years .....	21.4%
Not a resident .....	10.7%

Of those who submitted comment cards:

- Most were women (53.6%);
- A majority (75.4%) were between 51 and 80 years old;
- A majority (82.1%) were residents (both tenants and owners); and,
- Exactly half (50%) have lived in Addison between 10 and 20 years.

Many comments were more transportation-oriented and may be forwarded to the Master Transportation Plan project. Some comments are actually outside of the Study Area but should be kept in mind for future consideration.

**NEXT STEPS**

The successful completion of Community Meeting #1 and the documentation of Phase 1 (this report) signaled the completion of Phase 1 Discovery. The next step will be to

conduct the Phase 2 Visioning process which principally involves charrettes with the advisory group.

A second Community Meeting will be held during Phase 3 (tentatively scheduled for 26 September 2016).

# Phase 1

## APPENDIX

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### COMMUNITY MEETING #1 COMMENTS

The following comments were received during the first Community Meeting, as either verbal questions, comments written on displays, submitted comment cards, or follow-up emails to Town staff (copies of the comment card submissions are included in this Appendix as well). Similar comments have been grouped together under general categories (Transportation, Development, etc.) and are presented in no order of priority or importance.

#### Transportation-Related Comments:

- “Rename the northern portion of Inwood Road (the “entrance to Addison”) to Addison Road”;
- “I would have liked to see more incorporation of Landmark and Quorum Roads with the Inwood Road revitalization renderings”;
- “I didn't see any proposed changes to the intersection at EB Beltline and Addison/Inwood Roads. The layout of that intersection is unlike any other intersection I can recall driving through and can be confusing. Take this opportunity to reduce confusion and improve traffic flow by redesigning the intersection”;
- “Is the railroad still used? Could the railroad be relocated or go underground”;
- “Concerned about lack of accessibility to 635 and/or the Tollway. Will we really see an increase in Inwood's popularity if it's not 'easily' accessible”;
- “Concerned that nothing has changed traffic flow-wise since the traffic we experienced when we were the only wet area around. Inwood isn't ready for more traffic”;
- “The cost/benefit ratio of pushing Beltway through to the east may be much too high, and likely will not leave any of the retail vacancies”;
- “Create separate blocks – not keep it a continuous street”;
- “What opportunities exist using the railroad land (east of Inwood)? Rail down median (like a boulevard)? Shift Inwood east to create a very wide retail and pedestrian park/walkway on [the] west side”;

- “Vehicular traffic in Addison is so very challenging on many levels. Would love to see you do something very smart and visionary to help reduce that traffic (or hide it underground?)”

#### Pedestrian-Related Comments:

- “Legacy Foundation meeting looking at a pedestrian walkway over Dallas North Tollway, a kind of “Deck Park” similar to Klyde Warren Park at the intersection of Beltline and Tollway. Possibility of connecting the Inwood district with this new initiative”;
- There is a lot of potential pedestrian traffic east of the railroad and even more so if the east/west connectivity as proposed by the Legacy Foundation is implemented”;
- “Include bike/jog trail connections”;
- “Have sidewalks throughout the area”;
- “The area should be walkable from the residential areas off Beltway, Midway, Meadows, etc.”;
- “Have on-street parking, unlike Addison Circle”;
- “I would love to see a plan that vibrantly includes Nature in design. Maybe a walkable butterfly garden corridor. Fountains – so beautiful and dynamic that the site attracts families etc.”

#### Development-Related Comments:

- “Add medical as a permitted use in the LR district”;
- “Attract an HEB grocery store (or equivalent destination grocer)”;
- “No to HEB. Yes to Farmer’s market, artisan attraction area”;
- “Grand Approach looks like a different integration with the Addison brand, authentic solution to what works for Addison. Grand approach option responds to need to plan for the long term”;
- “Would love to see the equivalent of Trinity Groves, artisan shops, or something similar to the environment in Carmel, California”;

- “Old Town Fort Collins, Colorado (used by Disney as a model for Main Street) is another good example”;
- “Keep the old Sigel’s neon sign (on Inwood Road)”;
- “Would like to see a new hotel in the Study Area”;
- “Eliminate the parking lots and only offer parking garages to encourage multi-destination visits as well as airplane viewing”;
- “Include lots of natural and artificial shade with picnic tables and food trailer vendors nearby”;
- “Include a dog park”;
- “Maximize green space”;
- “Store [retail] street walkable – not only on Inwood but also along Beltline all the way east to Whole Foods”;
- “Include a water feature – I recently visited Estes Park and really enjoyed how the town incorporated the stream into their retail area encouraging pedestrians to linger”
- “Development does not happen because some “planner” has an idea and wants it to occur. The Epicurean District idea is not realistic – it is only a dream. Does Gensler have any retail leasing people?”;
- “Have some art galleries, would beautify the area”;
- “Don’t let it [Study Area] get glutted with chain stores that edge out the local independents”;
- “I am very concerned about no plans for increasing residential in order to provide needed 7 day a week support for either of the plans discussed. My opinion is that Addison needs this consideration as foremost for any improvement plans in order to also support current businesses that are now facing increased competition for revenue from restaurant business in these areas – Frisco, Little Elm and even The Colony”;
- “Look at River Market in downtown Kansas City, Missouri”;
- “Great presentation. Definitely need [a] Destination spot. We need Senior living in Addison, which would fit great with a walking epicurean/business center, similar to Old Town in Fort Collins. Don’t need any other residential except senior”;
- “Library or book exchange”;

- “Artists/craft guild moved – we need space for artists. Have artists to demonstrate their art in walkable business/epicurean center”;
- “Farmers markets, bakeries, independent businesses – no big chains”;
- “Residents have dogs. Petite Pooch Boarding is very successful. Dog park, pool, activity area for dogs”;
- “Kids activity area. NO SPORTS PLACES (emphasis by commenter).”

#### **Airport-Related Comments:**

- “Extent of noise restriction from airport – possible that noise contours change in the future with improved aviation technology, might allow residential development particular at south end of site”;
- “Want to know if building height would be capped due approach to the airport runway”;
- “Possibly have an airplane viewing area, similar to DFW, or a train viewing area similar to Folkston, Georgia.”

#### **Other Comments:**

- “Would like to see coordination with Farmer’s Branch regarding this project”;
- “Be considerate and start meetings on time. The exhibits can be reviewed after the meeting, at attendee’s leisure, especially when/if the exhibits were reviewed or explained during the presentation. If meetings run long, that will discourage my attendance”;
- “What makes one think the real estate value of the area could be 2 to 3 times the existing value;”
- “Dallas does not love valet parking. We are forced into it”;
- “Do we know what kind of money is available?”;
- “Currently, the winter months when it gets dark early, I don’t feel safe driving Inwood after 6 PM”;
- “Use recycling – use sustainable/renewable materials”;
- “Like the direction of your thought process”;
- “Loved the presentation. Include the Legacy Foundation Tollway Crossover in the study. Thank you”;
- “Design with integrity.”

**Comment cards  
received at  
Community Meeting #1**



**TOWN OF ADDISON, TEXAS  
INWOOD ENHANCEMENT ZONE**

**Community Meeting – August 17, 2016 and September 26, 2016**

**Comment Card**

**Demographic Questions**

The following questions will help the Study Team understand more about the people attending this Community Meeting.

1. My gender is:  
(circle one)

a. Male

b. Female

2. My age-group is:  
(circle one)

a. 0 to 17 years

b. 18 to 30 years

c. 31 to 50 years

d. 51 to 64 years

e. 65 to 80 years

f. Over 80 years

3. I am most involved in Addison as a/an: (circle one)

a. Owner/representative of an owner of commercial property in Addison  
(but not a Business Owner)

b. Owner/representative/employee of a business in Addison  
(but not the Owner of the property)

c. Owner of both a business and commercial property in Addison

d. Resident in Addison, but not a homeowner

e. Owner and resident of a home in Addison

f. None of the above describes my involvement in Addison

4. I have lived in Addison for: (circle one)

a. Less than 1 year

b. 1 to 5 years

c. 6 to 10 years

d. 10 to 19 years

e. 20 years or more

f. I do not live in Addison

**General Comments**

Feel free to add any comments here that you did not record at the stations or discuss with the Study Team at the Workshop. Please use additional space on the back of this sheet if needed.

1. The cost/benefit ratio of pushing Beltway thru to the east may be much too high, and likely will not "leave" any of the retail vacancies. What makes one think the real estate value of the area could be 2 to 3 times the existing value??
2. Development does not happen because some planner has an idea and wants it to occur. The Epicurean district idea is not realistic - it is only a dream. Does Gensler have any retail leasing people?
3. Dallas does not love valet parking. We are forced into it.
4. Do we know what kind of money is available?





TOWN OF ADDISON, TEXAS  
INWOOD ENHANCEMENT ZONE

Community Meeting – August 17, 2016 and September 26, 2016  
Comment Card

Demographic Questions

The following questions will help the Study Team understand more about the people attending this Community Meeting.

- 1. My gender is: a. Male b. Female
2. My age-group is: a. 0 to 17 years b. 18 to 30 years c. 31 to 50 years d. 51 to 64 years e. 65 to 80 years f. Over 80 years
3. I am most involved in Addison as a/an: (circle one) a. Owner/representative of an owner of commercial property in Addison (but not a Business Owner) b. Owner/representative/employee of a business in Addison (but not the Owner of the property) c. Owner of both a business and commercial property in Addison d. Resident in Addison, but not a homeowner e. Owner and resident of a home in Addison f. None of the above describes my involvement in Addison
4. I have lived in Addison for: (circle one) a. Less than 1 year b. 1 to 5 years c. 6 to 10 years d. 10 to 19 years e. 20 years or more f. I do not live in Addison

General Comments

Feel free to add any comments here that you did not record at the stations or discuss with the Study Team at the Workshop. Please use additional space on the back of this sheet if needed.

Handwritten comments: Create separate blocks - not keep it all continuous street. Currently in the center when it gets dark early, I don't feel safe driving home after 6 PM. Ideas: have some art galleries - would beautify the area. Don't make buildings too tall - keep them no taller than 3 stories. Some sidewalks throughout the area. (for mural classes)



TOWN OF ADDISON, TEXAS  
INWOOD ENHANCEMENT ZONE

Community Meeting – August 17, 2016 and September 26, 2016  
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(circle one)
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*EVO recycling avoid - use sustainable/renewable materials. Don't let it get out of hand of chain stores that edge out the local independents*



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- The area should be walkable from the residential areas off Beltway, Midway Meadows, etc.



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COUNCILMEMBER

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WHAT OPPORTUNITIES EXIST USING THE RAILROAD LAND? (EAST OF INWOOD)

1 - RAIL DOWN MEDIAN (LIKE A BOULVARD)

2 - SHIFT INWOOD EAST (TO ~~THE~~ CREATE A VERY WIDE RETAIL + PEDESTRIAN PARK/WALKWAY ON WEST SIDE



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*Like the direction of your thought process!*

Vickie Belew  
4105 Pokolodi Cir.  
Addison



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I am very concerned about no plans for increasing residential in order to provide needed 7 day a week support for either of the plans discussed. My opinion is that Addison needs this consideration as foremost as any improvement plans in order to also support current businesses that are now facing increased competition for revenue from restaurant business in their areas - Frisco, Little Elm and even The Colony.



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① Loved the Presentation  
② Include Legacy Foundation Tollway Crossover in the Study.  
Thank you!



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LOOK AT RIVER MARKET IN DOWNTOWN  
KANSAS CITY, MO!





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Have on street parking  
unlike Addison Circle.



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Great presentation! Definitely need destination spot. We need senior living in Addison! which would fit great with a walking epicurean/business center - similar to old town South Collins (mountains would be nice.)

(OVER)

Don't need any other residential except Senior -

Library or Book Exchange

Artists - Craft Guild moved. We need space

for Artists - have artists to demonstrate  
their art in walkable, business / epicurean  
center - farmers markets, bakeries - independent  
businesses - no big chains

Residents have dogs. Petite Pouch Boarding is  
very successful - Dog park, pool, activity area  
for dogs.

Kids activity area

NO SPORTS PLACES

Library or Book Exchange -



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*DESIGN WITH INTEGRITY*





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① <sup>Vehicular</sup> Traffic in Addison is so very challenging on many levels. Would love to see you do something, very smart and visionary to help reduce that traffic (or hide it underground?)

② I would love to see a plan that vibrantly includes Nature in design. Maybe a walkable butterfly garden Corridor. Fountains - so beautiful and dynamic that the site attracts families etc

③ Nooo to HEB. Yes to Farmer's market, artisan - <sup>attractive</sup> area -

Thanks



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**TOWN OF ADDISON, TEXAS  
INWOOD ENHANCEMENT ZONE**

**Community Meeting – August 17, 2016 and September 26, 2016  
Comment Card**

**Demographic Questions**

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(circle one)

a. Male

b. Female

2. My age-group is:  
(circle one)

a. 0 to 17 years

b. 18 to 30 years

c. 31 to 50 years

d. 51 to 64 years

e. 65 to 80 years

f. Over 80 years

3. I am most involved in Addison as a/an: (circle one)

a. Owner/representative of an owner of commercial property in Addison  
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*lived in Addison 1950 - 1973*

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Phase 2

# VISIONING & REDEVELOPMENT OPPORTUNITIES







# Phase 2 VISIONING & REDEVELOPMENT OPPORTUNITIES

07 November 2016



## PHASE 2 SUMMARY

Upon completion of Phase 1, the Consultant began the second Phase, which is focused on developing draft development concepts which will subsequently be considered further in Phase 3.

Phase 2 involved the collaboration of the Consultant and Town staff with representatives of the public who were appointed to an Advisory Group. The Advisory Group expands citizen involvement in the planning process, allowing for multiple “touchpoints” during the study. In total, the project includes five such opportunities – two community meetings, two Advisory Group charrettes, and a public presentation to the City Council.

The Advisory Group is comprised of 14 members – seven at-large residents (individually appointed by Addison Council members); and seven parcel/business owners (or their designated representatives) some of whom are in the Study Area. Business/parcel owners and representatives were appointed as a group by the Council. The Advisory Group was asked to meet twice during Phase 2.

The Advisory Group was in agreement that the Baseline approach would do little to positively impact the Study Area. The overall feeling was “the market has spoken” and that the Study Area could no longer rely solely on market forces to improve it.

The Advisory Group favored combining Approaches #2 (Adaptive Reuse) and #3 (Districts) into a single concept. They also wanted to see if it was possible for concept plans to follow ownership parcel lines.

Given the public’s enthusiasm at the Community Workshop, Town staff also advised the Consultant to further refine Approach #4 (Grand), as it represented a unique vision for the Study Area and a departure from the existing block pattern.

The Advisory Group also discussed development along southern edge of the Study Area (abutting Farmers Branch), specifically that there was little assurance future development in Farmers Branch would be compatible with the concept(s). This would require inter-city collaboration, which ultimately could be one of the outcomes of this project.

After the charrette, the Consultant refined the approaches into two Development Scenarios – “Civic Square” (with 2 options) and “Village”. These Scenarios were presented to the Advisory Group at their second charrette on 08 September 2018.

The Advisory Group’s input tended to be conservative, desiring to maintain many existing buildings and businesses, and not consider a more ambitious vision for the Study Area. This input is partially understandable, given that the Advisory Group is comprised of individuals with a fiduciary interest in various parcels. It was good for the Consultant to receive this input and to understand the perspective of the property owners. At the same time, the Consultant has been tasked with developing a vision that will change the trajectory of the Study Area. Nonetheless, this will help focus the Consultant’s efforts in Phase 3 to balance the practical realities of existing property owners with the potentials for new

revenue-generating development opportunities. Such input may also influenced the Town’s implementation strategy for any redevelopment project in the Study Area.

*The overall feeling was “the market has spoken” and that the Study Area could no longer rely solely on market forces to improve it.*

## TASK 2.1 – CHARRETTE #1: VISIONING

To help guide the process of visioning and refining the potential redevelopment concepts for the Study Area, the Town appointed an Advisory Group composed of both Residents and Parcel/Business Owners (7 each). The Advisory Group was comprised of the following individuals:

### Residents

Tom Braun  
Matt Horine  
Liz Oliphant  
Pam Prewitt  
Luis Santeliz  
D.H. Watson  
Bob Weeks

### Parcel/Business Owners

Mark Albert  
Ben Cunningham  
Samantha Harkinson Dewan  
Michael Hope  
Larry Lacerte  
Paul Richter  
Cole Snadon

The Advisory Group was tasked with meeting with the Consultant and Town staff twice in order to shape the redevelopment recommendations which will be presented to the public at Community Meeting #2.

Charrette #1 was conducted at Gensler’s Dallas office on 25 August 2016 for the purpose of developing a vision for the Study Area. The main agenda points of Charrette #1 were:

- Goal setting;
- Site programming (what land-uses are developed);
- Discussion of the four approaches presented at Community Meeting #1; and,
- Potential Concepts for Overall Development.

Since some members of the Advisory Group had not attended the first Community Meeting, the Consultant presented a brief summary of the highlights of the Discovery Phase (Phase 1).

**Figure 2-1 – Charrette #1 with Advisory Group**



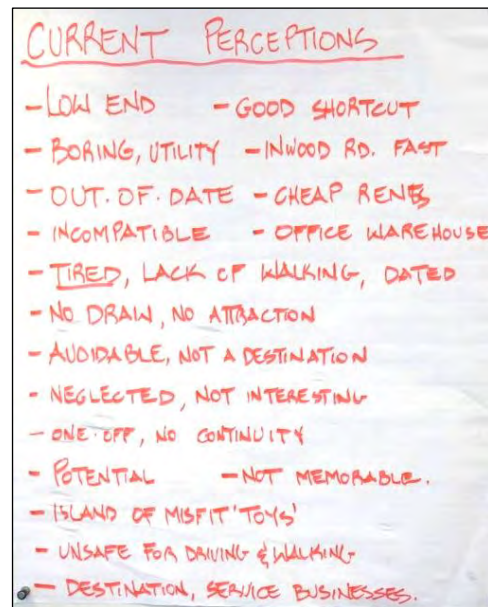
As the Phase 1 report determined, there are few physical conditions that are impediments to development in the Study Area. This is evidenced by the near 100% build-out of the area, plus the absence of physical constraints to development (steep slopes, floodplains, etc.).

The only known constraint to growth and development in the Study Area is the noise contours associated with Addison Airport. Since the Study Area is within the 65 and greater Ldn (or DNL – average day/night noise level) contours, development of residential uses in the Study Area is not permitted – the only such use with this restriction. Development close to Addison Airport (especially near Belt Line Road), also has height restrictions).

### GOAL SETTING

As a means of establishing goals for development of the Study Area, the Advisory Group was asked to list their current **perceptions** of the Study Area.

**Figure 2-2 – Charrette #1 Perceptions**



Various stated perceptions included:

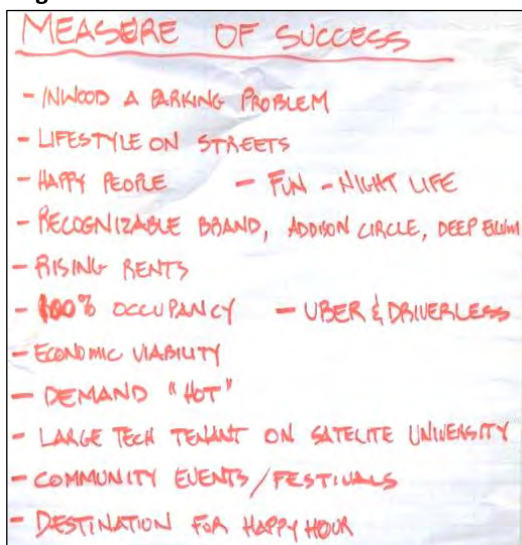
- Low end (as in low quality);
- Lack of access to restaurants;
- Good shortcut – Inwood Road is a fast route
- Rents are cheap;
- Has potential;
- Boring, utility, industrial;
- Not memorable;
- Tired, lack of walkability, dated;
- No draw or reason to go there;
- Avoidable, not a destination;
- Neglected, poor landscaping, power lines;
- Offices and warehouses;



- Inwood Road is not interesting;
- Unsafe for driving into and out of businesses along Inwood Road;
- Density is a good thing;
- Out-of-date/incompatible uses;
- Incompatible;
- Buildings are “one-off”, no continuity;
- “Island of misfit toys”;
- Retaining existing businesses might not be realistic;
- Unsafe for driving and walking; and,
- Destination for service-oriented businesses.

The Advisory Group’s perceptions trended towards undesirable characterizations of the Study Area – that it was not a destination for Addison, that aspects were undesirable (even dangerous), and that it was not an asset to the Town. One positive comment was that the Study Area did provide a home for service-oriented businesses in Addison.

**Figure 2-3 – Charrette #1 Measures of Success**



The Advisory Group was then asked to give their opinions on what **measures of success** for the Study Area would be:

- Having enough new commercial demand along Inwood that parking would become a problem;
- There needs to be more lifestyle on the streets;
- “Happy people” walking along the streets;
- Need more fun, night life;
- Need a recognizable brand (Addison Circle, Deep Ellum);
- Rising rents would indicate success;
- 100% occupancy would indicate success;
- Area should be economically viable;
- Area should be in demand, be “hot”;

- Host community events and festivals;
- Be a destination for happy hour; and,
- Attract a tech/corporate tenant or satellite university campus.

Example projects cited by the Advisory Group included Magnolia (Waco) and The Hub (Walton County, Florida). Future potentials the Study Area should take into account include possible impacts associated with autonomous cars, more shared car services (such as Uber), and other innovations that may reduce the need for conventional parking.

**Figure 2-4 – Charrette #1 Draft Goals**



Taking the perceptions and measures of success into consideration, the Advisory Group was asked to help generate a set of goals for the Study Area. Goals shown in bold blue were proposed at Community Meeting #1:

- East/west connectivity;
- Pedestrian linkages and walkability;
- Improve revenue;
- Attract tech companies;
- Attract new businesses;
- Make the area safe;
- Make the area more attractive;
- Make the area interesting and funky;
- Salvage existing buildings and maybe retain some office flex buildings;
- Focus on integrating existing businesses;
- Have unique retail offerings;
- Promote redevelopment;
- Salvage mature trees;
- Have human-scale development;
- Diversify the types of tenants;

- Have a cohesive theme/vision/brand;
- Create a neighborhood/community;
- **Improve east/west access connectivity;**
- **Improve pedestrian linkages;**
- **Improve financial revenue to Town;**
- **Make the Study Area safe and attractive;**
- **Retain existing businesses and attract new ones; and,**
- **Redevelop vacant and underused parcels.**

The above proposed goals generally point to a need to redevelop the Study Area – from tenant mix to diversity to urban design to density to access and safety, and beyond. Maintaining the current development mix, pattern, and building quality would be insufficient to achieve these goals.

### SITE PROGRAMMING

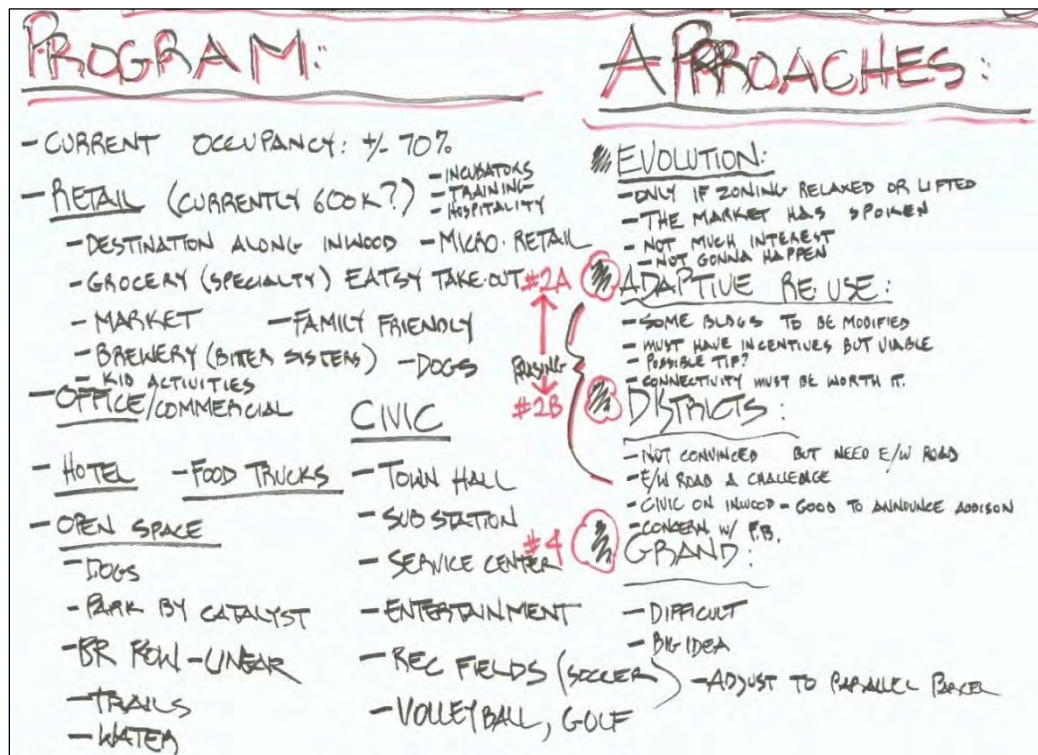
In order to comprehensively create conceptual approaches to developing the Study Area, a program of land uses is required. In Charrette #1, the Advisory Group was asked to weigh in on what uses they thought would be appropriate in the Study Area. This exercise was performed with the understanding that residential uses would not be considered, since the noise contours associated with Addison Airport prohibit such uses in the vast majority of the Study Area. The following five uses were discussed as potentials for the Study Area (see Figure 2-5 below).

### 1) Retail

The Study Area is currently defined by Retail uses, principally along Inwood and Belt Line Roads. However, there are uses within the interior of the Study Area, while Office or Commercial in appearance, may also have a retail or office function. This includes medical and physical therapy clinics, exercise studios (yoga, Pilates, etc.), coffee roasters, print shops, and other service-oriented Commercial uses. The Advisory Group also recommended other Retail types including:

- Incubators for small or startup Retail;
- Training included with Retail (such as a restaurant that trains those wishing to work in the industry);
- Micro-Retail (small spaces, 150 to 350 square feet) for small and startup retail operations;
- Other dining options including micro-brewery;
- Specialty grocer that also incorporates a “grab-and-go” component (such as Eatzi’s);
- Food trucks; and,
- Retail uses that are family-friendly, dog-friendly, and that also encourage children’s activities. This could also include a specialty retail use (like a gourmet dog biscuit bakery) which is specifically focused on the pet market.

Figure 2-5 – Programming and Approaches



To create a vibrant mixed-use environment, it is natural and desirable to blur the line between retail, dining, commercial and office uses. This also supports a degree of shared parking, which also encourages walkability between uses.

## 2) Office/Commercial

Developing more Office uses is compatible with the Study Area – areas along Belt Line Road, Beltway Drive and Beltwood Parkway already have existing Office uses – and the submarket analysis revealed a favorable potential for Office uses in the Study Area. Most existing Office uses in the Study Area are built below what the Town’s zoning ordinance allows – up to 6 stories in C-1 and C-2 (both commercial) and I-1 (industrial) districts; and a maximum of 2½ stories (or 29 feet) in the LR (local retail) district. Currently, the tallest Office buildings in the Study Area are along Belt Line Road and do not exceed 4 stories.

In addition to tech companies, the Advisory Group recommended keeping some office-flex uses, but did not identify any other specific Office uses.

## 3) Hotel

There are currently several limited-service business class hotels in the immediate vicinity of (but not in) the Study Area, including Hampton Inn and Holiday Inn Express (both immediately west of the Study Area); and La Quinta Inn & Suites and Best Western Plus immediately east of Inwood Road. Other full-service hotel brands are located closer to the Tollway corridor.

One or more unique small hotel flags could potentially be a replacement for residential uses (which are not allowed in the Study Area). Hotels could also be more vertical – up to 6 stories in most districts – as long as adequate parking is provided.

## 4) Civic Uses

In Phase 1, Approach #2 (Adaptive Reuse Approach) identified an area for a “civic use”, but did not specify a particular function beyond that. The Advisory Group made some suggestions including:

- A new Addison town hall;
- A municipal “substation” (offices that could be unique to the Study Area);
- A new municipal service center;
- An entertainment venue (such as a bandshell, or amphitheater); or,
- A sports complex (soccer, golf/driving range, volleyball, etc.).

The issue of a new Town Hall raised discussion, particularly with regard to location. At the southern edge of Addison, there is no guarantee that uses in

neighboring Farmers Branch would be compatible with such an important public use.

While the existing Addison Town Hall on Belt Line Road has size and parking issues, the Town has not asked the Consultant to look for any new sites for Town Hall. For this project, a “Civic” land use may be interpreted as any public use, which may include a public gathering place, a community center, an arts center, or other similar public use. And it bears repeating that since Civic uses usually generate little or no tax revenue (such as sales or property taxes), their designation should be used strategically but sparingly.

## 5) Open Space

One of the challenges/constraints noted in the Study Area is the lack of open/green space. The Advisory Group suggested several approaches to injecting more green space in to the Study Area:

- A dog park;
- More pedestrian trails;
- A park as part of a catalyst project;
- Developing a type of water feature;
- Integrating more field sports such as soccer (see #4 Civic Uses); and,
- Using the existing railroad right-of-way for pedestrian use, including cross-overs to connect the Study Area with office and hotels to the east.

As noted with Civic uses, Open Space uses take some acreage out of revenue-generating status. However, previous studies have noted that Retail and Office tenants are willing to pay a higher rents for spaces with access to open spaces (both visually and physically), as well as increase adjacent land values.

Open Space, like Civic uses, may be used as catalysts for adjacent private development. Dallas’ Klyde Warren Park is one local example of a new open space area that has increased the value of adjacent parcels and created a new “destination” district, even though the park itself generates little tax revenue.

## DISCUSSION OF DEVELOPMENT APPROACHES

The Advisory Group discussed the four planning approaches that were presented in Community Meeting #1 (see Phase 1 report). Figure 2-5 (see page 2-4) shows the general comments of each approach as discussed. The following is a summary of the discussion with the Advisory Group:

- **Approach #1 (“Baseline” or “Evolution”)** – This approach would be the result of current development regulations and market forces. But, as the Advisory Group noted, even if zoning were relaxed or changed, “the market has spoken”. There has been little positive

change in the Study Area and the Advisory Group demonstrated little interest in maintaining the status quo. Doing little or nothing would result in virtually no change from current development.

- **Approach #2 (“Adaptive Reuse”)** – This approach could result in some existing buildings being modified in order to accommodate new roadways and development. The Advisory Group expressed concern with this aspect, saying that “viable incentives” would be required to make these changes happen. While connectivity was deemed important (both pedestrian and vehicular), it must “be worth it” in order to justify the expense.
- **Approach #3 (Districts)** – Approach #3 is basically a variation on Approach #2 and could be also considered a future phase of #2. The Advisory Group still had concerns regarding east/west connectivity but split on exactly how this could be achieved. As stated previously, the Advisory Group did not uniformly support the concept of a Civic Use at the border with Farmers Branch, as there would be no guarantees that there would be compatible uses in the neighboring city. They suggested that a Civic Use might be more appropriate on Inwood Road, further away from Addison’s southern city limit.
- **Approach #4 (Grand)** – This is the boldest of the four approaches as it departs from the existing “interrupted grid” street pattern and introduces a significant new roadway generally parallel to Inwood Road (a roadway informally referred to as “InLine Road”). The Advisory Group saw this as the “big idea” but also believed it would be difficult and lengthy to realize. It was suggested that this approach might be modified to more closely align with existing parcel boundaries.

Development approaches which differ from the current Study Area development pattern are intended to show potentials, given existing parameters of access, infrastructure service, and policy requirements (such as restrictions associated with proximity to Addison Airport). As these approaches and concepts are further refined (Phases 2 and

3), the Town will have the ability to make more informed decisions regarding future private-sector development proposals, as well as the option to adopt associated policies which may encourage such development.

While implementation and financing strategy were not part of this first charrette, some items were discussed that could be applicable to all approaches:

- New zoning approaches (such as a flexible “planned development” zone) might incentive property owners to take advantage of greater density options;
- Public improvement of infrastructure (roadways and sidewalks) could be a way to attract new development;
- Flexible financing (TIF, PID, etc.) could pay for specific public improvements including parking structures, thus lowering private development costs; and,
- Looking beyond the Study Area’s prescribed boundary to encourage new pathways and development patterns.

Implementation strategies will be discussed in-depth once an approved approach/concept is further developed.

#### **POTENTIAL CONCEPTS**

After a productive discussion, the Advisory Group suggested the following:

- Regarding Approach #1, it was felt that this was not worth pursuing further since it has little potential to positively change the Study Area;
- Since Approaches #2 and #3 are similar, the Advisory Group recommended combining these together which also includes a slight relocation of the Civic Use component; and,
- Revisit Approach #4 to see if existing parcel lines can be followed while still incorporating the bold approach.

Based on guidance from the Advisory Group and Town staff, two Approaches will be refined from this point forward – a hybrid of Approaches #2 and #3, and a refinement of Approach #4.

## TASK 2.2 – ALTERNATE DEVELOPMENT SCENARIOS

After Charrette #1, the Consultant digested the information from the Advisory Group and Town staff. One area that required further focus were the suggested goals for the Study Area.

The goals from the Advisory Group and those presented at Community Meeting #1 had several areas of overlap. Therefore, it is proposed that the following goals be used for the Study Area which incorporate input from the Advisory Group, the community, and applicable goals from previous studies. All proposed goals are to be considered equally important:

### **Transportation Goals:**

- T-1**..... Make Inwood Road safer, especially for northbound left-turn movements.
- T-2**..... Improve east/west access connectivity.
- T-3**..... Improve pedestrian linkages, sidewalks, and walkability.
- T-4**..... Allow on-street parking along Beltwood Parkway and Beltway Drive.
- T-5**..... Allow shared parking as appropriate.
- T-6**..... Incentive denser development through the provision of public-funded parking facilities (surface lots and/or structures).

### **Economic Development Goals:**

- ED-1**..... Improve financial revenue to Town through encouragement of new and diverse development.
- ED-2**..... Promote redevelopment of vacant and underused parcels.
- ED-3**..... Consider new forms of zoning to encourage economic investment and greater density.
- ED-4**..... Consider publicly-funded catalyst projects as a means to encourage new development.
- ED-5**..... Encourage the adaptive reuse of existing buildings as appropriate.

### **Urban Design Goals:**

- UD-1** ..... Make the Study Area safe and attractive.
- UD-2** ..... Provide a unique and diverse collection of uses.
- UD-3** ..... Promote human-scale development.
- UD-4** ..... Create a memorable and brandable neighborhood/district.

### **Open Space Goals:**

- OS-1**..... Salvage mature trees.

**OS-2**..... Create green spaces.

**OS-3**..... Create a system of pathways that connect to public spaces and private developments.

**OS-4**..... Provide sidewalks and associated amenities (landscaping, street lighting, etc.) throughout the Study Area.

With these goals in mind, the Consultant developed two draft Development Scenarios, in accordance with the input from Charrette #1 and Town staff.

### **DEVELOPMENT SCENARIO #1: CIVIC SQUARE**

The Civic Square Development Scenario was developed as a refinement of the Approach #3 (Districts) shown in Phase 1. It was further divided into two Options, which differed principally as to how Retail and Office were proposed along the central portion of Inwood Road:

- The Civic Square scenario builds upon the Retail corridors along Belt Line Road and Inwood Road.
- It also proposes new denser Office along the Beltwood corridor, supported by new parking garages which could be shared by multiple users (Office and Retail).
- A Mixed-Use street would be defined by these garages, terminating on a new public square which could be the home to some major destination use.
- The anchor opens onto a public open space which be a passive recreation area, a farmers market, or other similar use.
- A small Retail building along the Inwood Road side could house a restaurant, food hall, or some other compatible use.
- Option A shows the potential for a new Office building south of the public open space, while Option B shows the potential for an incubator/micro-Retail development.
- Athletic fields sized for youth soccer could act as a buffer between the new development and the existing industrial/office areas of neighboring Farmers Branch.
- The existing Tuesday Morning warehouse site – if redeveloped – might be an opportunity for creative/flex-space areas for new and existing area businesses.

The square footage details of Options A and B are shown in Figure 2-10 (page 2-12).

Figure 2-6 – Development Scenario #1: Civic Square (Option A)

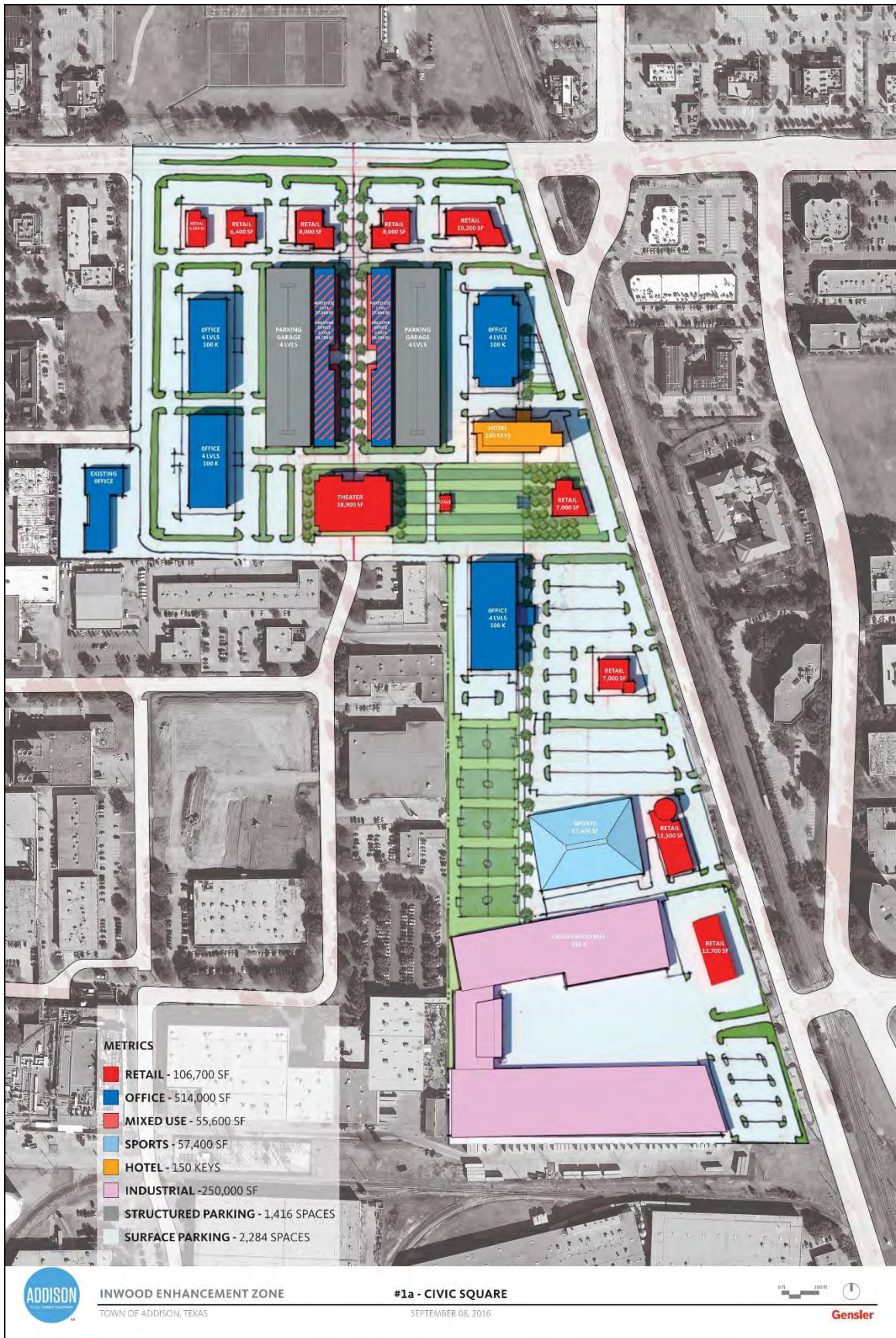


Figure 2-7 – Civic Square (Option A) Massing Model



INWOOD ENHANCEMENT ZONE  
TOWN OF ADDISON, TEXAS

#1a - CIVIC SQUARE PERSPECTIVE VIEW

SEPTEMBER 08, 2016

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Figure 2-8 – Development Scenario # 1: Civic Square (Option B)

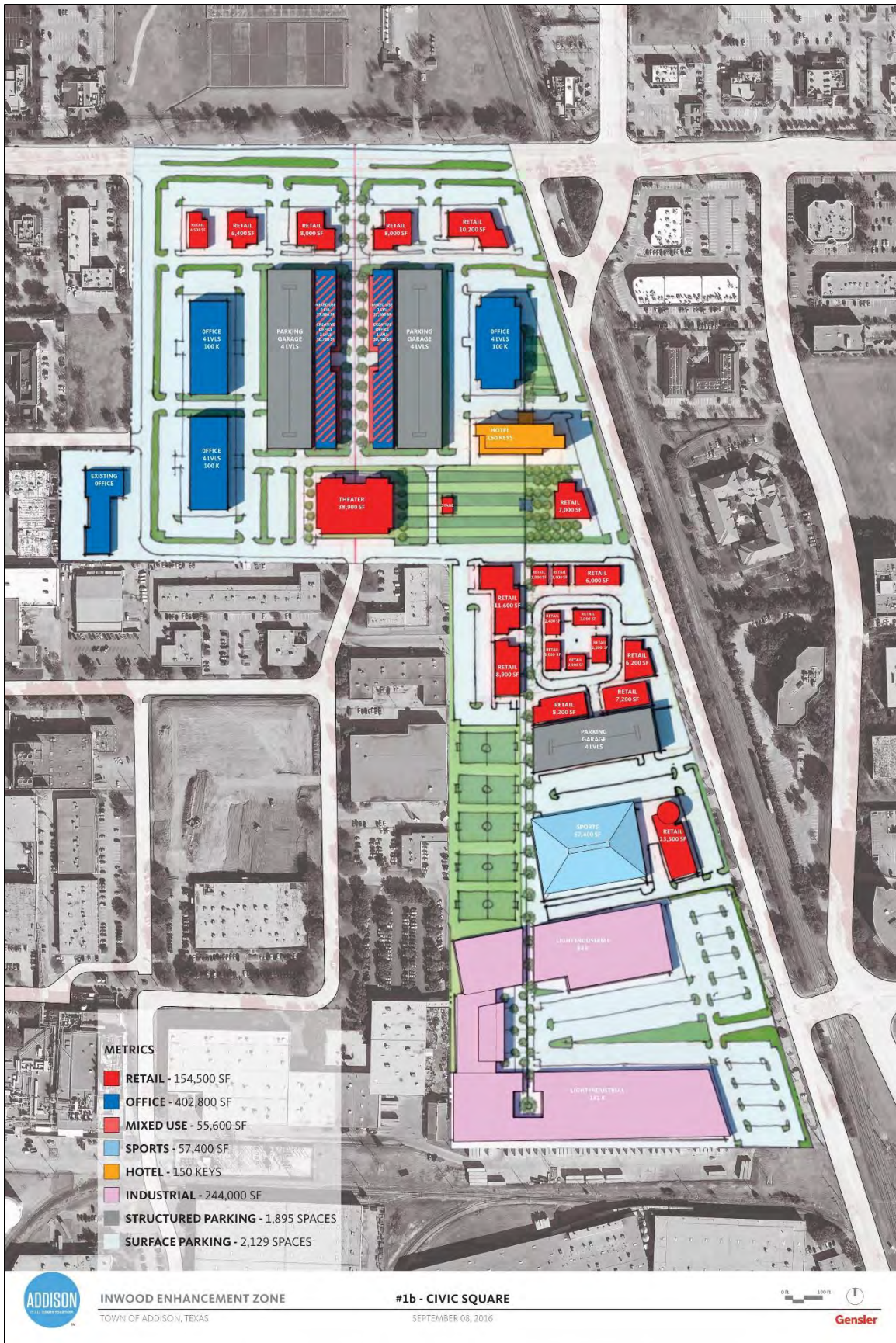




Figure 2-9 – Civic Square (Option B) Massing Model



INWOOD ENHANCEMENT ZONE  
TOWN OF ADDISON, TEXAS

#1b - CIVIC SQUARE PERSPECTIVE VIEW

SEPTEMBER 08, 2016

Gensler

**Figure 2-10 – Civic Square Land Use Metrics**

Land-Use	OPTION A		OPTION B	
	Square Feet	Pct.	Square Feet	Pct.
Retail/Dining	106,700 sf	9.2%	154,500 sf	14.1%
Office/Commercial	514,000 sf	44.2%	402,800 sf	36.8%
Mixed-Use	55,600 sf	4.8%	55,600 sf	5.1%
Hotel (150 keys)	120,000 sf	10.3%	120,000 sf	11.0%
Industrial	250,000 sf	21.5%	244,000 sf	22.3%
Sports	57,400 sf	4.9%	57,400 sf	5.2%
Open Space	60,000 sf	5.2%	60,000 sf	5.5%
<b>TOTAL</b>	<b>1,163,700 sf</b>		<b>1,094,300 sf</b>	
	<b>1,416 spaces (garage)</b>		<b>1,895 spaces (garage)</b>	
	<b>2,284 spaces (surface)</b>		<b>2,129 spaces (surface)</b>	

The Civic Square approach helps diversify the Study Area while building upon the strengths in the local market:

- The predominant land use in both Options A and B is Office/Commercial, which plays to the strong Office market summarized in Phase 1;
- Industrial uses makeup the second highest land use, again building upon the strong existing market for office/flex and industrial uses in the area;
- Retail/Dining uses – while a strong component of the Belt Line and Inwood corridors – is projected to be only between roughly 9% and 14% of the total land use. An additional 5% (approximately) might be added to that with some Retail and Dining potentials being part of the Mixed-Use area; and,
- The potential for a new mid-sized Hotel (150 keys) brings additional diversity to the Study Area, and helps fill area demand that in the normally would be met by a residential component in a mixed-use neighborhood such as this. (Residential uses are not allowed due to the noise contours associated with Addison Airport.)

- A new concentration of midrise Office buildings is proposed south of Belt Line Road between Beltway and Beltwood. Key to the success of these buildings is the development of two parking structures which would be shared by the four Office buildings, as well as potentially by Retail and Dining uses during non-business hours;
- A second core of midrise Office buildings is located in the southern portion of the Study Area, along with a re-imaged creative Industrial area (presently occupied by Tuesday Morning). A centrally located Hotel, along with shared parking garages support these uses; and,
- The Mixed-Use “village” is within walking distance of both Office nodes and creates a walkable/park-once environment with shared parking, a second Hotel, and a combination of Retail and small Office spaces.

The square footage details of the Village scenario are shown in Figure 2-11 (below), and the potential development plan is shown in Figures 2-12 and 2-13.

**Figure 2-11 – Village Land Use Metrics**

Land-Use	Square Feet	Pct.
Retail/Dining	102,800 sf	7.6%
Office/Commercial	755,000 sf	55.6%
Mixed-Use	112,000 sf	8.2%
Hotels (300 keys total)	250,000 sf	18.4%
Industrial	138,000 sf	10.2%
Sports	0 sf	0.0%
Open Space	0 sf	0.0%
<b>TOTAL</b>	<b>1,357,800 sf</b>	
	<b>2,674 spaces (garage)</b>	
	<b>2,067 spaces (surface)</b>	

**DEVELOPMENT SCENARIO #2 – VILLAGE**

The Village Development Scenario was developed as a refinement of the Approach #4 (Grand Approach) shown in Phase 1. It is a much more ambitious layout, relying on a new parallel roadway to Inwood Road (“InLine Road”), and new east/west connections to create more walkable and developable block sizes:

- Retail and Dining uses are concentrated along the Belt Line Road corridor and in a new node along “InLine Road” that creates a small, mixed-use “village” environment, with shared structured parking;

Figure 2-12 – Development Scenario #2: Village

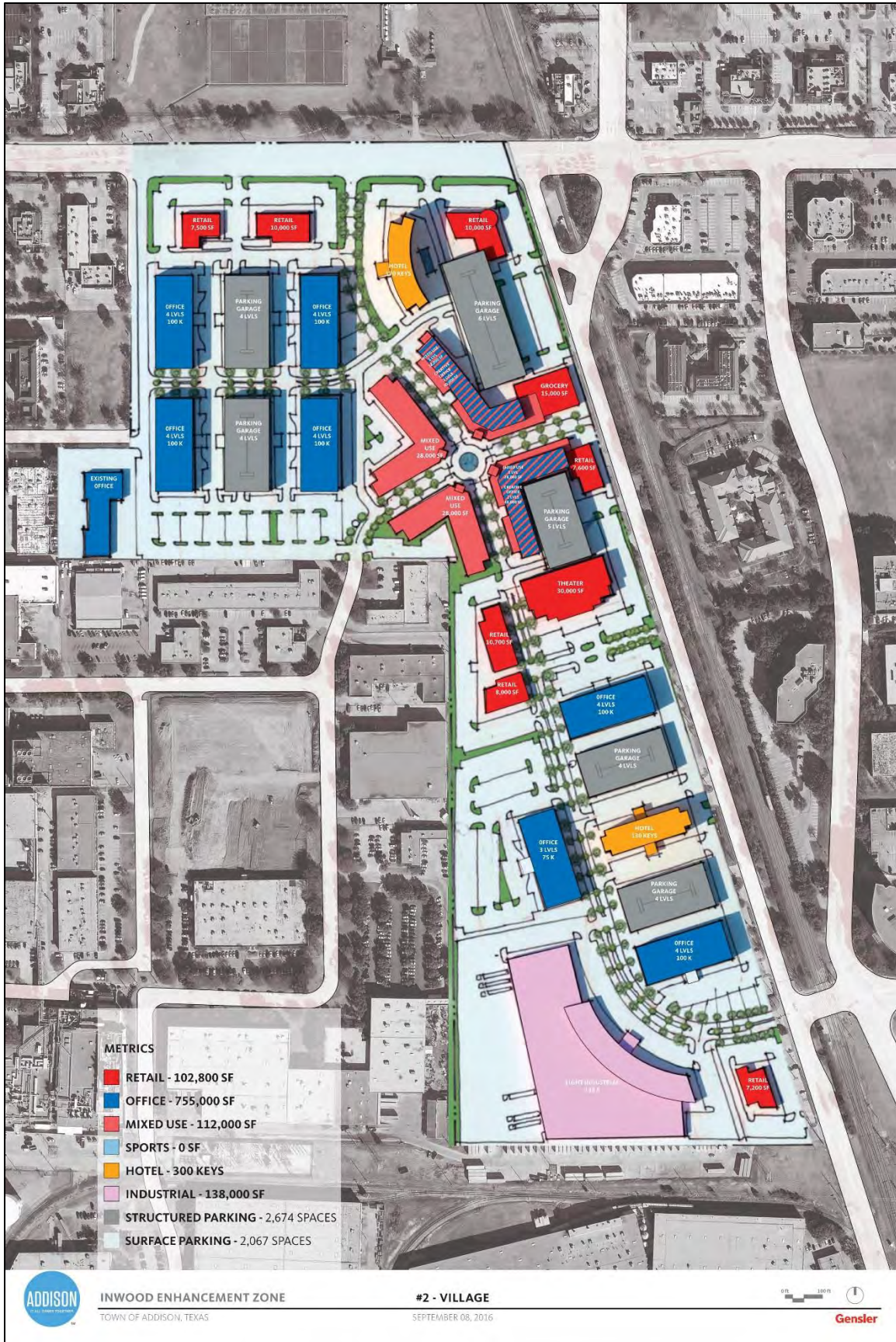


Figure 2-13 – Village Massing Model



INWOOD ENHANCEMENT ZONE  
TOWN OF ADDISON, TEXAS

#2 - VILLAGE PERSPECTIVE VIEW

SEPTEMBER 08, 2016

Gensler

The Village approach takes a more comprehensive approach to redeveloping the Study Area. Because it relies on a more intricate approach to existing parcels, it could take longer to implement. It might also require a master developer to purchase, assemble and redevelop the necessary parcels:

- As with the Civic approach, the Village approach relies strongly on Office uses, but concentrates them into two nodes. These uses are consistent with area developments and work well with the Addison office submarket;
- Two hotels actually comprise the second largest land use in this scenario. Given the strong hotel development market in North Texas, this is seen as an opportunity for the Study Area to provide a new type of hospitality property that is situated between full-

service business-class hotels and limited-service properties;

- The “village” center is the heart of the development, mixing Office, Retail/Dining, and Hotel uses in a compact walkable district; and,
- The sharing of parking structures is a key strategy to the success of the Village scenario. This minimizes large empty areas of surface parking and allows diverse uses to share parking as much as possible.

The Village scenario represents a bold approach the Town might consider to show to the development community as a way to attract a master developer or new tenants to augment the existing Study Area.

### TASK 2.3 – CHARRETTE #2: ALTERNATE SCENARIOS

These Advisory Group met for a second time (also at Gensler’s Dallas office) on 08 September 2016.

**Figure 2-14 – Charrette #2 with Advisory Group**



The Consultant updated the Advisory Group regarding project progress since the first charrette. The draft goals (detailed on page 2-7) were presented to the Advisory Group without additional comment or input.

The updated development scenarios were presented (Civic Square Option A & B, and Village). The Advisory Group offered the following input:

- **Connectivity** – With both scenarios, the Advisory Group stressed the need to show connectivity across the railroad tracks to the area east of Inwood Road;
- **Inwood Access and Traffic** – There were concerns about traffic along Inwood Road and how it might access any new development, along with concerns about pedestrian crossing across Inwood Road (and the railroad track).

Potential strategies may include some use of dedicated channelized left-turn lanes and use of in-pavement flashing warning lights at dedicated crossings;

- **Farmers Branch** – The Advisory Group was interested if there was any coordination with Farmers Branch regarding the Study Area. Town staff noted that Farmers Branch is currently updating their comprehensive plan and there might be an opportunity to discuss this project with them at some point;
- **Transition** – Concerns remained regarding how to move from existing development in the Study Area to any of the proposed scenarios. The Consultant described this as a vision for future growth and development, which could take time depending on development and the market;
- **Flexibility** – The importance of the plan being flexible was also mentioned. This applies not only to how various future land uses might be considered, but also respecting existing businesses in the Study Area; and,
- **Practicality** – One Advisory Group member suggested the plan only consider uses that were “practical” and abandon uses that he suggested were “not realistic” (including large green areas, sports fields, incubator spaces, creative office, among others).

In general, the Advisory Group helped the Consultant focus on issues that are important to both Addison residents and parcel owners and business representatives.

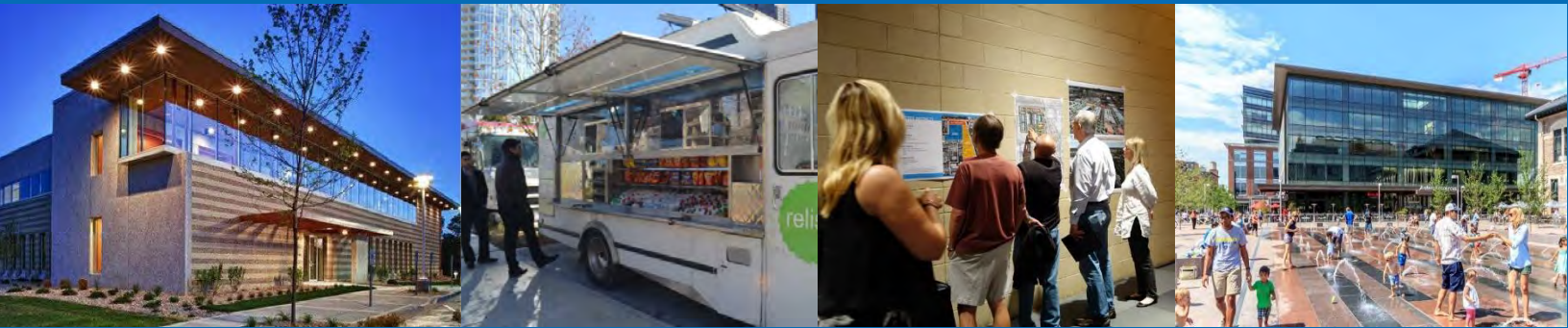
**NEXT STEPS**

Phase 2 included the completion of two Advisory Group meetings and the refinement of the alternative scenarios for the Study Area. This positions the project for the next and final step, which includes a second Community Meeting, additional coordination with Town staff, and the eventual presentation to City Council for consideration of approval.

Phase 3 will further refine and develop the proposed scenarios into one or more draft Development Plans. Accompanying this will be more detailed potential strategies for both implementation and financing. Phase 3 will present the draft Development Plan(s) for additional public input (in a second Community Meeting), and will prepare the necessary items for consideration by the City Council.

Phase 3

# MASTER REDEVELOPMENT PLAN









## Phase 3

# MASTER REDEVELOPMENT PLAN

10 April 2017



### PHASE 3 SUMMARY

Upon completion of Phase 2, the Consultant began the process of developing the final plan recommendations into a more detailed product. This included taking into consideration the input of the Advisory Group (from Phase 2), public input received at the Community Meetings (in Phases 1 and 3), and recommendations and advice from Town staff.

The approach to developing the Study Area began to coalesce around the concept of organizing it around Character Districts which relate to market influences unique to each area. The Study Area was divided into four such districts:

- The Belt Line District and the Inwood District are both informed by their adjacent major roadways;
- The Central District is more removed from those influences, and has a character unique to the office and commercial uses in the Study Area’s interior; and,
- The Gateway District has the potential to be a unified entry to the Town, given that it is mostly comprised of a single large parcel owner.

Implementation of a Character District approach is most often part of a Planned Development (PD) zoning district. The Town of Addison has used the PD approach for several successful mixed-use developments including Vitruvian Park and Addison Circle.

Equally important to implementation strategy important is the financing of Study Area improvements. The widely-accepted approach of a Tax Increment Finance (TIF) District has been recommended as an effective and equitable means of encouraging growth and reinvestment in the Study Area. To support this recommendation, the

Consultant prepared additional research regarding the use of local TIF districts. Prior to embarking on any financial initiative, this Study recommends an in-depth financial to ensure applicability and success.

The development concepts and implement strategies were shared with the public in a second Community Workshop on 06 October 2016. The public had a chance to view and comment on proposed development goals for the Study Area, two options for a draft Development Plan, and recommended implementation strategies. This was the opportunity for the Consultant to clarify some issues of concern (such as which portion of Beltway was being recommended for on-street parking – which was not the residential area west of Midway) and to give the Town options as to how to proceed on encouraging appropriate new development in the Study Area.

A few commented that they did not see the need for the Study Area to change. However, most felt that something had to be done.

The Study Area was also considered with respect to Addison’s parameters for success. By those metrics, as it is today, the Study Area comes up short and requires some external influence to encourage both new development and reinvestment.

The Study’s findings were presented to City Council in a work session on 24 January 2017 to answer any question they might have. Council unanimously supported the draft goals, the Character District approach, and the suggestion of taking a more proactive role in driving the future of the Study Area.

*The approach to developing the Study Area began to coalesce around the idea of organizing it around several Character Districts which relate to market influences that are unique to each area.*

## TASK 3.1 – DRAFT MASTER REDEVELOPMENT PLAN

Upon the completion of Phase 2, the Consultant had the opportunity to gather public input and opinion regarding the Study Area. In all, there were four opportunities:

- Community Meeting #1 (Addison Conference Centre, 17 Aug 2016);
- Advisory Group Charrette #1 (Gensler office, 25 Aug 2016);
- Advisory Group Charrette #2 (Gensler office, 08 Sep 2016); and,
- Community Meeting #2 (Addison Conference Centre, 06 Oct 2016 – summarized in this section).

The purpose of these public touch-points was to share the Consultant’s findings about the Study Area and to gauge general opinion on potential planning approaches to enhance the Study Area.

As a result of this effort, it appeared that two divergent plan approaches began to evolve:

- A more “conservative” approach which tended to follow ownership (parcel) lines and which discouraged extension of new roadways – this tended to be favored by landowners in the Study Area; and,
- A more “ambitious” vision which presented a more extensive view of the potential future development of the Study Area, including new roadways and the creation of a more developable environment (including approaches like double-loaded retail streets, which were among the current challenges noted by the Consultant).

### CHARACTER DISTRICTS

In meeting with Town staff, it was discussed that as a means of considering these two divergent approaches, a “character” district plan was developed as a logical transitional step. The Study Area was divided into four such districts (which apply only to the Study Area), shown in Figure 3-1.

Character Districts are a means of describing in general terms the types of development that would be applicable to individual areas. Character Districts are also a potential foundation for development regulatory instruments such as a Planned Development (PD) district. The edges of each District may be considered flexible depending on how the PD ordinance language is composed. (For instance, boundaries could be allowed to move 20% as part of a Minor Modification of the PD.)

As proposed, the Character District boundaries are intended to generally follow existing parcel/ownership lines in the

Study Area, as well as the Addison/Farmers Branch city limit. A variety of land uses and architectural styles would also be encouraged, provided they were complementary between Districts, thus reinforcing an overall “sense of place”. Other design elements – signage, landscaping, street furniture, pathways, lighting – would also be coordinated to give the Study Area a comprehensive feel.

Figure 3-1 – Character Districts



#### 1) Belt Line District

The Belt Line District extends along the southern portion of Belt Line Road between Beltway Drive and Inwood Road. It includes those parcels with frontage along Belt Line Road and is intended to build upon the success of restaurant development along the corridor. The Belt Line District’s principal uses are envisioned to be Dining/Retail, Office, and Hotel, eventually transitioning from mostly single-story structures to 2 to 4 story buildings (as allowed by height restrictions associated with Addison Airport). Multi-level buildings would be encouraged to have street-level Dining and/or Retail, with upper-level Office uses.

To maximize land-use efficiency, a Shared Parking Strategy could be included in the Belt Line District between compatible uses which do not generally have

overlapping peak demand periods (such as Office and Retail/Dining). Such a strategy would not only promote a park-and-walk environment, it could ease the parking burden for certain uses where the existing on-site parking supply is insufficient to meet the individual use's need. As density increases, surface lots could transition to structured parking. Additionally, the District could allow limited on-street parking on Beltway Drive and East Beltwood Parkway only within the District – specifically only along the portions of Beltway Drive and East Beltwood Parkway immediately adjacent to and south of Belt Line Road. No residential neighborhoods would be included in this recommendation.

## 2) Inwood District

The Inwood District extends south of the Belt Line District along Inwood Road to approximately the parcels owned by Tuesday Morning. It extends west to the Addison/Farmers Branch city limit and to parcel boundaries fronting East Beltwood Parkway.

Developments in the Inwood District are expected to include destination Dining/Retail, Mixed-Uses (mixed both horizontally and vertically), Office, and Hotel. Existing buildings are mostly single-story structures which could transition to multi-level buildings (2 to 4 floors, as allowed by Addison Airport height restrictions).

Mobility improvements in this District could include the limited use of channelized left-turn lanes for northbound Inwood traffic (to avoid congested northbound traffic that has to wait for left-turning traffic to clear, as well as pedestrian improvements both within the area and linking eastward across the railroad tracks to other existing developed areas. This would also encourage more pedestrian access through the addition of sidewalk and improved pathways – especially if a sidewalk is added along Inwood Road (there is no adequate existing pedestrian path along Inwood).

As in the Belt Line District, the Inwood District should permit shared parking between compatible uses to promote a park-and-walk environment and distribute the parking supply in a more equitable fashion. Should density increase, surface parking could eventually transition to structured parking. Additionally, the Belt Line District could include limited on-street parking on those portions of Beltway Drive and East Beltwood Parkway that are only within the District.

## 3) Central District

The Central District is adjacent to the Belt Line and Inwood Districts and is defined on the south and west by the Addison/Farmers Branch city limit. It is intended to build upon the success of the existing office-oriented development pattern, which is currently mostly single-story office/flex buildings.

The Central District is projected to include Office/Flex buildings, Medical Office/Retail, street-level Retail/Dining, and Mixed-Use (mixed both horizontally and vertically). Existing buildings – mostly single story – could eventually grow to between 2 and 6 stories (as is currently allowed by the zoning regulations).

As mentioned previously, the Central District should permit shared parking between compatible uses to promote a park-and-walk environment and distribute the parking supply in a more equitable fashion. And as density increases, surface parking could eventually transition to structured parking. The Central District could also allow for limited on-street parking on those portions of Beltway Drive and East Beltwood Parkway that are only within the District – that means only on those segments of Beltway Drive and East Beltwood Parkway that are no further than approximately 1,000 feet south of Belt Line Road. Proposed on-street parking would not apply to any other portions of those roadways, including Beltway Drive west of Midway Road (outside of the Study Area and primarily residential).

## 4) Gateway District

The Gateway District is located along Inwood Road at the southern boundary of the Study Area (abutting the Addison/Farmers Branch city limit). It is currently the site of the Tuesday Morning warehouse/distribution complex (mostly single-story structures) and a few small inline retail centers facing Inwood Road.

As one of Addison's principal entry points, the Gateway District serves as an important marker for both Town and Study Area identity. At present, it does not provide any unique visual distinctions that celebrate Addison.

The Gateway District could develop as Office/Industrial, Medical Office/Retail, some stand-alone Retail, and a Hotel. While this is an evolution of existing Office and Industrial uses, the Gateway District is proposed to be a more dynamic and creative environment. Existing industrial buildings could be divided and redeveloped as large-floorplate spaces for multi-tenant use. Medical Office/Retail and a Hotel would also be compatible uses in the District. Because of the separation from Addison Airport, new development in the Gateway District would be permitted to be as tall as 6 floors.

Parking in the Gateway District is anticipated to go vertical as density increases – consistent with other surrounding development patterns. Improvements to pedestrian access along and across Inwood Road would link the Gateway District with other portions of the Study Area, as well as to existing developments east of the railroad track.

**DRAFT MASTER DEVELOPMENT PLANS**

In advance of the second Community Meeting, the Consultant revisited the Phase 2 draft Development Scenarios. Additional suggestions and guidance from the Advisory Group was incorporated, resulting in a refinement of two Draft Master Development Plans – Civic Square and Village. The principle behind presenting two draft plans was informed by the recommendations from the Advisory Group (relying on a more conservative parcel-line-driven approach), coupled with a desire for an innovative approach as a means of attracting new potential development.

**1) Draft Master Development Plan – Civic Square**

The Civic Square Draft Master Development Plan builds upon the Retail corridors along Belt Line Road and Inwood Road, while concurrently attempting to respect as many existing parcel lines as possible.

Retail and Dining-oriented development is proposed along the existing Belt Line frontage (Belt Line District), with denser office development immediately to the south (Central District).

At the intersection of Inwood and Belt Line Roads, the Civic Square approach recommends the closure of the short southbound Inwood Road segment, as it solves an awkward roadway alignment and allows for a small increase in developable area.

This portion of East Beltwood Parkway is envisioned as a new Mixed-Use street, defined by new street-level retail/dining and future garages, terminating on a new public square which is envisioned as a destination use (such as a theater). Linking the space eastward is a “commons” which acts as an event space for a variety of programmed needs – farmer’s market, public green, etc.

North of the green is a potential new Hotel site, immediately south of an additional Office building.

Structures in this area would be height-limited because of the restrictions associated with Addison Airport.

Along Inwood Road (the Inwood District), a small collection of Retail/Dining spaces would be immediately south of the public green. From that point south, the remainder of the Study Area (including the Gateway District) is envisioned as Office development, with structured parking eventually replacing most surface parking lots. Garage space could also be shared between Office and Retail/Dining uses as a way of decreasing the overall need for parking. (Office and Retail/Dining are compatible for shared parking facilities as their peak demand periods do not generally overlap).

At least three opportunities for pedestrian crossings of Inwood Road are proposed, providing a linkage to the existing developed Office District east of the railroad tracks. This would also require a pedestrian-friendly pathway along with associated signage and lighting.

The development metrics associated with the Civic Square approach are detailed in Figure 3-2 (below). Figure 3-3 (below) shows some aspirational imagery of what development in this approach could look like. The Civic Square plan view and massing models are shown in Figures 3-4 through 3-6.

**Figure 3-2 – Civic Square: Land Use Metrics**

Land-Use	Square Feet	Pct.
Retail/Dining	187,900 SF	16.4%
Office/Commercial	807,000 SF	70.5%
Hotels (100 keys total)	150,000 SF	13.1%
<b>TOTAL</b>	<b>1,144,900 SF</b>	<b>100.0%</b>

**Figure 3-3 – Civic Square: Sample Aspirational Imagery**



Figure 3-4 – Civic Square: Plan View



Figure 3-5 – Civic Square: Massing Model (facing south over Belt Line Road)



Figure 3-6 – Civic Square: Massing Model (facing north along Inwood Road)



**2) Draft Master Development Plan – Village**

The Village Draft Master Development Plan also builds upon the Retail corridors along Belt Line Road and Inwood Road, but endeavors to create a new double-loaded street generally parallel to Inwood Road as a means to create a more successful Retail and Office corridor. It is recognized that because this approach crosses numerous existing parcel lines that its implementation will likely take more time than the Civic Square approach.

Retail and Dining-oriented development is proposed along the existing Belt Line frontage (Belt Line District), with denser office development immediately to the south (Central District).

As with the Civic Square approach, the Village plan also recommends closure of the short segment of southbound Inwood Road at Belt Line Road. This solves an awkward roadway alignment and allows for a small increase in developable area.

A new double-loaded street – tentatively called *InLine Boulevard* – parallels Inwood Road generally bisecting both the Inwood and Gateway Districts. Mixed-use development (Office and Retail/Dining with shared structured parking) is concentrated close to the Inwood/Belt Line intersection. Moving south along InLine Boulevard, a walkable street is the framework for individual Retail/Dining and Office buildings. Potentially, a Theater could be located along this

corridor, with nearby Dining opportunities. A larger Hotel (280 keys) is a potential, since its height is not as limited as areas further north (due to proximity to Addison Airport).

The southern portion of the Study Area (Gateway District) is envisioned as an Office campus for one or more tenants, with a small Retail parcel along Inwood

As with the Civic Square approach, the Village plan also proposes at least three opportunities for pedestrian crossings of Inwood Road, providing a linkage to the existing developed Office District east of the railroad tracks. This would also require a pedestrian-friendly pathway along with associated signage and lighting.

The development metrics associated with the Village approach are detailed in Figure 3-7 (below). Figure 3-8 (below) shows some aspirational imagery of what development in this approach could look like. The Village plan view and massing models are shown in Figures 3-9 through 3-11.

**Figure 3-7 – Village: Land Use Metrics**

Land-Use	Square Feet	Pct.
Retail/Dining	219,000 SF	11.8%
Office/Commercial	1,370,000 SF	73.5%
Hotels (280 keys total)	275,000 SF	14.7%
<b>TOTAL</b>	<b>1,864,000 SF</b>	<b>100.0%</b>

**Figure 3-8 – Village: Sample Aspirational Imagery**



Figure 3-9 – Village: Plan View

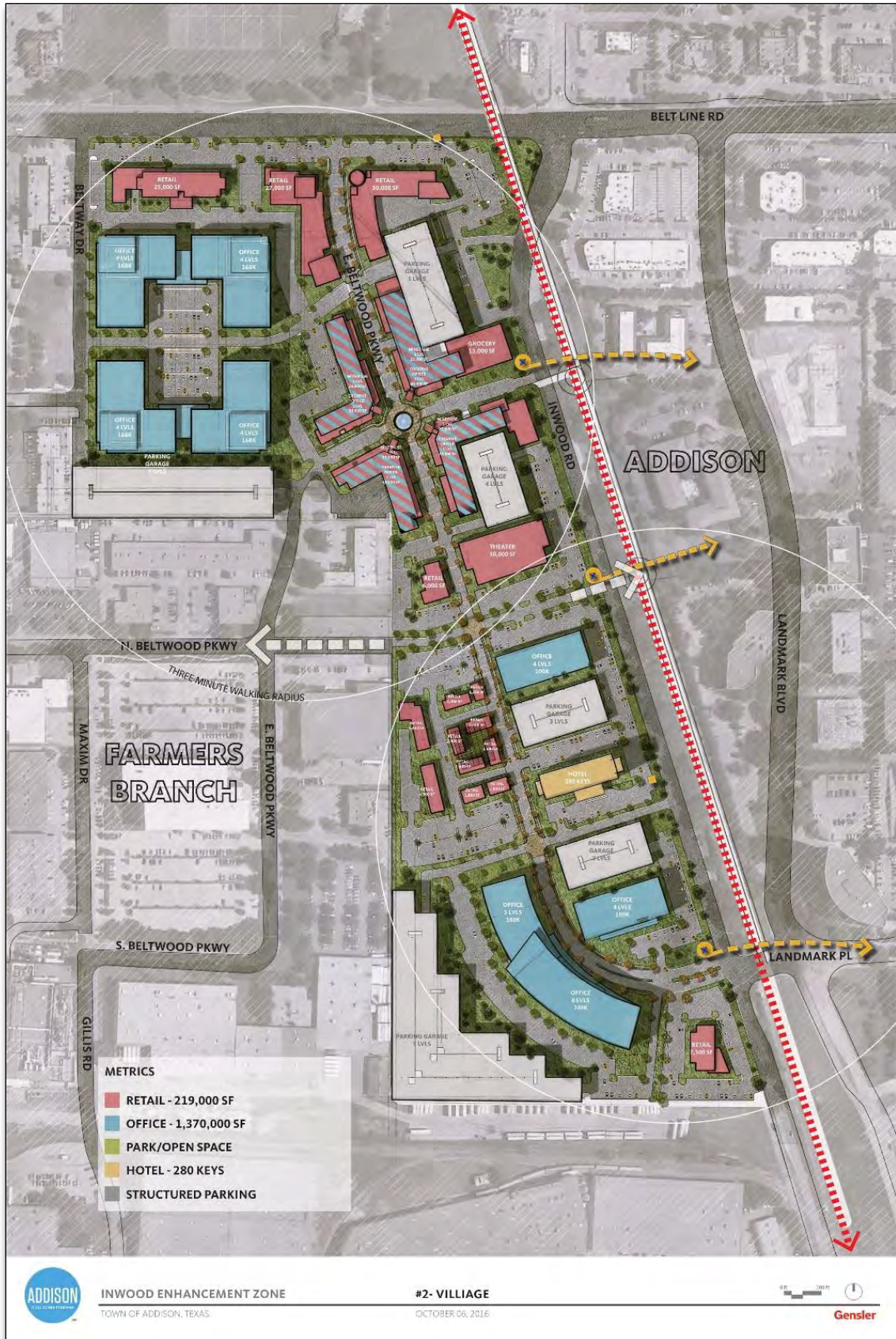




Figure 3-10 – Village: Massing Model (facing south over Belt Line Road)



Figure 3-11 – Village: Massing Model (facing north along Inwood Road)



### 3) Comparison of Draft Plans

While the land-uses for both Draft Plans are generally parallel, there are some similarities and differences:

#### ▪ Similarities

- Both are designed to be walkable, with overlapping 3-minute walking radii accessing two “sub-neighborhoods” in the Study Area;
- Both build upon the successful development patterns along Belt Line Road;
- Both propose closure of the short segment of Inwood Road at Belt Line Road;
- Both propose eventually replacing surface parking with structured parking that can be shared with neighboring uses;
- Both approaches use structured parking as a means of transitioning between development in Farmers Branch; and,
- Both approaches include pedestrian linkages across Inwood Road.

#### ▪ Differences

- As mentioned previously, a key difference is that Civic Square attempts to follow existing parcel (ownership) boundaries, whereas the Village approach reorganizes the Study Area into a form that accommodates a new double-loaded street;
- Civic Square shows a dedicated public open space, whereas the Village proposes a walkable central street which can accommodate many of the same amenities. And if desired, a commons area can also be identified in the Village approach as needed;
- The Village allows for a future connection to North Beltwood Parkway in Farmers Branch, potentially also connecting across the railroad track to Landmark Boulevard (this is only possible if Farmers Branch agrees to such a connection); and,
- Total projected Civic Square square footage is about 10% more than the current development pattern, whereas the Village total square footage can be much denser (almost double the existing built area).

For the purposes of this project, both Civic Square and Village have value and are not presented as “opposites” or “competing” plans. Rather, they respond to different demands and could allow the Town some measure of flexibility in how it chooses to proceed with future development policies.

### DEVELOPMENT GOALS

In Phase 2, the Advisory Group was presented with a series of draft goals for the Study Area. Those goals were accepted with no further alteration.

The draft goals are in four categories – Transportation, Economic Development, Urban Design, and Open Space:

#### ▪ Transportation Goals

- T-1** .....Make Inwood Road safer, especially for northbound left-turn movements.
- T-2** .....Improve east/west access connectivity.
- T-3** .....Improve pedestrian linkages, sidewalks, and walkability.
- T-4** .....Allow on-street parking along East Beltwood Parkway and Beltway Drive (only within no more than 1,500 feet of Belt Line Road and only within the Study Area limits).
- T-5** .....Allow shared parking as appropriate.
- T-6** .....Incentivize denser development through the provision of publicly-funded parking facilities (surface lots and/or structures).

#### ▪ Economic Development Goals

- ED-1** .....Improve financial revenue to Town through encouragement of new and diverse development.
- ED-2** .....Promote redevelopment of vacant and underused parcels.
- ED-3** .....Consider new forms of zoning to encourage economic investment and greater density.
- ED-4** .....Consider publicly-funded catalyst projects as a means to encourage new development.
- ED-5** .....Encourage adaptive reuse of existing buildings as appropriate.

#### ▪ Urban Design Goals

- UD-1** .....Make the Study Area safe and attractive.
- UD-2** .....Provide a unique and diverse collection of uses.
- UD-3** .....Promote human-scale development.
- UD-4** .....Create a memorable and brandable district/neighborhood.

#### ▪ Open Space Goals

- OS-1** .....Salvage mature trees.
- OS-2** .....Create green space.
- OS-3** .....Create a system of pathways that connect to public spaces and private developments.
- OS-4** .....Provide sidewalks and associated amenities (landscaping, street lighting, etc.) throughout the Study Area.

In Goal T-4 (on-street parking), the description of on-street parking was expanded to specify that this only applies to a specific segments of East Beltwood Parkway and Beltway Road. This was done to assure that this did not apply to any residential areas along Beltway Drive west of Midway Road.

## IMPLEMENTATION STRATEGIES

As a vision for the development of the Study Area, any Draft Development Plan must also consider strategies on how it can be implemented. Eventual adoption by the Town is a first step, but the final plan must also be accompanied by suggestions as to how it can be realized. These strategies fall into two types – Zoning and Financing.

### 1) Zoning Strategy

As noted in Phase 1, the Study Area is currently zoned in four different districts – **C-1** (Commercial-1 District), **C-2** (Commercial-2 District), **LR** (Local Retail District), and **I-1** (Industrial-1 District). These four zones are generally compatible with each other and currently allow for a range of Office, Retail, Dining, and Industrial uses. However, due to the fragmented location of the current zoning districts, current zoning (“straight zoning”) is not an effective method to implement either draft plan. Potential zoning approaches considered include:

- **Standard Zoning** – This would involve using existing zoning districts as defined by the Addison Code of Ordinances, and applying them to the Study Area. However, existing districts do not fully accommodate the anticipated mix of uses in the draft plans;
- **Overlay District** – A new set of development guidelines could be applied via an “overlay district”, but this would not change the underlying existing zoning; and,
- **Form-Based Code (FBC)** – A popular tool for new mixed-use developments, FBC by itself would only address the appearance of the built environment. It is not as effective in governing existing and future land uses, and is generally less flexible than other approaches.

A zoning approach already in use in the Town – the **Planned Development (PD)** district – is proposed as the most viable and effective mechanism to implement either the Civic Square or Village approach. PD’s are currently in use throughout the Town and allow for maximum flexibility within a defined area. The PD district is accompanied by a set of defined development guidelines that help assure a distinctive look unique to the PD (not unlike an FBC approach). Developers, property owners, and local officials often prefer PDs as they allow for

development to proactively respond to market demands while not discouraging existing uses.

For these reasons, a PD district is the recommended mechanism to implement the zoning aspects of the plan upon adoption.

### 2) Financing Strategy

Plans adopted without a realistic financing strategy tend to gather dust and are potentially never realized. There are a variety of options available to the Town to finance the implementation of the adopted plan:

- **100% Developer-Financed** – This has been a traditional approach, where local municipalities require developers to fully finance their developments. From the Town’s perspective, this is likely the preferred mechanism, but it also gives local officials less leverage in requesting unique design elements (pedestrian pathways, open space, etc.);
- **Capital Improvement Program (CIP)** – This is a common approach to project financing, usually approved by voters in a bond referendum or similar election. However, CIP projects are limited to public improvements (roads, utilities, parks, etc.) and cannot pay for private development;
- **Public Improvement District (PID)** – A PID is a special assessment area created at the request of the property owners in a specific district. Property owners pay a supplemental assessment with their taxes, which the PID uses for services above and beyond existing Town services. The assessment allows each PID to have its own work program, which may consist of eligible activities such as marketing the area, providing additional security, landscaping and lighting, street cleaning, and cultural or recreational improvements;
- **Public/Private Partnership (P3)** – An increasingly popular method of realizing unique projects is through the creation of a partnership between the local municipality and the developer. In a P3, both entities have “skin in the game” and have a significant interest in the success of the project (Frisco’s Toyota Stadium is a local P3 example). For a P3 to work, it does require a master developer representing the private side, something not currently applicable in the Study Area;
- **Tax Abatement** – To attract new development, some communities offer to reduce (abate) the local tax burden on a developer. This can come in many forms – from property tax to sales tax reductions (a local example is how The Colony attracted Nebraska Furniture Mart). But by its very

nature, tax abatement programs bring very little new direct revenue to the local community. Rather, it relies on the development acting as a catalyst for neighboring areas. Since the neighboring areas surrounding the Study Area are essentially 100% built-out, a tax abatement approach is not seen as an effective or applicable financing strategy in this case;

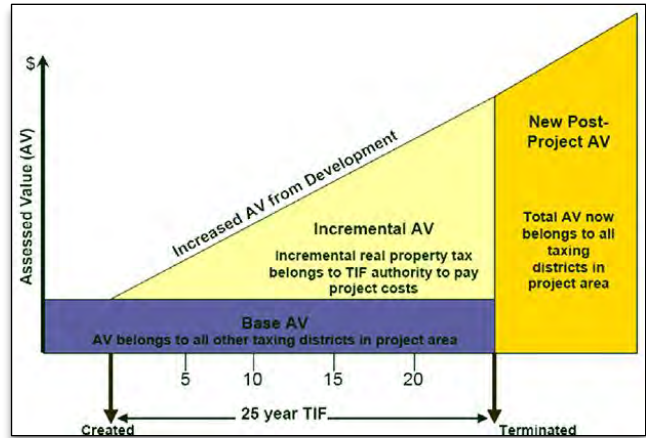
- **Texas Enterprise Fund (TEF)** – The State of Texas offers financial incentives to attract new employers to the State, tying incentives to guaranteeing new jobs. Since development of the Study Area is not contingent on attracting new out-of-state employers, the TEF approach may not be as effective; and,
- **Grant Programs** – Funding is often available from State and Federal sources as a means of achieving specific community development goals. However, these grant programs are highly competitive and there is no guarantee of winning a particular grant.

The most financially-attractive approach to the Town would be 100% Developer Financing of any redevelopment or new development in the Study Area. In lieu of this approach, it is suggested that the Town investigate the use of a **Tax Increment Finance (TIF) District** (also referred to as a **Tax Increment Reinvestment Zone**, or **TIRZ**). A TIF/TIRZ is a special purpose district – a way for the Town to reinvest added tax revenue from new development back into the area where it originated. The TIF program is used to finance new public improvements in designated areas. The goal is to stimulate new private investment and thereby increase real estate values. Any increase in tax revenues (caused by new development and higher property values) is paid into a special TIF fund to finance public improvements such as sidewalks, parking facilities, utilities, landscaping, lighting, etc.

TIF/TIRZ funds are managed by a board to assure the funds are allocated in accordance with Texas law. TIF/TIRZ funding can be generated for a long period (20 years or more) and many North Texas communities have had success with this approach.

For a TIF/TIRZ to operate, local taxing entities agree to “freeze” their tax revenue for a certain area at a specific baseline year. Then, for the next 25 to 30 years, their tax revenue from that district remains the same. However, property owners pay any normal increases in tax (due to rate or property value increases) during the same period. The difference between the baseline and the total tax collected is called the “increment” and it is that amount that is dedicated toward local improvements. Figure 3-12 details a typical TIF/TIRZ financing approach.

**Figure 3-12 – TIF/TIRZ Financing Model**



A TIF/TIRZ approach works best when the target district is underdeveloped or ripe for future redevelopment (as is the case in the Study Area). In these cases, the amount of increment financing can be significant. These funds can only be dedicated towards public improvements (utilities, roads, landscaping, pathways, parking, etc.), which is designed to lower upfront development costs as a means to spur new growth.

For all its attractive qualities, a TIF/TIRZ is not without some challenges:

- **Participation** – A successful TIF/TIRZ relies on the participation of various taxing entities, some of which have less motivation than the Town. In Texas, school districts are often the largest percentage of property tax and those districts may not be willing to “sacrifice” any portion of their revenue stream. In some cases, individual taxing entities may only participate at 50% or less, thus reducing the long-term revenue stream; and,
- **Bridge Financing** – TIF/TIRZ financing can generate a significant amount of revenue over a long period of time. However, since it is dependent upon increasing property value and rate, as well as new development, the early years of a TIF/TIRZ period can be slow to generate momentum. Yet, it is also crucial to the success of the district that early catalyst projects be implemented and be successful. For that reason, TIF/TIRZ districts often seek temporary “bridge financing” (sometimes at near 0% interest) as a means to have the cash-in-hand to fund early catalyst projects.

Between Dallas and Tarrant Counties, there are currently 46 active TIF/TIRZ districts of varying sizes (see Figure 3-13). It is recommended that the Town investigate this approach further as a means to implement either plan that is eventually adopted.

**Figure 3-13 – Active TIF Districts: Dallas County and Tarrant County**

Name	Location	Year Established	Term	Size	Total Project Cost
<b>Dallas County Active TIF Districts:</b>					
Oak Cliff Gateway TIF	Oak Cliff/Bishop/Jefferson	1992	52 years	447 acres	\$76,665,988
Sports District TIF	Victory Park area	1998	20 years	72 acres	\$40,078,799
Deep Ellum TIF	Deep Ellum	2005	22 years	124 acres	\$57,598,048
Design District TIF	Design District	2005	22 years	186 acres	\$56,647,738
Downtown Connect. TIF	Downtown Dallas	2005	30 years	(not given)	\$87,600,000
Grand Park South TIF	SE of Downtown Dallas	2005	30 years	228 acres	\$30,300,000
Skillman Corridor TIF	Skillman corridor	2005	30 years	626 acres	\$23,057,155
Southwestern Med. TIF	UT Southwestern campus area	2005	30 years	139 acres	\$16,812,977
Vickery Meadow TIF	US 75 at Park Lane	2005	22 years	125 acres	\$20,000,000
Davis Garden TIF	North Oak Cliff	2007	22 years	586 acres	\$60,100,000
Fort Worth Avenue TIF	Fort Worth Avenue	2007	22 years	448 acres	\$133,185,830
Maple/Mockingbird TIF	DART rail stations	2008	25 years	486 acres	\$27,800,000
TOD TIF	Various DART rail station areas	2008	30 years	(not given)	\$185,177,697
Cypress Waters TIF	Cypress Waters (IH-635 to SH 114)	2011	30 years	1,661 acres	\$65,000,000
Mall Area Redev. TIF	Valley View and Southwest Center	2015	30 years	537 acres	\$431,400,000
<b>Tarrant County Active TIF Districts:</b>					
Fort Worth TIF #3	Downtown Fort Worth	1995	30 years	407 acres	\$100,000,000
Fort Worth TIF #4	Southside Medical District	1997	25 years	1,278 acres	\$60,000,000
Southlake TIF #1	Southlake Town Square	1997	20 years	140 acres	\$28,500,000
Arlington TIF #1	Downtown Arlington	1998	20 years	(not given)	\$17,000,000
Colleyville TIF #1	Downtown northern region	1998	20 years	957 acres	\$27,300,000
Keller TIF #1	Town Center	1998	20 years	270 acres	\$21,000,000
N. Richland Hills TIF #1	Richland Plaza redevelopment	1998	20 years	392 acres	\$4,844,497
Grand Prairie TIF #2	IH-20 corridor	1999	30 years	(not given)	\$52,200,000
Grand Prairie TIF #3	Peninsula (Joe Pool Lake)	1999	30 years	3,576 acres	\$86,541,000
Benbrook TIF #1	IH-20 at US 377	2002	20 years	1,155 acres	\$44,350,700
Fort Worth TIF #6	Trinity River/northside downtown	2002	34 years	64 acres	\$30,300,000
Fort Worth TIF #7	North Tarrant Parkway	2003	16 years	2,103 acres	\$21,151,094
Fort Worth TIF #8	Lancaster corridor/IH-30	2003	21 years	220 acres	\$30,000,000
Fort Worth TIF #9	Trinity River vision	2003	41 years	3,980 acres	\$115,900,000
Fort Worth TIF #10	“Lone Star” (northside/IH-35W)	2004	21 years	(not given)	\$57,232,909
Arlington TIF #4	Arlington Highlands	2005	20 years	320 acres	\$16,657,000
Arlington TIF #5	Stadium entertainment district	2006	30 years	2,100 acres	\$115,485,893
Fort Worth TIF #12	East Berry Street	2006	21 years	604 acres	\$20,100,000
Mansfield TIF #1	“The Reserve”	2006	25 years	3,100 acres	\$147,000,000
N. Richland Hills TIF #2	Town Center development	2006	25 years	280 acres	\$63,700,000
Arlington TIF #6	Viridian mixed-use development	2007	29 years	2,400 acres	\$294,876,201
Fort Worth TIF #13	Woodhaven/IH-30	2007	21 years	1,100 acres	\$13,500,000
Richland Hills TIF #1	Baker Boulevard redevelopment	2009	20 years	154 acres	\$7,700,000
Eules TIF #3	Glade Parks (SH 121)	2011	25 years	266 acres	\$12,100,604
Fort Worth TIF #14	Trinity Lakes	2012	20 years	1,800 acres	\$62,454,250
Kennedale TIF #1	New Hope Road	2012	25 years	544 acres	\$12,700,000
Mansfield TIF #2	Historic area preservation	2012	25 years	292 acres	\$15,100,000
Everman TIF #1	Eastern portion of City	2013	30 years	(none given)	\$3,800,000
Sansom Park TIF #1	Highway 199 corridor	2013	20 years	179 acres	\$6,600,000
Trophy Club TIF #1	SH 114 corridor	2013	20 years	31 acres	\$5,400,000
Haltom City TIF #1	IH-820 (Beach Street to US 377)	2014	30 years	109 acres	\$11,000,000

(source: Dallas Economic Development Department and Tarrant County Economic Development)

## TASK 3.2 – COMMUNITY MEETING #2: DRAFT DEVELOPMENT PLAN

A second Community Meeting was conducted on 06 October 2016 at the Addison Conference Centre. Approximately 37 people attended, representing a variety of interests – from Town residents and land owners to Study Area parcel owners.

Before the meeting, informal presentations were made at several “stations” in the room where data and maps were displayed. After a brief introduction from Mayor Todd Meier, the project scope, schedule, and Study Area were summarized by the Consultant (a majority of the audience had not attended the first meeting). The remainder of this second community meeting was dedicated the presentation of Goals, Draft Development Plan, and Implementation Strategies.

**Figure 3-14 – Community Meeting #2**



Of those in attendance, 34 submitted comment cards (summarized in the appendix to this section, with scans of all submitted comment cards). Of those who submitted comment cards:

- Attendees were almost evenly split between men and women;
- Almost three-quarters (71.9%) were between 51 and 80 years old;
- Almost two-thirds (61.5%) were Addison residents that owned their homes; and,
- A little over a third (39.4%) have lived in Addison between 10 and 20 years.

The above numbers are consistent with the demographic breakdown of the first Community Meeting (17 August 2016). Figure 3-15 shows the demographic breakdown for both Community Meetings #1 and #2.

Of the 34 submitted comment cards, only 7 included written general comments. Most comments were related to urban design (walkability, safety). Some comments spoke to the style of the presentation, rather than the substance of the information.

### GOALS

The goals developed for the Advisory Group were displayed on the wall prior to the beginning of the meeting. Attendees were asked to place a colored dot (any color) next to the goal if they agreed (left column) or disagreed (right column). The results of the draft goal preference polling is presented in Figures 3-16 and 3-17.

#### 1) Transportation Goals

The vast majority of responses were in favor of the Transportation goals, with the following exceptions:

- **Goal T-4** (“Allow on-street parking along Beltwood Parkway and Beltway Drive”) – There was a significant amount of opposition to this goal due to misinterpretation of where it applied. This was due to the nature of how the goal was worded, which should have stressed that it only applied to those portions of the Study Area within close proximity to Belt Line Road (generally within 1,500 feet). Most respondents though this also applied to Beltway Drive west of Midway Road, which leads into an established residential area. Goal T-4 does not apply to that area. When it was explained that it did not apply to their neighborhoods, opposition was minimized;
- **Goal T-5** (“Allow shared parking as appropriate”) – Only two respondents opposed this proposal; and,
- **Goal T-6** (“Incentivize denser development through the provision of publicly-funded parking facilities [surface lots and/or structures]”) – Reaction to this goal was split 50/50, with five votes each both for and against. In speaking with some of the respondents after the meeting, some expressed their opposition to density in areas that were actually outside of the Study Area (such as was the case with Goal T-4). After an explanation of where this goal applied, most withdrew their opposition.

#### 2) Economic Development Goals:

There was majority approval of all ED goals as proposed. A few respondents opposed attracting new investment through zoning (ED-3) or a publicly-funded catalyst project (ED-4), or allowing adaptive reuse of existing buildings (ED-5). As heard during the discussions with the attendees, there were a certain number who were unfamiliar with the project (this was the first meeting they attended) and were generally opposed to doing anything different than what is currently in the Study Area.

**Figure 3-15 – Addison Community Meeting Demographics**

<b>Attribute</b>	<b>Community Meeting #1</b>	<b>Community Meeting #2</b>
<b>Number of Attendees:</b>	48	37
<b>Gender:</b>		
<i>Male</i>	46.4%	48.5%
<i>Female</i>	53.6%	51.5%
<b>Age-Group:</b>		
<i>0-17 years</i>	0.0%	0.0%
<i>18-30 years</i>	3.6%	6.3%
<i>31-50 years</i>	10.7%	12.5%
<i>51-64 years</i>	<b>32.1%</b>	<b>34.4%</b>
<i>65-80 years</i>	<b>42.9%</b>	<b>37.5%</b>
<i>Over 80 years</i>	10.7%	9.4%
<b>Involvement:</b>		
<i>Commercial property owner</i>	10.7%	10.3%
<i>Business owner</i>	7.1%	2.6%
<i>Commercial property &amp; business owner</i>	0.0%	10.3%
<i>Resident (renter)</i>	21.4%	12.8%
<i>Resident (owner)</i>	<b>60.7%</b>	<b>61.5%</b>
<i>None of the above</i>	0.0%	2.6%
<b>Length of Addison Residency:</b>		
<i>Less than 1 year</i>	3.6%	12.1%
<i>1-5 years</i>	17.9%	18.2%
<i>6-10 years</i>	17.9%	15.2%
<i>10-19 years</i>	<b>28.6%</b>	<b>18.2%</b>
<i>Over 20 years</i>	<b>21.4%</b>	<b>21.2%</b>
<i>Not a resident</i>	10.7%	15.2%

**3) Urban Design Goals**

There was nearly unanimous support for all of the Urban Design goals as presented. There was one opposing comment to UD-4 (“Create a memorable and brandable district/neighborhood”).

**4) Open Space Goals**

There was 100% support for all of the Open Space goals as presented.

Based on the stated preferences, most of the Draft Goals were supported by the Community Meeting #2 attendees. Those that were opposed were – in some cases – either misinterpreted or required further explanation. In those cases, once the goals were more fully described by the Consultant, opposition generally diminished.

**DRAFT DEVELOPMENT PLAN**

The evolution of the Draft Development Plan was summarized, including brief descriptions of concepts and approaches developed in Phases 1 and 2.

As a result of the input from Town staff, from the Advisory Group, and from the comment received at Community Meeting #1, two development “philosophies” emerged:

- Future development should follow existing parcel/ownership boundary lines (exemplified by the Civic Square plan); or,
- An innovative vision of the future is necessary to attract new private investment (as shown in the Village plan).

Both Civic Square and Village were presented in Community Workshop #2 as proposed Draft Development Plans. The Character Districts and the previous plan descriptions (see Section 3.1 of Phase 3) were presented as the Draft Development Plans.

Figure 3-16 – Community Meeting #2 Preferences: Transportation and Economic Development Goals

DRAFT GOALS
Community Meeting #2:  
Inwood Enhancement Zone

Place a Colored Dot (Any Color) in the Appropriate Column if you AGREE or DISAGREE with Each Draft Goal

Agree

TRANSPORTATION GOALS

Disagree

	T-1 Make Inwood Road safer, especially for northbound left-turn movements.	
	T-2 Improve east/west access connectivity.	
	T-3 Improve pedestrian linkages, sidewalks, and walkability.	
	T-4 Allow on-street parking along Beltwood Parkway and Beltway Drive.	
	T-5 Allow shared parking as appropriate.	
	T-6 Incentivize denser development through the provision of publicly-funded parking facilities (surface lots and/or structures).	

Agree

ECONOMIC DEVELOPMENT GOALS

Disagree

	ED-1 Improve financial revenue to Town through encouragement of new and diverse development.	
	ED-2 Promote redevelopment of vacant and underused parcels.	
	ED-3 Consider new forms of zoning to encourage economic investment and greater density.	
	ED-4 Consider publicly-funded catalyst projects as a means to encourage new development.	
	ED-5 Encourage adaptive reuse of existing buildings as appropriate.	

Gensler

Figure 3-17 – Community Meeting #2 Preferences: Urban Design and Open Space Goals

DRAFT GOALS
Community Meeting #2:  
Inwood Enhancement Zone

Place a Colored Dot (Any Color) in the Appropriate Column if you AGREE or DISAGREE with Each Draft Goal

Agree

URBAN DESIGN GOALS

Disagree

	UD-1 Make the Study Area safe and attractive.	
	UD-2 Provide a unique and diverse collection of uses.	
	UD-3 Promote human-scale development.	
	UD-4 Create a memorable and brandable district/neighborhood.	

Agree

OPEN SPACE GOALS

Disagree

	OS-1 Salvage mature trees.	
	OS-2 Create green spaces.	
	OS-3 Create a system of pathways that connect to public spaces and private developments.	
	OS-4 Provide sidewalks and associated amenities (landscaping, street lighting, etc.) throughout the Study Area.	

Gensler



Discussion of the two plans followed previous input from both the first Community Workshop and from the Advisory Group:

- Respecting existing parcel/boundary lines was preferable (although it was not clear if those offering this input were Study Area property owners or their representatives);
- Coordination with Farmers Branch is something the Town should do (this is a possible future task, as Farmers Branch was currently undergoing an update of its comprehensive plan concurrent with this study);
- The Village plan would take too long and be too difficult/expensive to implement (to be addressed below); and,
- One attendee commented that he liked the Study Area “the way it is today” (in contrast to the Advisory Group’s observation that “*the market had spoken*”).

Some discussion was attributable to the fact that many attendees had not been at the first Community Workshop, making this their introduction to the study. Consultants and Town staff spent one-on-one time with various attendees before and after the Community Workshop to address individual questions and concerns.

Additionally, a check of online social media sites revealed no known discussions of the study wherein concerns were being raised, criticized, or otherwise publicly shared.

### PROPOSED IMPLEMENTATION STRATEGY – ZONING

Regardless of which Draft Development Plan is selected (Civic Square or Village), a cogent implementation strategy is an equally important component of the project. Zoning is one of those key components.

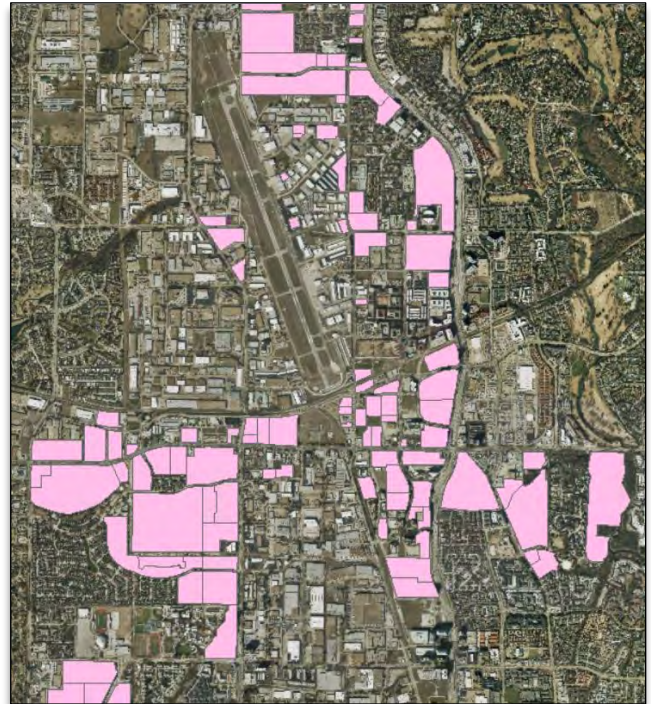
After describing the potential approaches to zoning, the Consultant proposed that a Planned Development (PD) District was the most suitable zoning mechanism to achieve the study’s goals.

As a zoning approach, PDs are currently widely-used in Addison. Figure 3-18 shows the current distribution of PDs in Addison (shown in pink), as shown on the Town’s online interactive GIS website.

Developers have embraced PDs as they allow a degree of flexibility not associated with standard (“straight”) zoning. PDs can be found across North Texas and the United States.

There were only a few public comments relating to zoning strategy, specifically regarding how it would impact an existing building or business in the Study Area. The intent is to have as minimal impact as possible to existing buildings and uses and to leverage PD zoning as a means to increased land value, allow flexible in future development, and to be as “business-friendly” as possible.

**Figure 3-18 – Existing Addison Planned Developments**



However, it has been acknowledged throughout this study that the existing developments along Inwood Road are struggling and are no longer the vibrant “beverage district” they were initially envisioned to be, due to additional market competition that was not around when the district was approved.

While explaining the subtleties of different zoning approaches may not be obvious to the layman, the Consultant did attempt to describe the preferred zoning strategy in a clear manner in order to promote understanding, while concurrently encouraging a critical dialogue. No general consensus on the PD approach was required at Community Meeting #2.

### PROPOSED IMPLEMENTATION STRATEGY – FINANCING

Financing a project is equally important to design and policy. Understanding that the Town is not interested taking on unnecessary added debt, the intent was to present a financing strategy that promoted reinvestment as a means to leverage increased revenue to the Town. Therefore, TIF/TIRZ financing (described earlier in this section) was presented as a prudent and appropriate financial strategy.

The intricacies of TIF/TIRZ financing merit a more in-depth analysis, which is how this approach was presented. Anecdotal information suggests that where TIF/TIRZ financing has been used regionally, it has enjoyed long-term success.

Local and regional TIF/TIRZ projects encompass a variety of large and small projects, including:

- State-Thomas/Uptown neighborhood (Dallas);
- The Cedars neighborhood (Dallas);
- Sundance Square (Fort Worth);
- Texas Motor Speedway (Fort Worth);
- Rangers/Cowboys Stadium District (Arlington);
- Frisco Station (Frisco); and,
- Gaylord Texan Resort (Grapevine).

TIF/TIRZ financing has been used for various projects. For this to be the most effective, the TIF/TIRZ district is established before the area is redeveloped. This results in a much larger and effective increment. Conversely, a TIF/TIRZ district

applied to an area that expects little future reinvestment generates little dedicated revenue.

One attendee commented that they did not want to dedicate any tax revenue for reinvestment in the Study Area. But since a TIF/TIRZ district only freezes tax revenue at a baseline year (not eliminate it), no such revenue reduction could occur.

As with the zoning strategy, the TIF/TIRZ approach was presented a strategy to be further studied. No public referendum or City Council vote is requested at this time.

## TASKS 3.3 & 3.4 – TOWN STAFF WORK-SESSION/PLAN REVISION

### PRESENTATION APPROACH

Town staff and the Consultant met on 18 October 2016 to review the outcomes of the public participation process and to determine the most appropriate strategy to bring the study to the City Council for adoption consideration. Town staff advised that the study be presented in the context of four principal questions:

#### 1) “Is the Inwood area working?”

Since the Town authorized this study, it is safe to say there are concerns that the Inwood Road Corridor is not performing at its optimal level and could be improved. At the time of this study, the Inwood Road Corridor was underdeveloped, distinguished by numerous vacant retail spaces along Inwood Road. Even with the other existing businesses in the Study Area’s interior (south of Belt Line Road and west of Inwood Road), the area is generally underdeveloped, in light of the allowable building heights and diversity of uses permitted in the existing zoning ordinance.

Additionally, the market forces that created the “beverage district” have changed (more competition today), resulting in the district’s diminished revenue and influence.

Another measure for the Study Area are the seven attributes of “success” established in the Town’s 2013 Comprehensive Plan:

- **Competitive** – The prevalence of underutilized and empty retail space along Inwood Road make it difficult to consider the area “competitive”;
- **Safe** – Both Inwood Road and Belt Line Road have become increasingly congested, leading to the potential for more accidents. The lack of sidewalks, pedestrian lighting, and dedicated left-

turn lanes in the Study Area (especially Inwood Road) do not promote a safe environment;

- **Functional** – While the Study Area is functional, it appears to be at a minimum level. There are the basic services (water, sanitary sewer, storm drainage, paved roads), but little else to attract a higher level of private investment;
- **Visually Appealing** – In its current condition, the Study Area is not visually appealing – no public open space, little landscaping, older buildings (35 to 40 years old) in need of new tenants and maintenance, and two main congested roadways (Belt Line Road and Inwood Road);
- **Supported with Amenities** – The Study Area has virtually no supporting amenities. There are very few sidewalks, no parks or green spaces, limited street lighting, no structured parking, no annual events, etc. The Study Area does not have enough supporting amenities to be considered a success;
- **Environmentally Responsible** – Other than the creation of the Addison Beverage District, much of the Study Area appears unchanged since the late 1970s/early 1980s, when environmental design was not a high priority. There are no known existing structures that have achieved LEED certification (Leadership in Energy and Environmental Design, as measured by the US Green Building Council). There are no visible environmental site planning practices, with all businesses essentially 100% reliant on automobile access. And there is no attempt to use landscaping to reduce the “urban heat-island effect”. The Study Area falls short when it comes to environmental success; and,

- **Walkable** – While the Study Area is within two 3-minute walking radii, the main travel mode is the automobile. The necessary facilities (such as sidewalks, pathways, landscaping, and lighting) to accommodate walking simply are not present in the most of the Study Area. There are few transit alternatives as well – DART provides bus service but only on Belt Line Road, and there are no existing bus stops are within the Study Area. Walkscore.com rates the Study Area at 58, which is not very walkable (100 is a perfect score). It is safe to say that while the Study Area is of an appropriate size, it is not presently considered to be walkable.

By the Town’s adopted metrics, the Study Area would not be considered successful or represent the highest and best use.

While many of the above are qualitative measures of success, quantifiable measures include such measurable metrics as revenue from property and sales taxes, occupancy and vacancy rates, and overall property value when compared to comparable developments. In summary, the area today is undervalued (compared to compatible developments in Addison and Dallas) which translates into lower property tax and sales tax revenues (see page 3-20 for a more detailed discussion on revenues and values).

## 2) “What do we want to accomplish?”

It is proposed that the study should accomplish the following six points:

- **Align with the Comprehensive Plan** – The study should promote the attributes of success as adopted in the 2013 Addison Comprehensive Plan. That should also include the “highest and best” use, which has not been achieved in many portions of the Study Area (despite the presence of many viable businesses);
- **Flexibility and Market Response** – Create an environment that promotes flexibility in development regulations as a means to proactively respond to changes in markets and development types;
- **Improve Transportation** – The study should promote improved walkability and more east/west connectivity (the latter to decrease traffic on Belt Line Road);
- **Improve Revenue** – The study should promote increased property value and new/diverse development, which will result in increased sales and property tax revenues; and,

- **Public Input** – The study should incorporate public input regarding the creation of a new mixed-use destination (office, retail, dining, and hotel). Many public comments exhibited an interest in respecting existing parcel/ownership lines (understanding that such lines are subject to change as properties are sold or assembled).

## 3) “Do the Study findings achieve what we want to accomplish?”

As discussed above, the Study Area does not meet a variety of metrics of success, environmental responsibility, visual appeal, and revenue generation.

The findings of the study support the need for a more proactive approach to the Study Area. There is a desire by some property owners to maintain portions of the Study Area as it is at present – however, the responses to positively addressing the Study Area require a comprehensive approach. There should be a balanced approach with respect to individual properties on a case-by-case basis.

## 4) “How does the Town catalyze/implement change?”

This is the central question facing the City Council as it considers what to do with the Study Area. Presuming the Study Area requires assistance in order to grow in line with Addison’s principles and attributes of success, what are the best strategies to achieve this?

This study has presented two potential development approaches (plans), although the actual development proposal(s) may vary from these concepts. It is the zoning and financing strategies that can help catalyze the area and encourage new investment (by both existing and future property owners). The Council can adopt these (or other) strategies which would be representative of the Town’s desire for future growth and increased value from the Study Area. Options open to the Council include:

- **Do Nothing** – This essentially continues existing Town policy towards the Study Area. Other than routine maintenance and enforcement of existing ordinances, the Town would allow the market to drive development (which is what has been happening the last few years). While the Advisory Group does not see this as a viable approach (“the market has spoken”), some existing property owners in the Study Area have expressed their desire to leave things the way they are;
- **Be Prepared to React** – Should the Council decide to take a more active role in leveraging development in the Study Area, one option would be to identify a few strategic policy decisions to help catalyze reinvestment and new development. This might include new policies

which do not require a capital expenditure (example: streamline the development approval process in the Study Area), allowing shared parking between neighboring parcels, or some other policy approach which does not require a capital investment on the part of the Town.

The Council could also identify projects designed to catalyze reinvestment and new development. This may include projects such as adding new sidewalks and street lighting, developing a municipal surface parking lot for shared parking by employees and customers, investments in roadway or utility improvements, and other catalyst projects. The key would be to identify projects which yield the greatest impact for the least amount of investment while still demonstrating a commitment to the long-term success of the Study Area; or,

- **Be Proactive** – This is dependent on the Council deciding that redevelopment of (and reinvestment in) the Study Area shall be a Town priority. Multiple approaches are available: create a reinvestment district (TIF/TIRZ); actively market the Study Area to master developers; identify long-term capital investments; and more.

## 2016 STUDY AREA VALUATION

New investment in the form of redevelopment of existing properties and development of new properties will bring increased value to the Town of Addison. Specifically, the appraised value of the Study Area is expected to increase as development investment intensifies. Phase 1 (Figure 1-9, page 1-15), presented the Study Area's appraised total valuation (according to DCAD – the Dallas Central Appraisal District) as approximately \$35.8 million (land and buildings).

Since that information was researched, DCAD has updated its appraisals of several parcels – as of October 2016, the Study Area has a total appraised value of **\$46.6 million**, comprised of:

- **Land Value** – DCAD employees a land-use-based multiplier for appraising land value, which varies from \$5.00 per foot to \$15.00 per foot in the Study Area depending on the use. The total land value for the Study Area is \$14.2 million, with an average of \$6.47 per square foot (land only); and,
- **Improvement Value** – DCAD bases improvement value on the fair market value for buildings, considering age, construction type, condition, and other physical factors. The total improvement value for the Study Area is \$32.4 million, with an average per square foot cost of \$36.68 per square foot.

The total 2016 value of development in the Study Area development is \$46.5 million (land and buildings). DCAD assesses value at least once every three years (more often if improvements have been made or if the land has been sold). Figure 3-18 details the Study Area's 2016 valuation.

## 2016 COMPARABLE VALUES

The draft Development Plans (Civic Square and Village) both propose a different land-use mix for the Study Area, and both include more developed square footage than at present and with some uses not currently in the Study Area (such as Hotels). To project values for these plans, DCAD's 2016 database was searched for comparable land-uses in the vicinity of the Study Area. Figure 3-19 details these comparable values. In general, the comparable values are greater than the values in the Study Area, as detailed in Figure 3-19:

- **Retail/Dining Property Value** – The current value of Retail/Dining parcels in the Study Area averages \$6.57 per square foot for land and \$45.92 per square foot for buildings. This does not include business personal property (BPP, which includes inventory, equipment, etc.), or any business personal property associated with tenant spaces. It is just the value of the land and structures. A dozen local Addison restaurants and retail spaces built between 1980 and 2014 were selected to compare their values with the Study Area (because of the 2008 recession, there were not as many recent Retail/Dining buildings to compare within close proximity). On average, comparable land values were 236% higher than the Study Area – \$15.51 per square foot for the comparables versus \$6.57 per foot in the Study Area. Comparable building values, on average, were also significantly higher – \$94.21 versus \$45.92 per square foot (a 205% difference). These differences represent DCAD fair market value, not the cost of construction. Based on comparable values of similar area Retail/Dining businesses, the Study Area is measurably lower in value;
- **Office Property Value** – The current value of Office parcels in the Study Area averages \$6.47 per square foot for land and \$28.65 per square foot for buildings. As above, this does not include BPP or other property associated with tenant spaces. A dozen local offices (mostly in Addison) built between 1984 and 2008 were selected to compare their values with the Study Area (due to the 2008 recession, there were not as many recent Office buildings to compare within close proximity). Offices were mainly multi-tenant mid-rise buildings. Average comparable Office land values were 241% higher than the Study Area – \$15.59 per square foot for the comparables versus \$6.47 per foot in the Study Area. Comparable building values, on average,

were also significantly higher – \$66.05 versus \$28.65 per square foot (a 231% difference). These differences represent DCAD fair market value (not the cost of construction), indicating that Office businesses in the Study Area are measurably lower in value than surrounding similar uses; and,

- **Hotel Property Value** – There are no Hotels currently in the Study Area, so there are no current associated values. A dozen local hotels (mostly in Addison) built between 1979 and 1999 were selected to establish a baseline for Hotel value (due to the 2008 recession, there were not as many recent Hotel developments within close proximity). On average, area Hotel land values were \$17.59 per square foot, with building values averaging \$66.81 per square foot.

The detailed comparable valuations (by use and address) are shown in Figure 3-20. These were current as of October 2016 from the DCAD website and have been used as multipliers for the projected square footages associated with the two draft Development Plans to project potential development value of each Plan (see Figure 3-21). This information is presented only for comparison purposes and is not a projection of future value.

The combination of increased development density and higher land and building values results in a significantly higher DCAD valuation of the Study Area for each of the two draft Development Plans – an almost 400% increase:

- **Land Values** – The Study Area does not increase in land area (approximately 2.2 million square feet), so any increase in land value must result from increasing per square foot values. Dedication of areas to non-tax-revenue uses (parks, rights-of-way, paths, etc.) reduce this area, necessitating associated increases in value to offset the loss in developable area;
- **Building Values** – Since both draft Development Plans propose higher density patterns, the Study Area experiences a significant increase in developed area (buildings) – between 250% and 401%, depending on the specific draft Development Plan. Building values increase from the present \$32.3 million to \$81.3 million (Civic Square), up to \$130 million (Village). This does not include any BPP value which may be associated with various developments; and,
- **Total Values** – The present Study Area value of \$46.5 million has the potential to increase to between \$117.1 million (a 251% increase) to potentially \$166.4 million (a 357% increase), not including any BPP valuations

This financial projection is based on current DCAD data which gives a general indication of the difference between existing and potential development patterns. Should the Town decide to explore these potential valuations further, it is recommended that a more in-depth financial analysis be performed that goes into further detail.

#### PROJECTED TAX REVENUE

In considering the tax implications of any policy proposal, property value are only half of the equation. The other consideration is the projected impact on tax revenues that are generated. This is a simple mathematical equation:

**PV x TR = R**, where

PV = property value;

TR = tax rate; and

R = tax revenue.

While Addison property owners pay property tax to various entities (Town, school district, Dallas County, Parkland Hospital, Dallas County Community College, etc.), only the Town property tax revenues are projected for this study.

The current Town property tax rate in Addison is \$0.560472 per \$100 valuation. Applying this rate to land and building values only (not applied to BPP), the current Town property tax revenue from the Study Area is **\$260,996 annually**. Projected Town property tax revenues associated with the Civic Square and Village options are demonstrably higher, due to an increase in developed density and an increase in per square foot value associated with comparable development (see Figure 3-22). The potential cost for doing nothing to change the Study Area could be between **\$395,084** and **\$671,899** per year in lost property tax revenue. Projected over a 25 year period, the accumulated difference could be between **\$9.9 million** and **\$15.8 million**. This does not include other tax revenue such as BPP or sales tax.

Should a TIF/TIRZ district be employed, projected total revenues over an average 25-year period become more distinct. Using the 2016 tax rate, Figure 3-22 projects tax revenues for the Study Area and its development options.

It is important to note that these are preliminary calculations using existing tax rates and values. It is recommended that the Town conduct a more in-depth financial study to assess the potential impacts and tax implications of new development and reinvestment.

**Figure 3-19 – 2016 Study Area DCAD Property Values**

LAND USE	LAND VALUATION			BUILDING VALUATION			TOTAL VALUE
	Land (SF)	Land \$/SF	Land Value	Building (SF)	Building \$/SF	Building Value	
Retail/Dining	1,204,520 SF	\$6.57/SF	\$7,910,860	410,332 SF	\$45.92/SF	\$18,844,260	\$26,755,120
Office/Comm.	937,323 SF	\$6.47/SF	\$6,063,630	472,328 SF	\$28.65 SF	\$13,532,390	\$19,596,020
Hotel	0 SF	na	\$0.00	0 SF	na	\$0.00	\$0
Other (no bldg)	51,335 SF	\$4.21/SF	\$215,990	0 SF	\$0.00/SF	\$0.00	\$215,990
<b>TOTAL</b>	<b>2,193,178 SF</b>	<b>\$6.47/ SF</b>	<b>\$14,190,480</b>	<b>882,660 SF</b>	<b>\$36.68/SF</b>	<b>\$32,376,650</b>	<b>\$46,567,130</b>

**Figure 3-20 – Comparable DCAD Property Values**

RETAIL/DINING USES				LAND			BUILDING			
Retail/Dining	Address	Year Built	Year Valued	Land SF	Land Value	Land \$/SF	Bldg SF	Bldg Value	Bldg \$/SF	
Friday's	4951 Belt Line Rd, Addison	2014	2016	82,951	\$1,244,270	\$15.00	7,498	\$1,858,230	\$247.83	
Vitruvian mixed-use bldg	3810 Vitruvian Way, Addison	2008	2016	209,872	\$2,098,720	\$10.00	660,842	\$53,201,280	\$80.51	
Starbucks	15099 Midway Rd, Addison	2006	2016	22,734	\$454,650	\$20.00	1,974	\$568,650	\$288.07	
On The Border	4901 Belt Line Rd, Addison	2005	2014	76,666	\$1,149,990	\$15.00	6,468	\$650,010	\$100.50	
BJ's Brewhouse	4901 Belt Line Rd, Addison	2003	2014	35,334	\$1,280,010	\$15.00	10,159	\$1,108,190	\$109.08	
Lawry's The Prime Rib	14655 Dallas Pkwy, Addison	1998	2014	66,198	\$1,158,470	\$17.50	11,416	\$1,291,530	\$113.13	
Ida Claire's	5001 Melt Line Rd, Addison	1993	2016	24,916	\$373,740	\$15.00	6,306	\$935,720	\$148.39	
Outback Steakhouse	15180 Addison Rd, Addison	1993	2014	60,002	\$750,030	\$12.50	6,150	\$579,580	\$94.24	
Taco Diner & inline retail	4933 Belt Line Rd, Addison	1991	2016	87,164	\$1,307,460	\$15.00	16,200	\$3,217,540	\$198.61	
Macaroni Grill	4535 Belt Line Rd, Addison	1990	2015	75,228	\$1,128,420	\$15.00	8,270	\$666,890	\$8.64	
Cantina Laredo & inline retail	4530 Belt Line Rd, Addison	1983	2016	57,721	\$865,820	\$15.00	13,428	\$1,934,180	\$144.04	
Retail & dining center	5000 Belt Line Rd, Addison	1980	2016	300,159	\$6,003,180	\$20.00	85,337	\$12,566,820	\$147.26	
<b>RETAIL/DINING</b>				<b>Average Land \$/SF</b>			<b>\$15.51</b>	<b>Average Bldg \$/SF</b>		<b>\$94.21</b>
OFFICE USES				LAND			BUILDING			
Office	Address	Year Built	Year Valued	Land SF	Land Value	Land \$/SF	Bldg SF	Bldg Value	Bldg \$/SF	
Tollway Center	14675 Dallas Pkwy, Addison	2015	2016	282,443	\$5,648,860	\$20.00	278,009	\$12,805,140	\$46.06	
Two Addison Circle	15725 Dallas Pkwy, Addison	2008	2016	146,841	\$2,202,620	\$15.00	411,724	\$35,372,380	\$85.91	
Landmark office	4970 Landmark Blvd, Addison	2006	2016	183,475	\$2,201,700	\$12.00	129,356	\$5,798,300	\$44.82	
Addison Circle 2	15601 Dallas Pkwy, Addison	1998	2016	155,771	\$2,336,570	\$15.00	611,864	\$49,163,430	\$74.28	
Quorum office bldg.	14850 Quorum Dr, Addison	1985	2016	76,361	\$916,330	\$12.00	176,641	\$6,808,670	\$38.55	
Konica Minolta	14800 Landmark Blvd, Addison	1984	2016	99,752	\$1,197,020	\$12.00	303,917	\$9,662,980	\$31.79	
Two Bent Tree Tower	16479 Dallas Pkwy, Addison	1981	2016	233,965	\$4,247,370	\$18.00	274,470	\$11,452,630	\$41.73	
Liberty Plaza	5055 Keller Springs, Addison	1981	2016	236,548	\$2,365,480	\$10.00	103,000	\$5,924,520	\$57.52	
Quorum office bldg.	5050 Quorum Dr, Addison	1981	2016	169,448	\$2,033,380	\$12.00	233,100	\$9,331,620	\$40.03	
Centura	14185 Dallas Pkwy, Dallas	1998	2016	97,665	\$2,441,630	\$25.00	903,882	\$83,438,370	\$92.31	
Signature Place	14785 Preston Rd, Dallas	1985	2016	233,791	\$3,506,870	\$15.00	416,190	\$30,438,130	\$73.14	
Two Galleria Tower	13455 Noel Rd, Dallas	1984	2016	85,617	\$2,140,430	\$25.00	957,985	\$60,154,770	\$62.79	
<b>OFFICE</b>				<b>Average Land \$/SF</b>			<b>\$15.59</b>	<b>Average Bldg \$/SF</b>		<b>\$66.05</b>
HOTEL USES				LAND			BUILDING			
Hotel	Address	Year Built	Year Valued	Land SF	Land Value	Land \$/SF	Bldg SF	Bldg Value	Bldg \$/SF	
Mainstay Suites	1500 Addison Rd, Addison	1999	2016	66,561	\$832,050	\$12.50	42,492	\$2,335,500	\$54.96	
Hilton Garden Inn	4090 Belt Line Rd, Addison	1998	2016	96,355	\$7700,840	\$8.00	51,071	\$5,683,960	\$111.30	
Holiday Inn Express	4355 Beltway Dr, Addison	1998	2016	72,745	\$363,730	\$5.00	59,917	\$5,622,530	\$98.78	
Comfort Suites	4555 Belt Line Rd, Addison	1997	2016	75,141	\$300,560	\$4.00	46,699	\$3,140,440	\$67.25	
La Quinta	14905 Landmark Blvd, Addison	1995	2016	181,079	\$2,172,950	\$12.00	93,156	\$4,905,290	\$52.67	
Best Western	14975 Landmark Blvd, Addison	1994	2016	87,033	\$1,044,400	\$12.00	40,508	\$1,926,880	\$47.57	
Homewood Suites	4451 Belt Line Rd, Addison	1989	2016	145,447	\$2,181,710	\$15.00	73,859	\$6,318,290	\$85.55	
Hampton Inn	4505 Beltway Dr, Addison	1985	2016	87,634	\$438,170	\$5.00	60,440	\$7,936,830	\$131.32	
Hotel Inter-Continental	15201 Dallas Pkwy, Addison	1981	2016	466,353	\$11,658,830	\$25.00	527,400	\$25,364,390	\$48.09	
Marriott Quorum	14901 Dallas Pkwy, Addison	1981	2016	277,042	\$5,540,840	\$20.00	472,762	\$36,451,490	\$77.10	
Hilton Lincoln Centre	5410 LBJ Fwy, Dallas	1981	2016	131,377	\$3,941,310	\$30.00	452,146	\$29,740,460	\$65.78	
Sheraton LBJ	4801 LBJ Fwy, Dallas	1979	2016	174,311	\$3,486,220	\$20.00	203,562	\$16,513,780	\$81.12	
<b>HOTEL</b>				<b>Average Land \$/SF</b>			<b>\$17.59</b>	<b>Average Bldg \$/SF</b>		<b>\$68.81</b>

(Figures 3-19 and 3-20 source: Dallas Central Appraisal District, October 2016)

**Figure 3-21 – Existing and Projected Study Area Values**

**EXISTING DCAD VALUE – STUDY AREA**

LAND USE	LAND VALUATION			BUILDING VALUATION			TOTAL VALUE
	Land (SF)	Land \$/SF	Land Value	Building (SF)	Building \$/SF	Building Value	
Retail/Dining	1,204,520 SF	\$6.57/SF	\$7,910,860	410,332 SF	\$45.92/SF	\$18,844,260	\$26,755,120
Office/Comm.	937,323 SF	\$6.47/SF	\$6,063,630	472,328 SF	\$28.65/SF	\$13,532,390	\$19,596,020
Hotel	0 SF	na	\$0.00	0 SF	na	\$0.00	\$0
Other (no bldg)	51,335 SF	\$4.21/SF	\$215,990	0 SF	\$0.00/SF	\$0.00	\$215,990
<b>TOTAL</b>	<b>2,193,178 SF</b>	<b>\$6.47/ SF</b>	<b>\$14,190,480</b>	<b>882,660 SF</b>	<b>\$36.68/SF</b>	<b>\$32,376,650</b>	<b>\$46,567,130</b>

**PROJECTED DCAD VALUE – CIVIC SQUARE**

LAND USE	LAND VALUATION			BUILDING VALUATION			TOTAL VALUE
	Land (SF)	Land \$/SF	Land Value	Building (SF)	Building \$/SF	Building Value	
Retail/Dining	359,681 SF	\$15.51/SF	\$5,578,652	187,900 SF	\$94.21/SF	\$17,702,059	\$23,468,706
Office/Comm.	1,546,190 SF	\$15.59/SF	\$24,105,102	807,000 SF	\$66.05/SF	\$53,302,350	\$78,214,518
Hotel	287,3007 SF	\$17.59/SF	\$5,053,730	150,000 SF	\$68.81/SF	\$10,321,500	\$15,375,230
<b>TOTAL</b>	<b>2,193,178 SF</b>	<b>\$15.84/ SF</b>	<b>\$34,737,485</b>	<b>1,144,900 SF</b>	<b>\$71.03/SF</b>	<b>\$81,325,909</b>	<b>\$117,058,454</b>

**PROJECTED DCAD VALUE – VILLAGE**

LAND USE	LAND VALUATION			BUILDING VALUATION			TOTAL VALUE
	Land (SF)	Land \$/SF	Land Value	Building (SF)	Building \$/SF	Building Value	
Retail/Dining	258,795 SF	\$15.51/SF	\$4,013,910	219,000 SF	\$94.21/SF	\$20,631,990	\$21,864,995
Office/Comm.	1,611,986 SF	\$15.59/SF	\$25,130,862	1,370,000 SF	\$66.05/SF	\$90,488,500	\$116,989,428
Hotel	322,379 SF	\$17.59/SF	\$5,670,963	275,000 SF	\$68.81/SF	\$18,922,750	\$24,593,713
<b>TOTAL</b>	<b>2,193,178 SF</b>	<b>\$15.87/ SF</b>	<b>\$34,815,735</b>	<b>1,864,000 SF</b>	<b>\$69.77/SF</b>	<b>\$130,043,240</b>	<b>\$166,448,136</b>

**Figure 3-22 – Projected Study Area Town Tax Revenue**

Option	Property Tax Value	Tax Rate	Annual Revenue	25-Year Revenue
Existing	\$46,567,130	0.00560472	<b>\$260,996</b>	<b>\$6,521,893</b>
Civic Square	\$117,058,454	0.00560472	<b>\$656,080</b>	<b>\$16,401,996</b>
Village	\$166,448,136	0.00560472	<b>\$932,895</b>	<b>\$23,322,380</b>

**TASK 3.5 – CITY COUNCIL PRESENTATION**

On 24 January 2017, Town staff and the Consultant jointly presented a summary of the Study’s findings to the City Council at their regularly-scheduled work session. The following information was presented:

- The Study’s general information was summarized (project area, scope and schedule);
- The Town’s existing goals were presented, specifically the *Seven Measures of Success* from the 2013 Addison Comprehensive Plan;
- Public input (from the Advisory Group and from the two Community Workshops) was summarized;

- The Study’s findings were presented, including proposed goals for the Study Area, a description of the Character District approach, and two potential development approaches; and,
- The presentation concluded with a summary of the Town’s strategic options – Do Nothing; Be Prepared to React; or Be Proactive.

As the Study’s findings were presented to City Council, they were asked to consider them in line with the following five questions:

**Question #1**

**Has the Council heard additional input that should be incorporated into the Study findings?**

None of the City Council members had received additional input for incorporation into the Study.

**Question #2**

**Does the Council agree with the proposed goals for the Study Area?**

The City Council members agreed with the proposed study goals and did not suggest any changes. When asked if the goals were consistent with the recently-adopted Master Thoroughfare Plan, the Consultant assured City Council that study goals were developed to be consistent with this other important initiative. (During the Study, the Consultant attended the MTP community meetings and received the draft MTP document for further review.)

**Question #3**

**Does the Council agree with the Character District approach?**

City Council agreed that the Character District approach provided more flexible development options for the Study Area.

**Question #4**

**Are there elements of either of the development options that the Council would like to see included in a final development?**

City Council members expressed their support of continuing Beltwood Parkway to Inwood Road as a means of helping to decrease congestion on Belt Line Road. They were supportive of the more ambitious development approach expressed in the Village option where a new roadway (“Inline Road”) provided new development options within the Study Area. City Council also approved of the walkable development approach (based on 3-minute walking radii) and of taking a more proactive approach to developing the Study Area.

**Question #5**

**What are the next steps?**

Staff described the City Council’s options to move forward – Do Nothing (maintain the status quo); Be Prepared to React; or Be Proactive in establishing a vision for the Study Area and adopting appropriate supporting strategic initiatives. City Council favored the proactive approach.

Based upon the Council work session and their positive acceptance of the Study, the Study was considered complete, with no further Council action necessary.

**TASK 3.6 – FINAL DELIVERABLES**

Per Section B.3 of the project Scope of Services, the following items were prepared for Town staff in completion of this Study:

- Five (5) hardcopies of the complete report (all three phases, including appendices);
- One (1) PDF copy of the final report; and,
- Copies of all pertinent displays, graphics, and maps used in the Study.



# Phase 3

## APPENDIX

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### COMMUNITY MEETING #2 COMMENTS

The following comments were received during the second Community Meeting, submitted as part of the comment card questionnaire. Similar comments have been grouped together under general categories and are presented in no order of priority or importance.

#### Transportation-Related Comments:

- “New stop signs on Beltway unnecessary”;
- “Do not waste real estate by building a new street north/south through the area”; and,
- “Do not close off one access by closing Beltwood just south of Beltwood”.

#### Urban Design-Related Comments

- “We need for the Inwood Road Corridor to be lively and safe even on a Saturday night between 6 PM and 10 PM”;
- “It’s a good idea to bridge the area beyond the railroad tracks to the Inwood Corridor”;
- “New street lights not necessary”;
- “I would prefer making everything as pedestrian/biker-friendly and as close to preserving as much nature as possible”;
- “Want to see walkability (sidewalks) and landscaping (trees, shrubs) on streets for curb appeal”; and,
- “Like the idea of a civic center to draw shows, concerts, exhibits to Addison to further support existing restaurants and hotels in [the] area”.

#### Implementation-Related Comments

- “Economic Development Department should provide tax incentives and zoning changes for the Inwood Enhancement Zone”;

- “The only way to get anything started is for the City to buy property and extend Beltway east to Inwood. *‘Build it and they will come’*”;
- “Do not try to “character” or categorize uses in particular districts or subareas of the study area. Zone the entire 40 acres as unlimited Planned Development and then let the market redevelop”;
- “Do not make the mistake of micro-managing where and what type of buildings will be built. Let the people with the money propose what goes where (developers)”.

#### Other Comments

- “Addison must talk with Farmers Branch if there is any desire to connect with the south end of Beltwood”;
- “Do not try to establish your *vision* and the *options* onto paper or in ordinance”;
- “Poor presentation: stop at every natural break in the presentation and ask if there are any questions. Present pros and cons of everything. Listen to the question carefully. If you don’t understand it, ask for a clarification of the question before attempting to respond. Respond concisely and clearly to the question asked. Do not repeat yourself as if the questioner is stupid and didn’t get it the first time. On subject matter. You did not present sufficient information to justify my time”.

**Comment cards  
received at  
Community Meeting #2**



**TOWN OF ADDISON, TEXAS**  
**INWOOD ENHANCEMENT ZONE**  
**Community Meeting #2 – October 06, 2016**  
**Comment Card**

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1. My gender is:  
(circle one)



a. Male

b. Female

2. My age-group is:  
(circle one)

a. 0 to 17 years

b. 18 to 30 years

c. 31 to 50 years

d. 51 to 64 years

e. 65 to 80 years

f. Over 80 years


3. I am most involved in Addison as a/an: (circle one only)

a. Owner/representative of an owner of commercial property in Addison  
(but not a Business Owner)

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f. None of the above describes my involvement in Addison

4. I have lived in Addison for: (circle one)

a. Less than 1 year

b. 1 to 5 years

 c. 6 to 10 years

d. 10 to 19 years

e. 20 years or more

f. I do not live in Addison

**General Comments**

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Give us stop signs on

Belford if necessary.

Raise new street lights not

if necessary.

Bill Walker



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We need for the Inwood Park Corridor to be lovely & safe even on a Sunday night between 6 PM - 10 PM.

It's a good idea to bridge the area beyond the Railroad tracks to the Inwood Corridor



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Poor presentation: stop at every natural break in the presentation and ask if there are any questions. Present pros & cons of everything. Listen to the question carefully. If you didn't understand it, ask for a clarification of the question before attempting to respond. Respond concisely & clearly to the question asked. Do not repeat yourself as if the questioner is stupid & didn't get it the first time. On subject matter, you did not present sufficient information to justify my time.



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*I would prefer making everything as pedestrian/biker-friendly as close to preserving as much nature as possible.*



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Economic Development Dept. should provide tax incentives and zoning changes for the Inwood Enhancement Zone.



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1. The only way to get anything started is for the City to buy property and extend Beltway east to Inwood. "Build it and they will come."
2. Do not try to "character" or categorize uses in particular districts or sub areas of the study area. Zone the entire 40 acres as unlimited Planned Development and then let the market redevelop.
3. Do not waste real estate by building a <sup>new</sup> street No-South thru the area.
4. Do not close off one access by closing Beltwood just south of Beltwood.
5. Do not make the mistake of micro-managing where & what type of buildings will be built. Let the people with the money propose what goes where (developers).
6. Addison must talk with Farmers Branch if there is any desire to connect with the south end of Beltwood.
7. Do not try to establish your "vision" and the "options" onto paper or in ordinance.





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want to see walkability (sidewalks) and landscaping (trees, shrubs) on streets for curb appeal. Like the idea of a civic center to draw shows, concerts, exhibits to Addison to further support existing restaurants and hotels in area.



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**RESTAURANT**

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