



# Sam's Club Site Special Study



STRATEGIC  
COMMUNITY  
SOLUTIONS



City Council Briefing  
Materials

December 8, 2014

Kimley » Horn

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# Summary

- Purpose today: first opportunity to share Committee work and consultant research with Council
- Possible Council direction today:
  - Continue to pursue this approach
  - Ask Committee to investigate further
  - Have a wider dialogue through a community workshop
  - Something else



# Reason for Study



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# Council's policy direction for development & revitalization

TOWN OF ADDISON  
COMPREHENSIVE PLAN  
2013



## 4150 BELT LINE ROAD

## PARCEL 3-D



Acreage, Parcel 3-D: 17.34 acres

Zoning, Parcel 3-D: PD 091-066

Owner, Parcel 3-D: Wal-Mart Stores, Inc.

### Discussion:

Sam's built this store in 1991 after a lengthy and heated zoning process. The Town wanted to be very careful to protect the Midway Meadows neighborhood immediately south of this site, and it required Sam's to do several things it had not done for other stores. The store had to be 100% brick and landscaping had to total 20% of the site. Sam's had to build a 10-foot-high wall on the south side of the building, and install and maintain a green space along the north side of Beltway Drive. In addition, Sam's had to secure an easement across another property to the traffic signal at Runyon Road. The Sam's store has not impacted the Midway Meadows in a negative way. In fact, Sam's has been a good corporate citizen and allows the Town to hold its twice-yearly garage sale in the Sam's parking lot. However, the store has never experienced the sales volume that Sam's had hoped for. Wal-Mart is in the process of building a new site at Midway Road and I-635, and there is speculation that this store will relocate to that site. While the Town would hate to lose Sam's as a corporate citizen, the site presents a good redevelopment opportunity for this important corner.

## ATTRIBUTES OF SUCCESS MATRIX

**4150 BELT LINE ROAD**

**3-D**

ATTRIBUTES	COMMENTS	SCORE
Competitive	The Sam's store has a good location and is competitive with other stores in the area. Sam's, which also sells gasoline, is a good retailer for the Town.	
Safe	The site has good visual accessibility and is occupied most hours of the day. It is safe.	
Functional	The site is functional at present for a Sam's store, but there is a fear that Sam's will leave, and it is very difficult to find another tenant that can take such a large store.	
Visually Appealing	The building is constructed of good materials and has attractive landscaping. Sam's does an adequate job with the landscaping maintenance. Power lines across the front of the property are unattractive.	
Supported with Amenities	The site has an excellent location for restaurants, retail, and other support services.	
Environmentally Responsible	The site meets the Town's landscaping requirements and is environmentally responsible.	
Walkable	The site is in a good location for walkability and has a sidewalk on Belt Line Road. However, the sidewalk is immediately back of curb and is not pleasant to walk.	
<b>Overall Assessment</b>	Sam's has been a good business in Town since 1991, and the Town would hate to lose the store. However, should the store relocate, the Town should be thinking now about the redevelopment opportunity that the large site on a key corner represents.	

# Status of Sam's Club

- Have made decision to sell
- Normally won't sell to competitor
- Timing
  - Process of due diligence underway in August & September
  - Set a price in October
  - Marketing of property
  - Typical process takes about 1 year before actual move

# URBAN INFILL DEVELOPMENT 17 ACRE OPPORTUNITY

4150 Belt Line Road | Addison, Texas 75001

## FOR SALE



### AVAILABLE

136,549 SF  
17.36 Acre(s)

### OCCUPANCY

Soon To Be Vacant

### SALES PRICE

\$14,360,000

### DEMOGRAPHICS

	3 Mile	5 Mile	10 Mile
Estimated Population	135,237	356,608	1,184,881
Avg Household Income	\$83,995	\$91,482	\$97,563
Estimated Households	155,980	300,180	1,009,994

Year: 2013 | Source: Synergos Technologies

### TRAFFIC COUNTS

Belt Line Road East of Midway Road	52,194 CPD
Midway Road South of Belt Line Road	52,808 CPD

Year: 2012 | Source: KSS Fuels

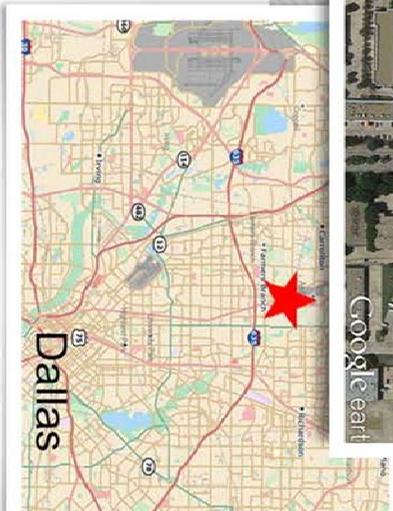
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5120 Woodway Drive, Suite 10014 | Houston, TX 77056  
281.661.3220 | [SRSRE.COM](http://SRSRE.COM)



### DESCRIPTION

- Large urban infill tract
- Key inter-section
- Zoning expected to change to accommodate mixed use
- Approximately 700' of frontage along Belt Line Road
- Sam's Club relocation is expected Summer 2015
- Building is approximately 360' Wide X 350' Deep

The information contained herein was obtained from sources deemed to be reliable. However, SRS Real Estate Partners makes no guarantees, warranties, or representations as to the completeness or accuracy thereof. Published: 11.05.2014

# Sam's Club

- Sale price = \$14,360,000
- Price = \$19 per square foot
- Sam's Club relocation in summer 2015



# Study Organization



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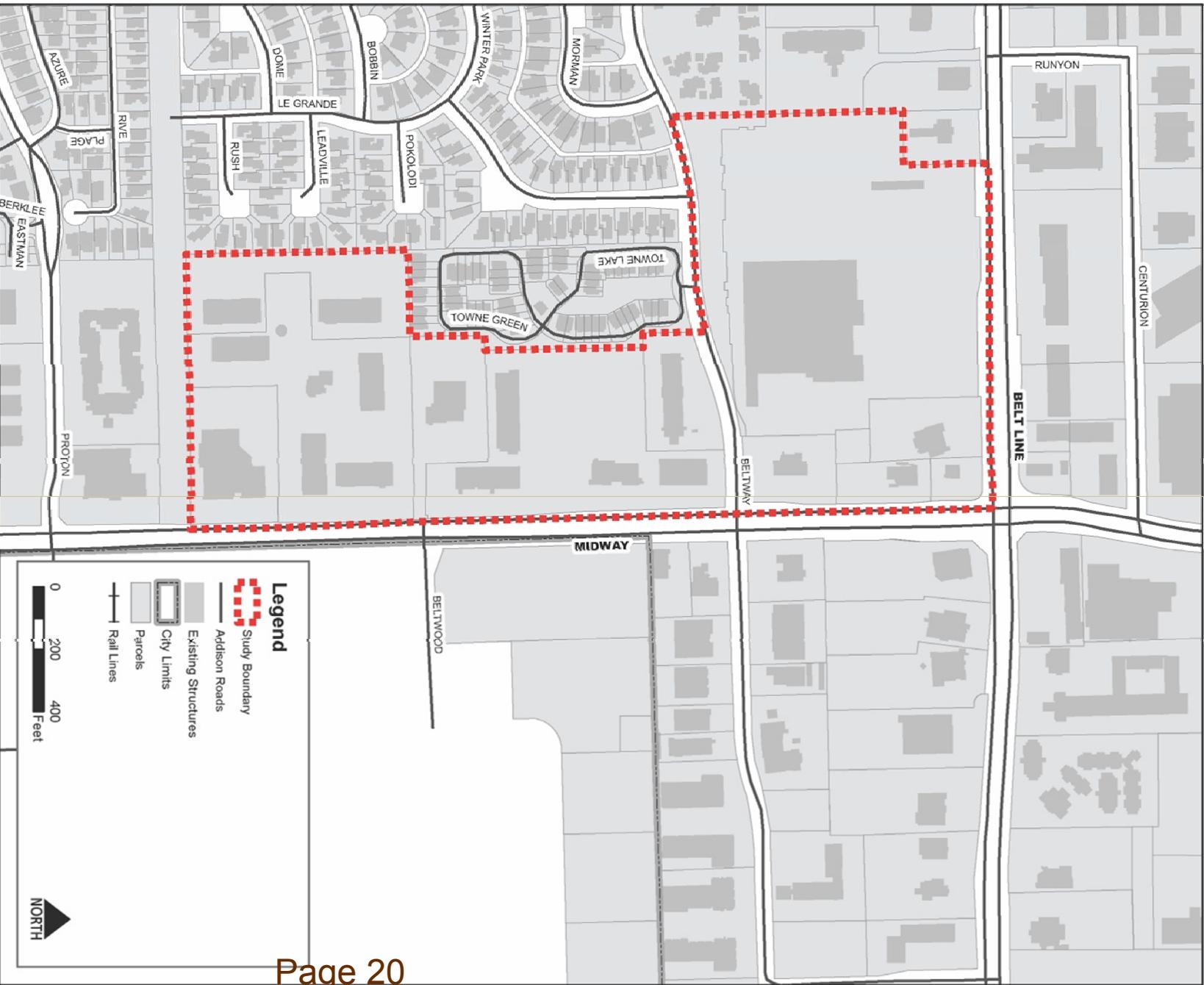


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# Project Phases

- Phase 1: Project Management
- Phase 2: Strategic Assessment
  - Committee Work Session #1
- Phase 3: Development Alternatives
  - Committee Work Session #2
- Phase 4: Design & Direction
  - Committee Work Session #3
- Phase 5: Study Completion



**Study Area Boundary**  
Sam's Club Special Study

**Legend**

- Study Boundary
- Addison Roads
- Existing Structures
- City Limits
- Parcels
- Rail Lines

0 200 400 Feet

NORTH



# Committee Membership

- **Chris DeFrancisco**
  - Council Member
- **Janelle Moore**
  - Council Member
- **Linda Groce**
  - P&Z Commissioner
- **Ivan Hughes**
  - P&Z Commissioner
- **Alexander P. McCutchin**
  - Family Owns/Manages Midway Square
- **Bill Park**
  - Property Owner (Nate's, Starbucks)
- **Dan Stansbury**
  - Property Owner (Office in the Park)
- **Chou Crook**
  - Resident
- **Doyle Roberson**
  - Resident

# MARKET CONSIDERATIONS

# Purpose of Market Analysis

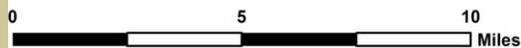
- Provides a “reality check” for the planning process
- Ensures that land use decisions are grounded in market and economic reality
- Offers an independent, third-party, “story to tell” to public and private development / investment partners

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# Trade Area Determination



Trade Area determined by:

- Physical / psychological barriers
- Presence of activity generators
- Travel patterns and thoroughfares
- Competition

Trade Area includes:

- North Dallas Tollway Influence Area
- North Dallas Suburbs



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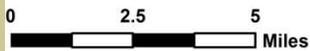


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# Household Growth



SOURCE: North Central Texas Council of Governments



Mean Projected 2040 Household Population per Acre within Trade Area: 10.56

Trade Area

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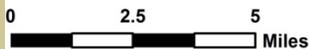


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# Renter Households



SOURCE: American Community Survey, 2008-2012 5-Year Estimate



Mean Number of Occupied Rental Household Units  
Per Acre within Trade Area: 3.01

Trade Area

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# Demographic Overview

- Over the last 4 years, the Town of Addison has grown at a rate over three times that of the Trade Area.
- The Town's average household size is significantly lower than the Trade Area. Not surprisingly, the Town has a much higher share of one- and two-person households and a higher share of renter households.
- The Town's age profile skews significantly younger than the Trade Area, even though median household incomes are similar. This would indicate a high concentration of higher-income singles and/or young married couples.
- The Town's ethnic profile is similar to the Trade Area.

2014 Estimates unless noted	Town of Addison	Addison Trade Area
<b>2010 Population</b>	13,056	612,700
<b>2014 Population</b>	16,300	651,600
<b>Annual Population Growth (2010-2014)</b>	5.7%	1.6%
<b>Average Household Size</b>	1.77	2.48
<b>% 1- and 2-Person Households</b>	83%	50%
<b>Percent Renters</b>	75%	41%
<b>Percent Age 25-34</b>	29%	16%
<b>Percent Age 35-54</b>	29%	29%
<b>Percent Age 55+</b>	17%	23%
<b>Median Age</b>	32.7	36.1
<b>Percent Hispanic (of any race)</b>	25%	29%
<b>Median Household Income</b>	\$57,400	\$59,200

Source: U.S. Census Bureau; North Central Texas Council of Governments; Claritas, Inc.; & Ricker | Cunningham

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# Psychographic Overview

- Psychographics is a term used to describe the characteristics of people and neighborhoods which, instead of being purely demographic, speak more to attitudes, interests, opinions and lifestyles. PRIZM (Claritas, Inc.) is a leading system for characterizing neighborhoods and the local workforce into one of 65 distinct market segments
- Commercial retail developers are interested in understanding a community's psychographic profile, as this is an indication of its resident's propensity to spend across select retail categories. Residential developers are also interested in understanding this profile as it tends to suggest preferences for certain housing product types
- The Addison Trade Area is dominated by Second Cities social segments, indicating higher incomes and higher disposable retail spending.
- The Trade Area psychographic profile shows a sizable "pool" of potential urban housing residents (38% in urban and second cities segments). A more typical suburban community would have less than 25% of households in these two segments.

## Top Trade Area Segments

Lifestyle Segment	Area Households	% of Total Households	U.S. Index=100*
Low-Rise Living	731	0.3%	18.4
Big City Blues	476	0.2%	15.2
Urban Elders	468	0.2%	12.5
City Roots	464	0.2%	14.4
The Cosmopolitans	450	0.2%	13.6
<b>Urban Subtotal</b>	<b>2,589</b>	<b>1.0%</b>	<b>--</b>
Boomtown Singles	24,521	9.1%	620.3
Up-and-Comers	20,578	7.6%	553.8
Brite Lites, Li'l City	20,408	7.6%	442.2
Upward Bound	16,920	6.3%	346.7
Second City Elite	13,861	5.1%	382.5
<b>Second Cities Subtotal</b>	<b>96,288</b>	<b>35.7%</b>	<b>--</b>
Young Influentials	18,764	7.0%	503.9
Home Sweet Home	13,283	4.9%	277.1
Movers and Shakers	12,251	4.5%	293.8
Upper Crust	8,311	3.1%	213.5
Executive Suites	6,922	2.6%	300.7
<b>Suburbs Subtotal</b>	<b>59,531</b>	<b>22.1%</b>	<b>--</b>
<b>Total Above Segments</b>	<b>158,408</b>	<b>58.8%</b>	<b>--</b>
<b>Total Trade Area</b>	<b>269,439</b>	<b>100.0%</b>	<b>--</b>

\* Indicates concentration of this segment relative to U.S. average. A segment index of 200 would mean that this group contains 2 times the concentration of employees/households compared to the average U.S. community.

Source: Claritas, Inc. and Ricker | Cunningham.



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# Residential Market Demand

Residential Demand Analysis				Households	2014	261,200		
Addison Trade Area					2019	280,003	Annual Growth Rate	1.4%
10-yr Demand Estimates					2029	300,160		
				Household Growth (2014-24)		38,960	Adjust for 2nd homes, demolition, vacancy	1.0%
				Adjusted Unit Requirement		<b>39,350</b>	% Rental	41%
				Trade Area Demand from New Households (10-yr)				
Household Income Range (2010 dollars)	Approximate Rent Range	Supportable Home Price Range	Current Households in Income Bracket	New Households by Income Bracket	Total Units	Estimated % Rental	Total Rental Units	Total Ownership Units
up to \$15K	up to \$375	up to \$75K	9%	8%	<b>3,148</b>	95%	2,991	157
\$15-25K	\$375 - \$625	\$75 to \$100K	9%	8%	<b>3,148</b>	90%	2,833	315
\$25-35K	\$625 - \$875	\$100 to \$150K	10%	9%	<b>3,541</b>	80%	2,833	708
\$35-50K	\$875 - \$1,000	\$150 to \$200K	13%	13%	<b>5,115</b>	60%	3,069	2,046
\$50-75K	\$1,000+	\$200 to \$250K	18%	18%	<b>7,083</b>	25%	1,771	5,312
\$75-100K	\$1,000+	\$250 to \$350K	11%	11%	<b>4,328</b>	20%	866	3,463
\$100-150K	\$1,000+	\$350 to \$500K	14%	15%	<b>5,902</b>	15%	885	5,017
\$150K and up	\$1,000+	\$500K and up	16%	18%	<b>7,083</b>	10%	708	6,375
<b>Totals</b>			<b>100%</b>	<b>100%</b>	<b>39,350</b>	<b>41%</b>	<b>15,956</b>	<b>23,393</b>

Source: U.S. Census; North Central Texas COG; Claritas, Inc.; and Ricker|Cunningham.

The Addison Trade Area has the opportunity to realize steady growth in residential development activity over the next 10 years – potentially adding over 39,000 new housing units. Approximately 59% of these units could be ownership and 41% could be rental housing. Ownership products include both single family detached and attached units.



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# Demand Summary

## Total Trade Area Demand

Land Use Type	Trade Area Demand (10 Year)
<b>Residential (Units):</b>	
Single Family Detached	15,100
Single Family Attached*	8,100
Rental Apartments	12,900
<b>Non-Residential (Sq Ft):</b>	
Retail	5,675,500
Office	23,184,900

Source: Ricker | Cunningham.

\* Single family attached units are ownership products such as condominiums, townhomes, rowhouses, etc.

Within the Trade Area serving the Addison market, there is expected to be significant growth over the next 10 years among all of the primary land uses and many of the product types within them.

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# Residential Demand Details

- Housing Type
  - Physical design of units
- Housing Tenure
  - Ownership vs. rental
- Housing Type and Tenure are not identical.
- Planning focuses first on housing type with a recognition of implications for tenure.

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# Housing Type

- **Single Family**
  - One housing unit on an individual piece of property
- **Multi-Family**
  - Two or more housing units on an individual piece of property
- **Live-Work**
  - A business unit is on the same property as the housing unit

# Housing Type

- **Single Family**
  - Detached
  - Attached
    - Townhome/Rowhouse
    - Condominium/Flats
- **Multi-Family**
  - Urban/Lofts Apartments
  - Garden Apartments

# Housing Tenure (Target Market)

- Single Family Detached (ownership)
  - Married Couples
  - Families
- Single Family Attached (ownership)
  - Single Professionals
  - Young Couples (no kids)
  - Empty Nesters (55+)
- Multi-Family (rental)
  - Singles, Students
  - Young Couples (no kids)
  - Seniors (65+ -- independent through assisted living)



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# Draft Preferred Plan



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# Draft Preferred Plan – Objectives

- This is a prime location within Addison; its development should provide a good return on investment for the owner and the Town.
- We need to recognize that Addison is an urban community. We need to insist on mixed use development with an appropriate scale, density and diversity.
- High quality design is an Addison characteristic that needs to continue here.
- Plan should succeed in phases.

# Draft Preferred Plan – Objectives

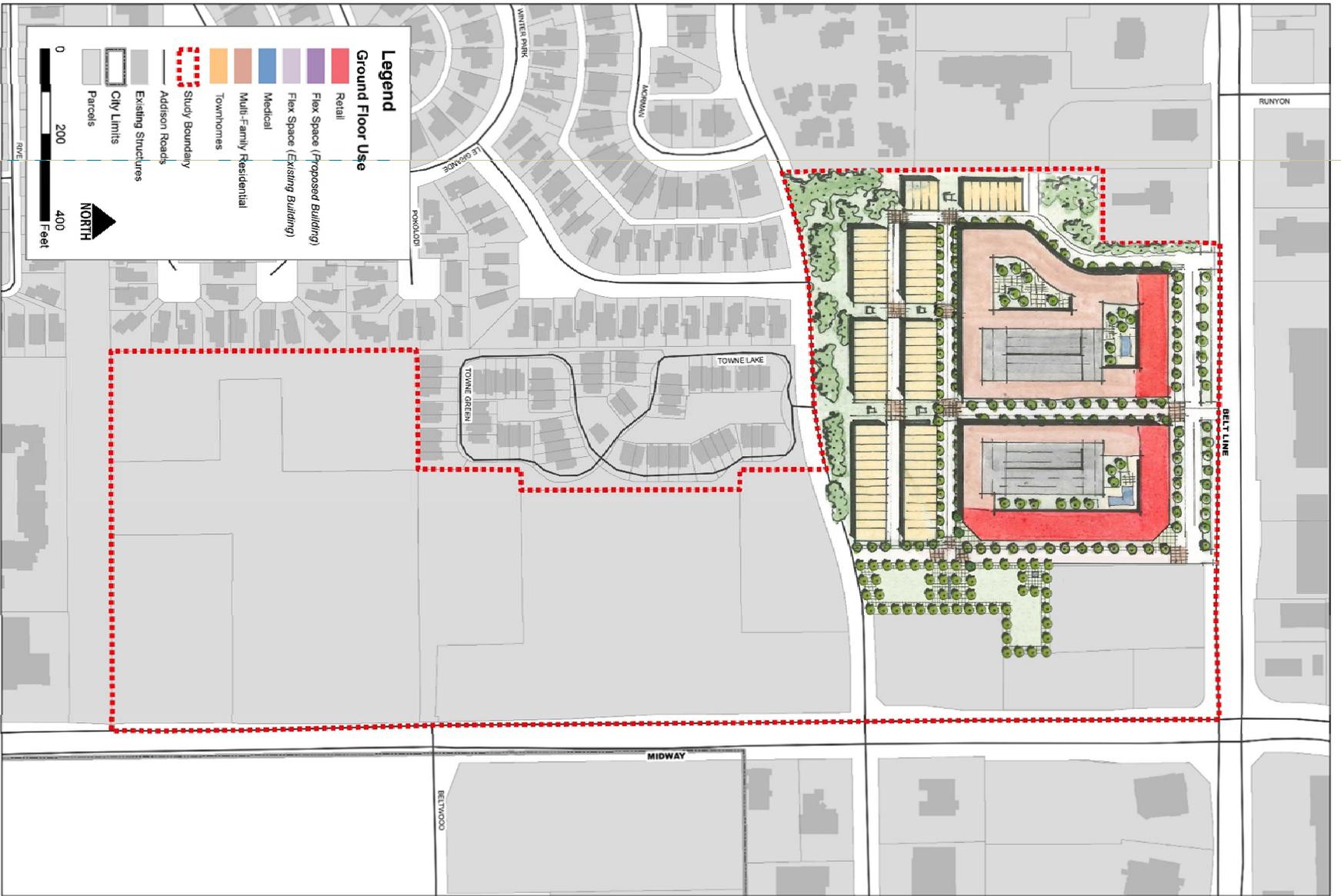
- Organic expansion of existing neighborhoods into study area.
- Add housing choices that aren't easily found in Addison today, particularly for 'aging in place'.
- Create new employment locations.
- Provide retail, service, health/wellness businesses that serve nearby residents.
- Include people places and sidewalk / trail connections.
- Desired connections allow for removal of wall.



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# Presentation of Draft Concept

- For each phase
  - Conceptual site plan
  - Prototype images of uses envisioned in that phase
- Ultimate concept
  - Development program
  - Share of trade area market
  - Economic analysis



**Legend**

**Ground Floor Use**

- Retail
- Flex Space (Proposed Building)
- Flex Space (Existing Building)
- Medical
- Multi-Family Residential
- Townhomes

**Other Features:**

- Study Boundary
- Addison Roads
- Existing Structures
- City Limits
- Parcels

0 200 400 Feet

**NORTH**



**Preferred Development Concept, Phase I**  
 Sam's Club Special Study



# Mixed-Use



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# Mixed-Use



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# Mixed-Use



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# Mixed-Use



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# Street Character



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# Street Character



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# Street Character



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# Townhome



# Street Character



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# Open Space Character – Residential Frontage



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# Open Space Character – Eastern Edge



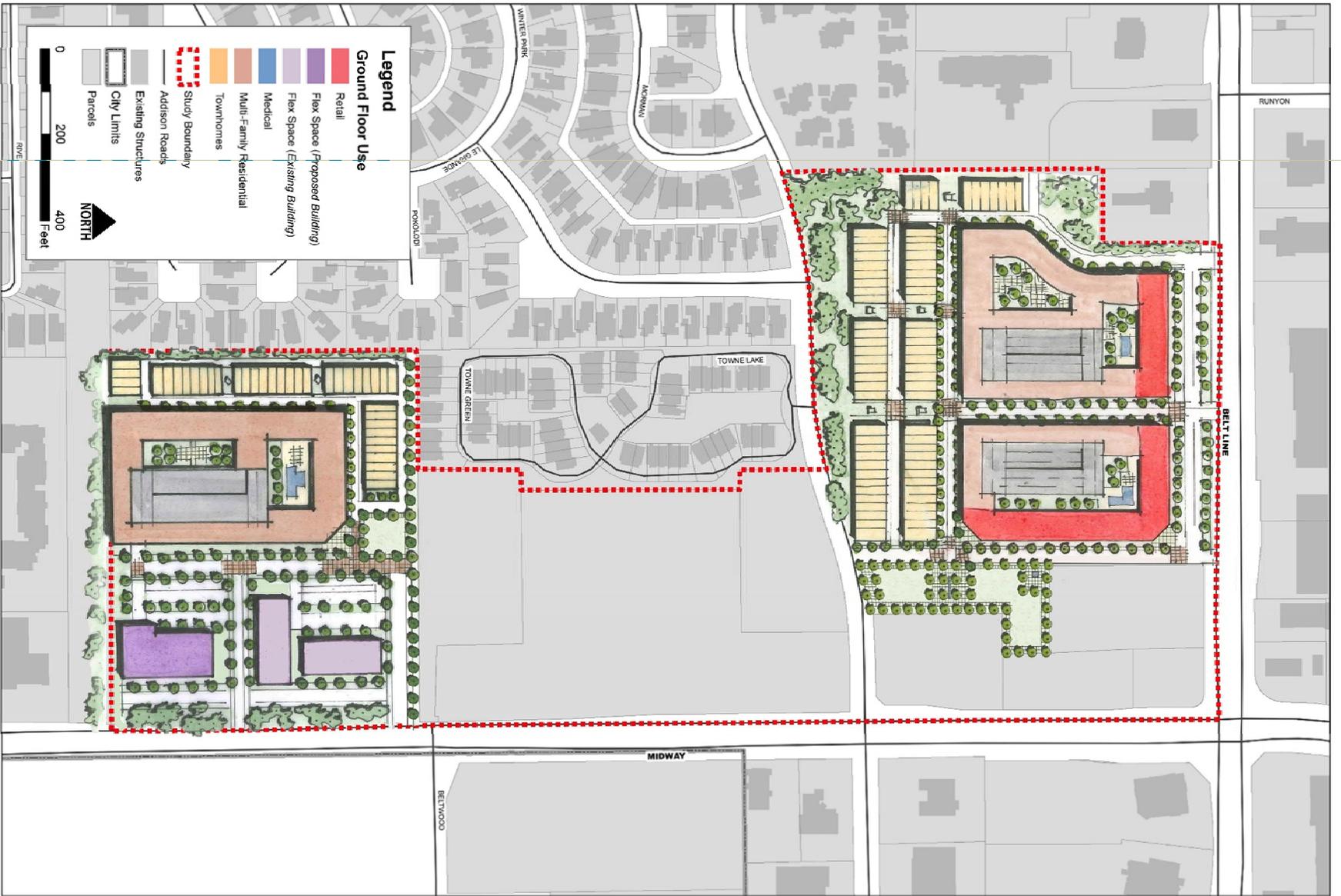
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**Preferred Development Concept, Phase 2**  
Sam's Club Special Study



# Multi-Family Residential



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# Multi-Family Residential



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# Multi-Family Residential



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# Townhome



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# Townhome



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# Street Character



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# Street Character



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# Street Character



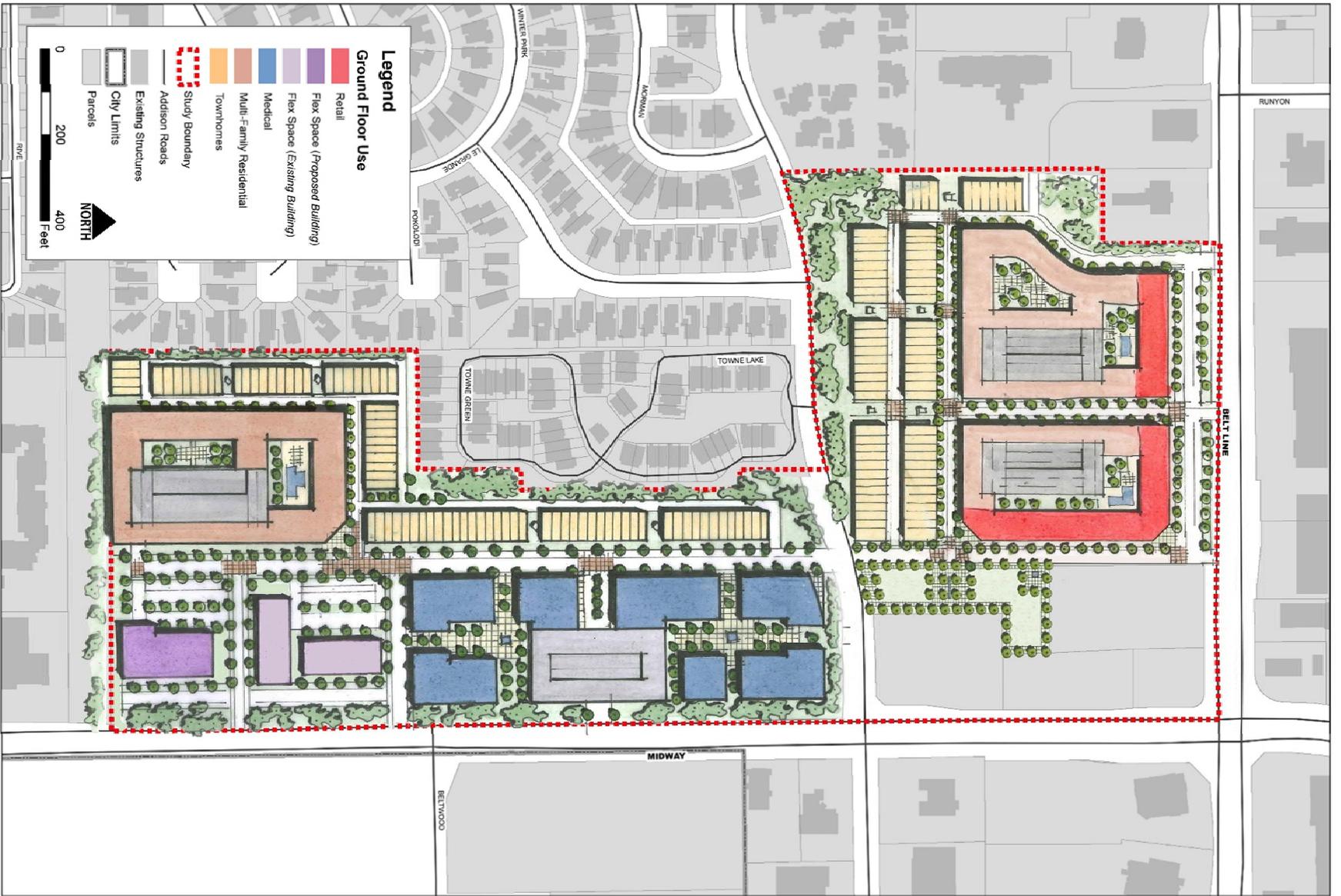
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**Legend**

**Ground Floor Use**

- Retail
- Flex Space (Proposed Building)
- Flex Space (Existing Building)
- Medical
- Multi-Family Residential
- Townhomes

Study Boundary

Addison Roads

Existing Structures

City Limits

Parcels

0 200 400 Feet

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**Preferred Development Concept, Phase 3**  
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# Flex Office



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# Flex Office



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# Flex Office



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# Street Character



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# Parking Structures

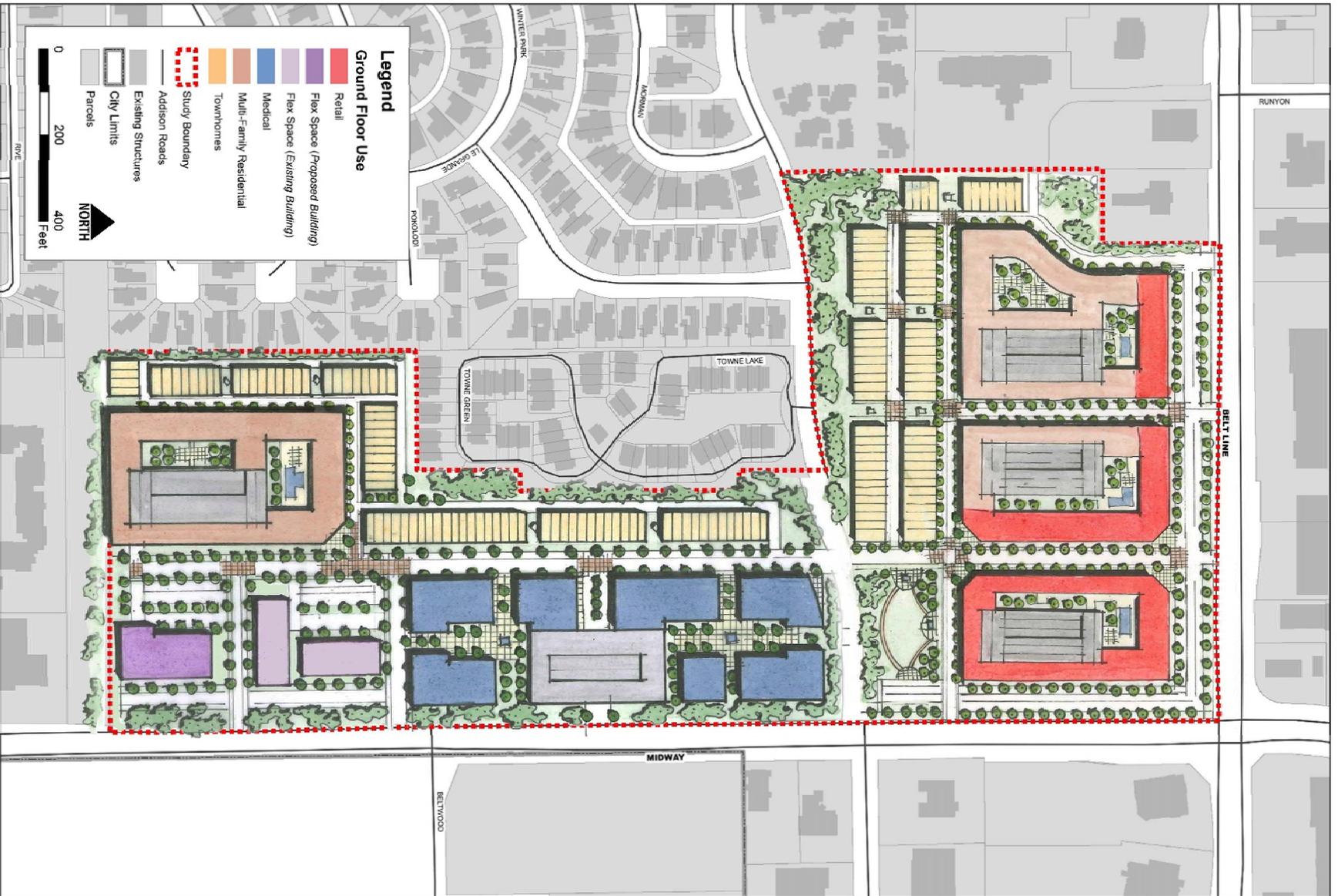


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**Preferred Development Concept, Ultimate**  
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# Mixed-Use



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# Mixed-Use



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# Mixed-Use



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# Mixed-Use



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# Open Space Character



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# Development Program (Ultimate)

Product Type	Trade Area Demand (10-yr)	Sam's Club Study Area	
		Preferred Development Program	Share of Trade Area
<b>Ownership Residential (Units):</b>			
Single Family Detached	15,100	0	0%
Single Family Attached			
Townhome/Rowhouse*	4,860	138	3%
Condominiums/Flats	3,240	371	11%
<b>Rental Residential (Units):</b>			
Urban/Loft Apartments	12,900	825	6%
<b>Non-Residential (Sq Ft):</b>			
Retail/Restaurant	5,675,500	123,500	2%
Office/Medical	3,477,735	124,800	4%
Flex Office/Employment	4,636,980	187,200	4%

\* Includes live/work units.  
Source: Ricker | Cunningham.

The preferred development program provides an approximate 60% to 40% mix between rental and ownership housing. Addison's current mix is 75% rental to 25% ownership.

- The preferred development program reflects market-supported product types.
- None of the product types requires a higher-than-average market share.
- Approximately 3,600 parking spaces are provided.



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# Development Program By Phase

Private Sector Investment	Phase 1	Phase 2	Phase 3	Phase 4
Project Land Area (Acres)	17.3	14.1	12.4	4.8
Retail/Restaurant (sq ft)	61,500	0	0	62,000
Office/Employment (sq ft)	0	42,000	270,000	0
Urban/Loft Apartments (units)	600	85	0	141
Condominiums/Flats (units)	150	128	0	94
Townhouse/Rowhouse (units)	74	40	24	0
Parking Spaces	1,518	612	858	599
Floor Area Ratio	86%	59%	50%	177%

Source: Strategic Community Solutions; Kimley-Horn; and Ricker Cunningham.

- Phasing of development program allows for smaller, more “doable” projects.
- Phasing will also respond to market in a more measured way.



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# Economic Analysis Summary

Project Indicator	Phase 1	Phase 2	Phase 3	Phase 4
<b>Private Sector Investment</b>				
<b>Project Land Area (Acres)</b>	17.3	14.1	12.4	4.8
<b>Development Square Feet:</b>				
Retail/Restaurant	61,500	0	0	62,000
Office/Employment	0	42,000	270,000	0
Urban/Loft Apartments	539,580	76,500	0	126,480
Condominiums/Flats	179,860	153,000	0	112,427
Townhouse/Rowhouse	133,200	72,000	43,200	0
<b>Total Private Development</b>	<b>780,940</b>	<b>271,500</b>	<b>270,000</b>	<b>300,907</b>
<b>Floor Area Ratio</b>	<b>103%</b>	<b>44%</b>	<b>50%</b>	<b>145%</b>
<b>Total Project Value (@ Build-Out)</b>	<b>\$149,812,020</b>	<b>\$52,785,960</b>	<b>\$49,749,710</b>	<b>\$54,501,142</b>
<b>Total Project Costs (@ Build-Out)</b>	<b>\$137,833,471</b>	<b>\$61,667,775</b>	<b>\$56,008,740</b>	<b>\$55,602,075</b>
<b>Project Margin/(Gap)</b>	<b>\$11,978,549</b>	<b>(\$8,881,815)</b>	<b>(\$6,259,030)</b>	<b>(\$1,100,933)</b>
<b>Project Margin/(Gap) %</b>	<b>9%</b>	<b>-14%</b>	<b>-11%</b>	<b>-2%</b>
<b>Potential Contributions to Gap</b>				
Land Acquisition/Writedown	\$0	\$0	\$0	\$0
Site Improvements Contribution	\$0	\$3,604,224	\$1,218,130	\$0
Supportable TIF (20 Years)	\$0	\$5,300,000	\$5,200,000	\$0
Sales Tax Sharing (380 Loan -- 20 Yrs)	\$0	\$0	\$0	\$0
Property Tax Abatement (10 Years)	\$0	\$0	\$0	\$0
Development Fee Waivers	\$0	\$0	\$0	\$0
Federal/State/Local Grants	\$0	\$0	\$0	\$0
Streamlined Development Approval Process	\$0	\$0	\$0	\$0
<b>Total Contributions to Gap</b>	<b>\$0</b>	<b>\$8,904,224</b>	<b>\$6,418,130</b>	<b>\$0</b>

Source: Strategic Community Solutions; Kimley-Horn; and Ricker Cunningham.

- Phases 1 and 4 appear to result in reasonable returns to the private sector.
- Phases 2 and 3 result in economic gaps ranging between 11% to 14% -- not uncommon in urban redevelopment.
- “Gaps” typically result from higher land costs, cost of structured parking, and some discounting due to level of market readiness.
- Contributions can often fill gaps without direct impact on the general fund.



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# Next Steps



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# Steps for the Town to consider

- Direction on this draft Preferred Development Concept
  - Continue to pursue this approach
    - Revise Comprehensive Plan
      - Planning & Zoning consideration
      - City Council consideration
    - Ask Committee to investigate further
    - Have a wider dialogue through a community workshop
    - Something else
- Communication with Sam's Club and potential buyers

# Steps for the Town to consider

- If the Comprehensive Plan is revised
  - Consider proposals after sale of Sam's Club property
    - Rezoning consistent with the plan
    - Town infrastructure investment to support consistent development
    - Economic or other incentives



# Appendix 1: Background Research and Analysis



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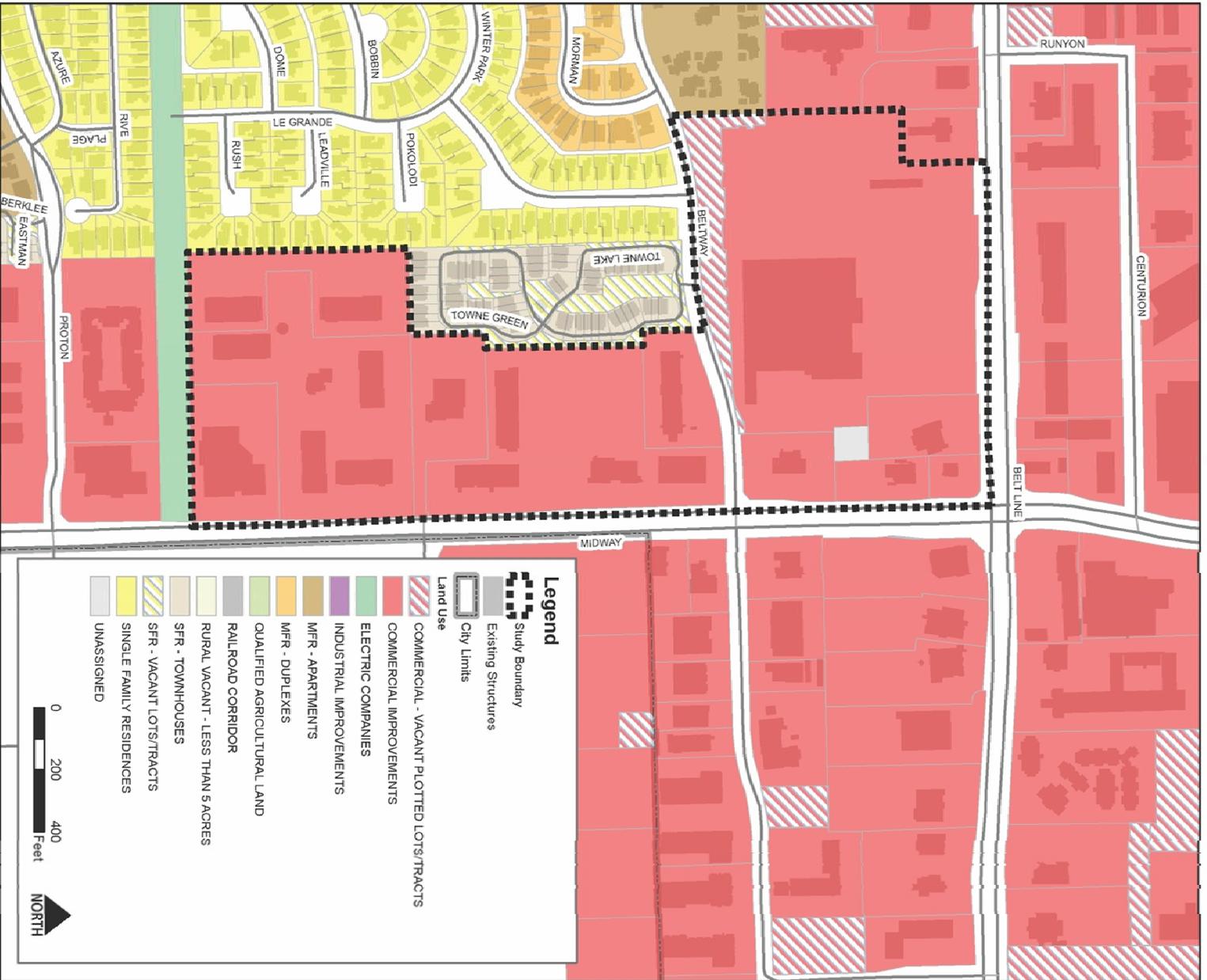
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# Background Research and Analysis

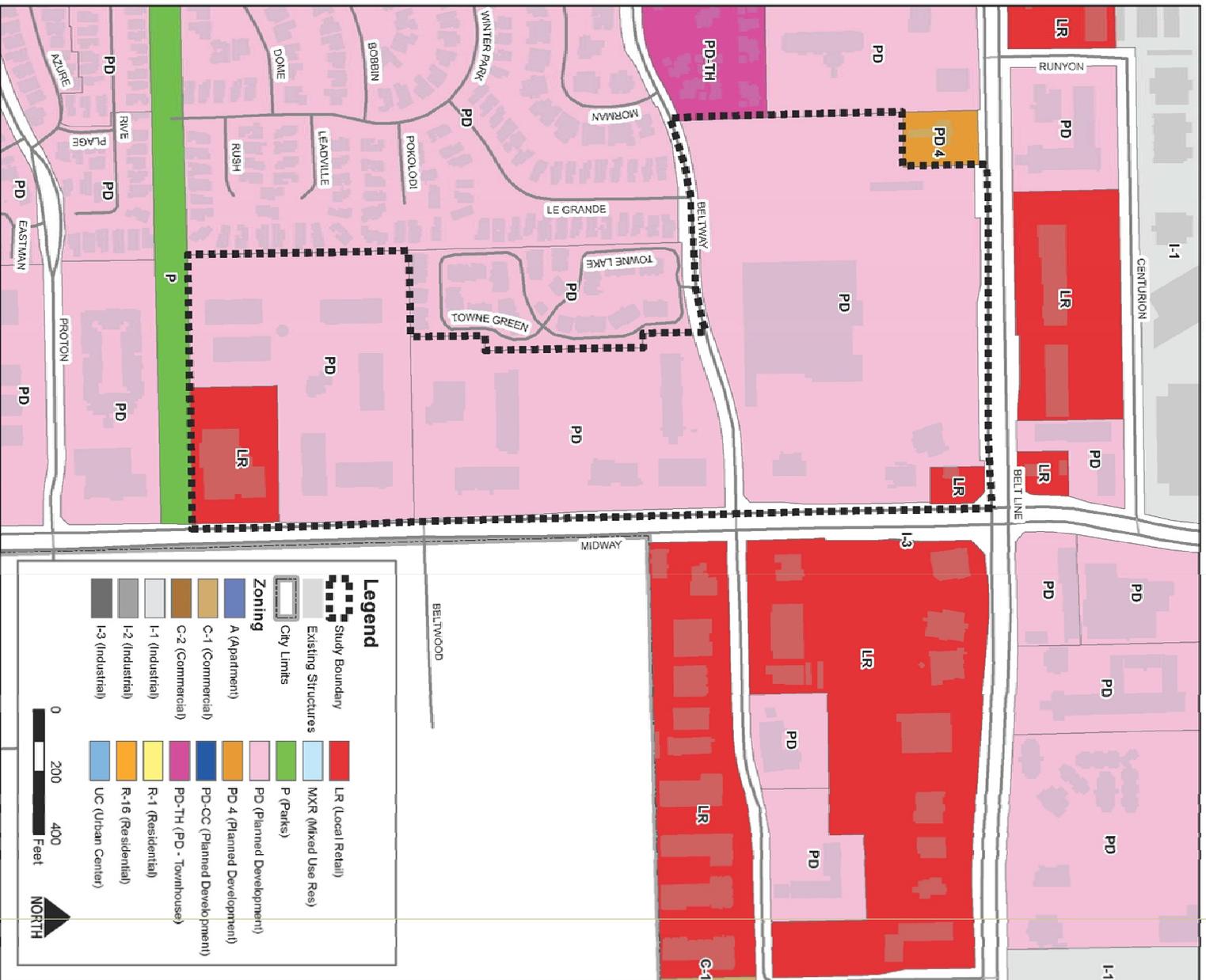
- Physical Characteristics
- Demographics and Market Analysis
- Stakeholder Input

# PHYSICAL CHARACTERISTICS



**Existing Land Use**  
Sam's Club Special Study





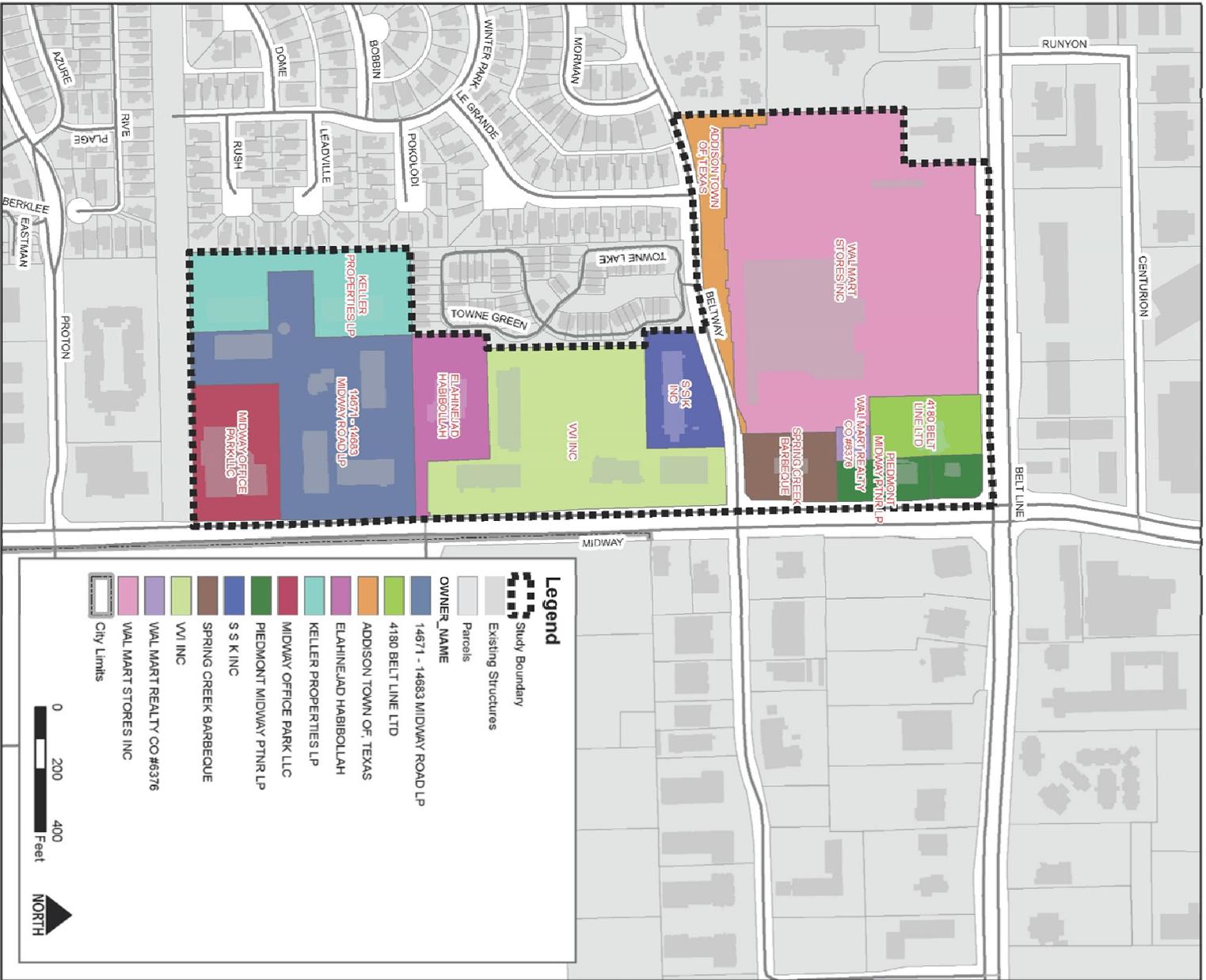
### Existing Zoning

Sam's Club Special Study



Kimley-Horn

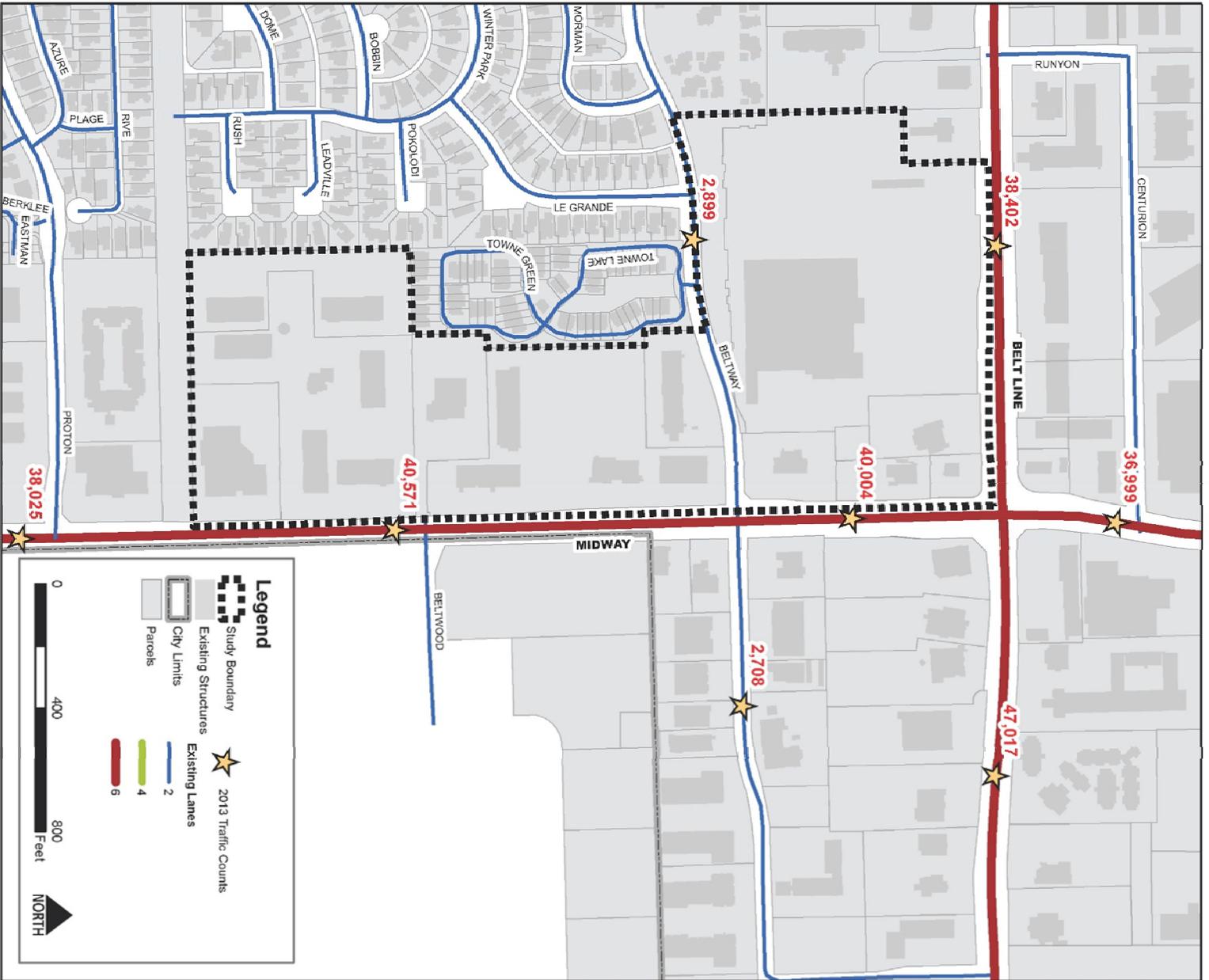




**Existing Ownership**

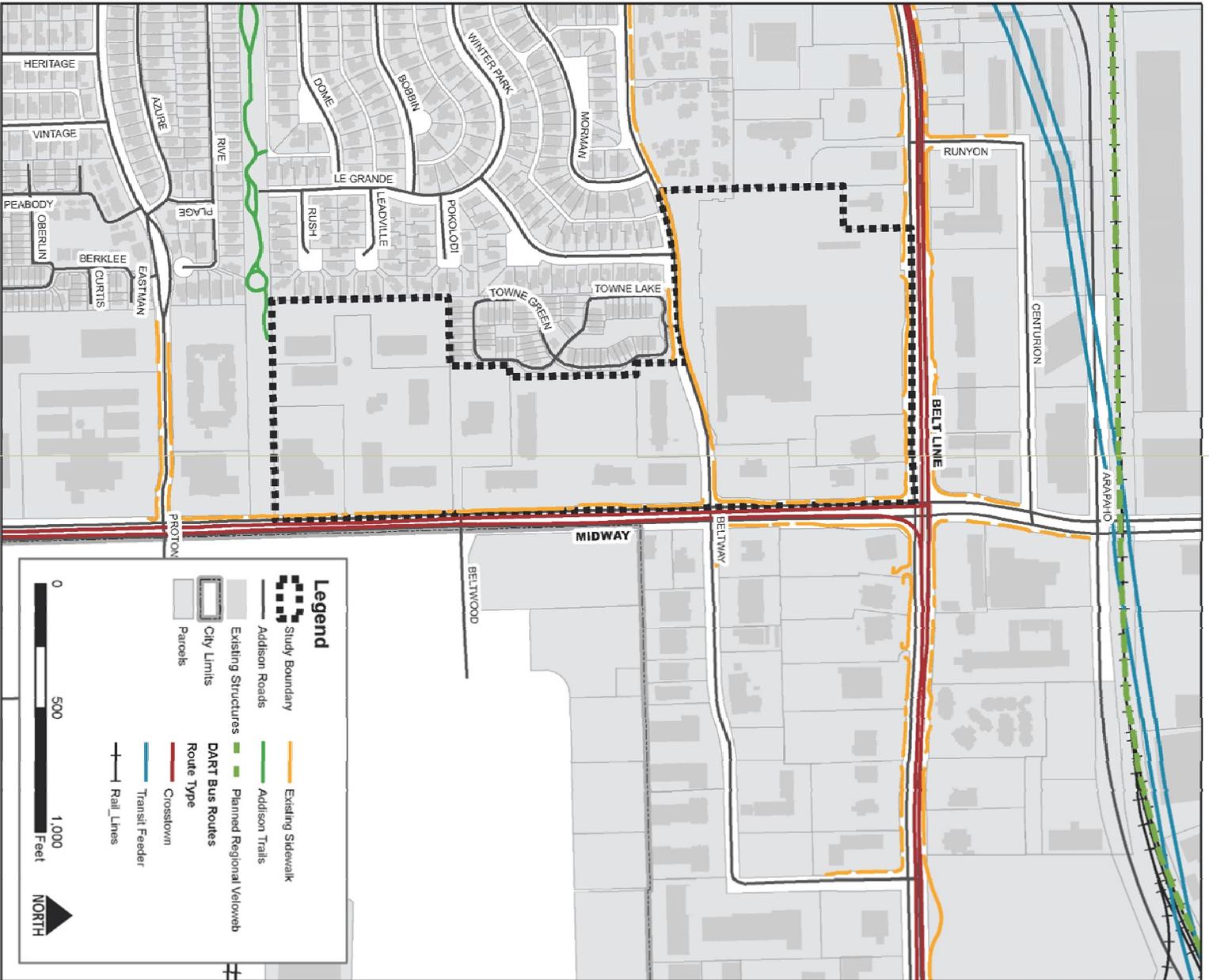
Sam's Club Special Study





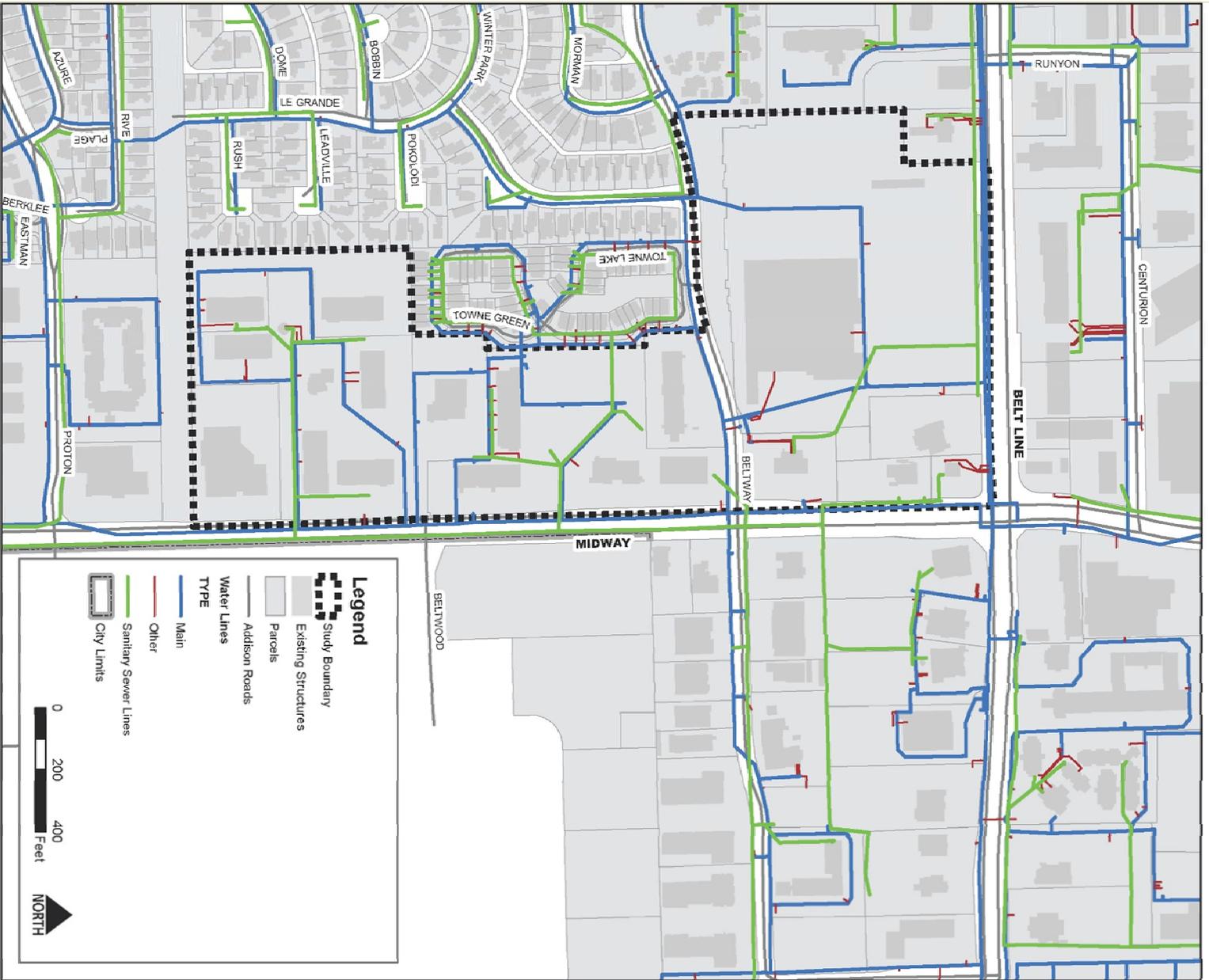
**Existing Traffic Conditions**  
Sam's Club Special Study

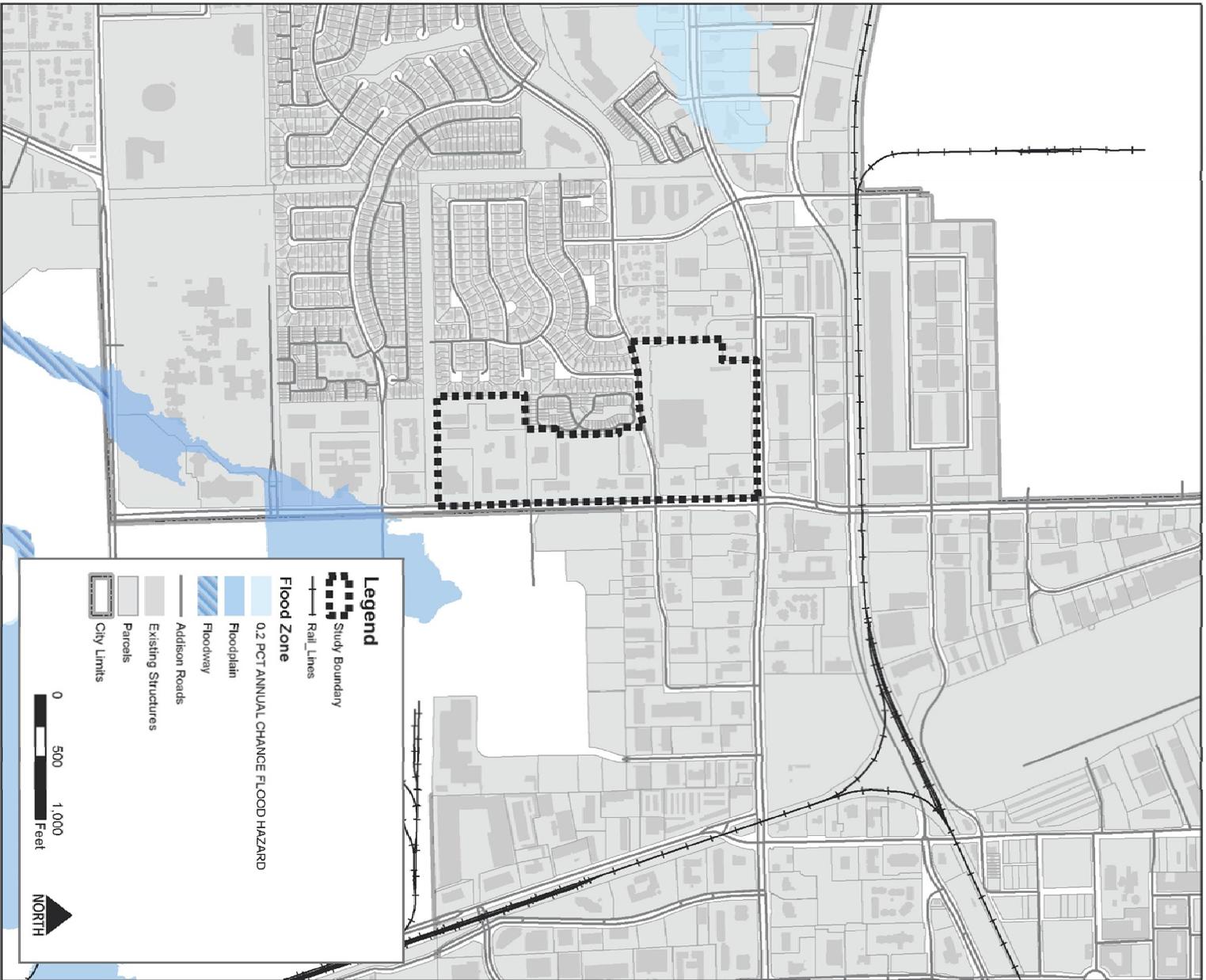




**Multi-modal Transportation**  
Sam's Club Special Study



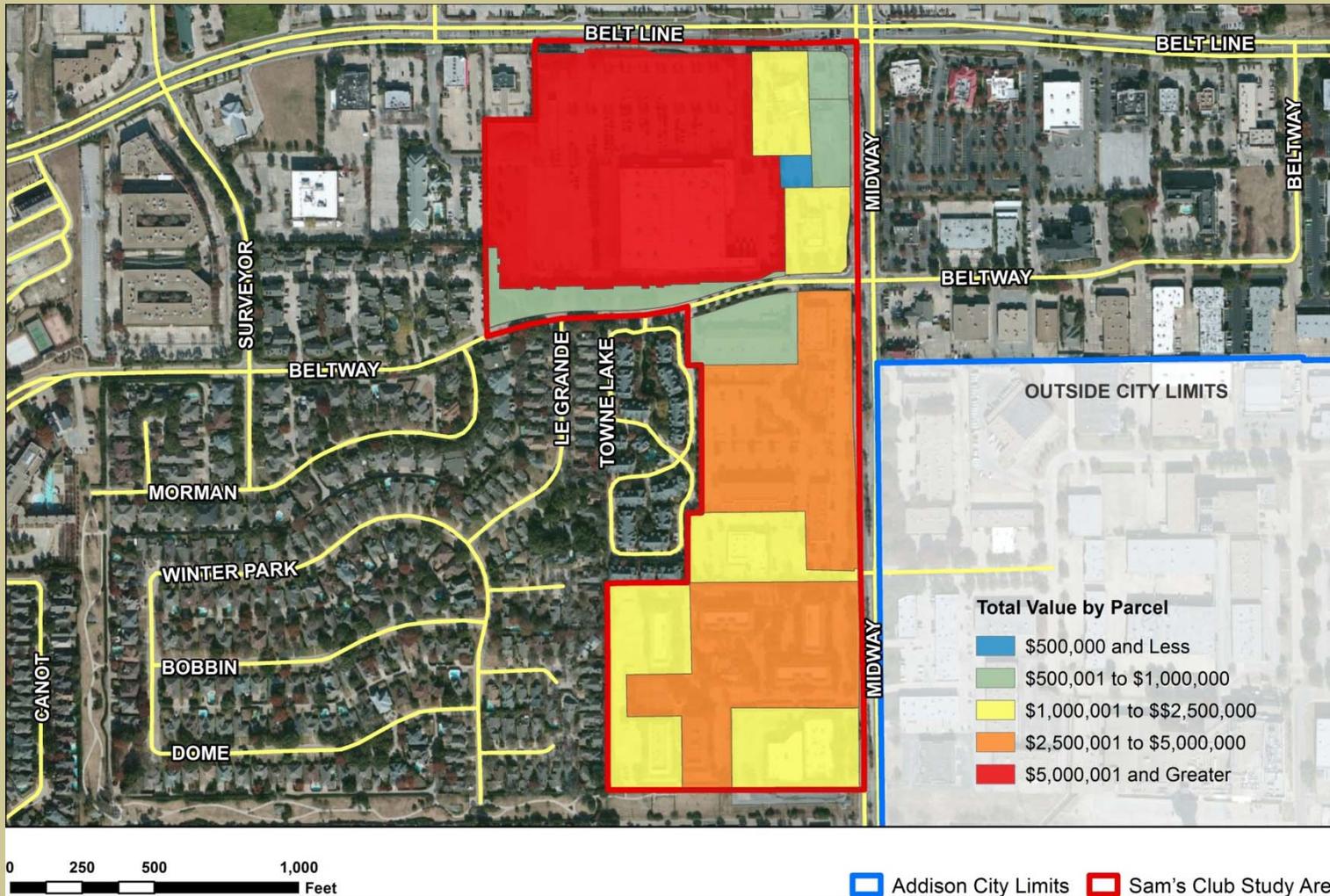




**Existing Rail and Floodway**  
Sam's Club Special Study



# Parcel Value



- Shows where investment values are concentrated
- Study Area shows a mix of parcel values typical of a commercial redevelopment area

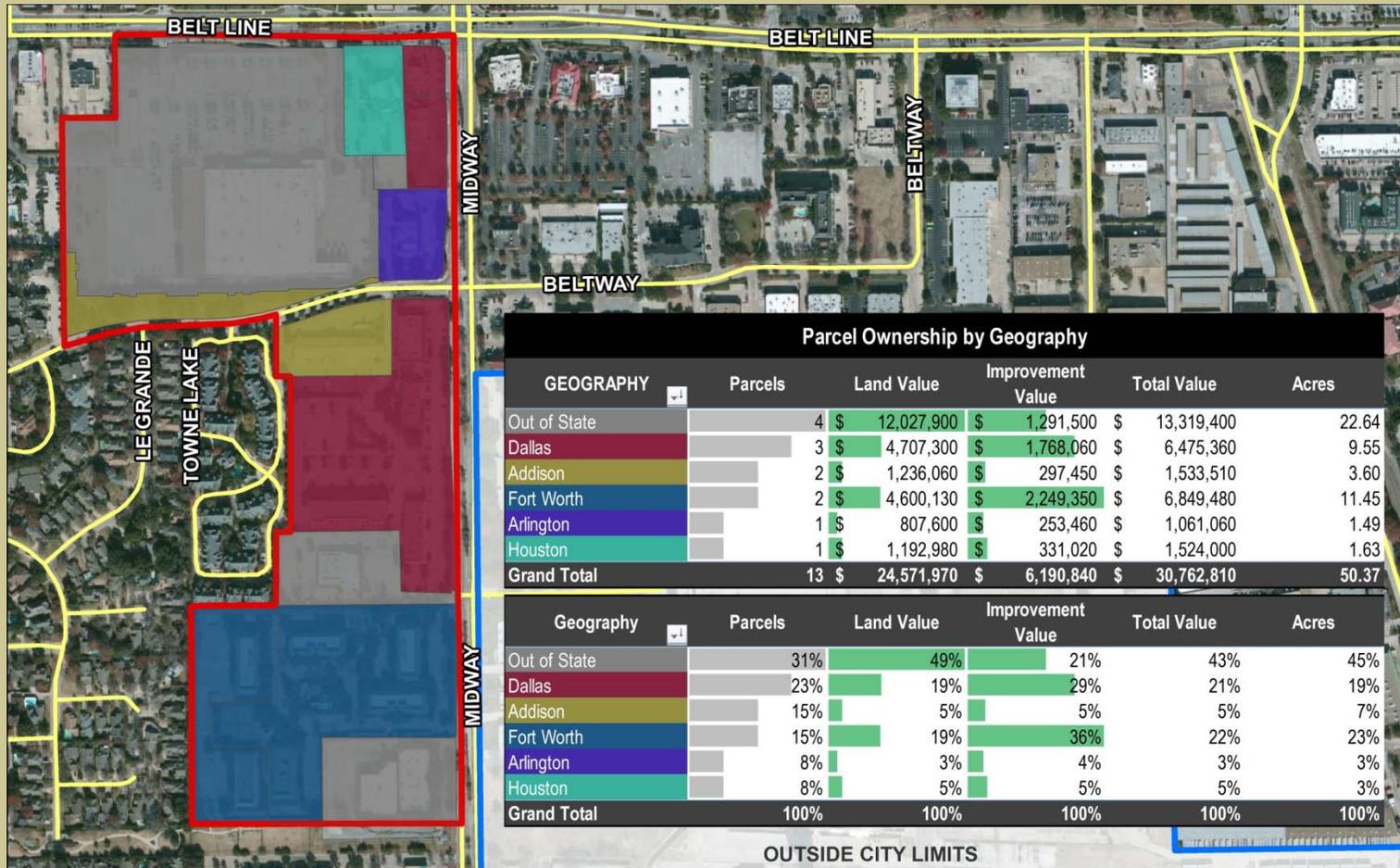


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# Parcel Ownership



- In any revitalization area, strong presence of local property ownership is desirable (attention to investment rather than piece of larger portfolio)
- DFW property owners control 62% of Study Area parcels, representing 52% of Study Area acreage
- Only 38% of properties are owned by out-of-state interests, but those properties represent 48% of total Study Area acreage

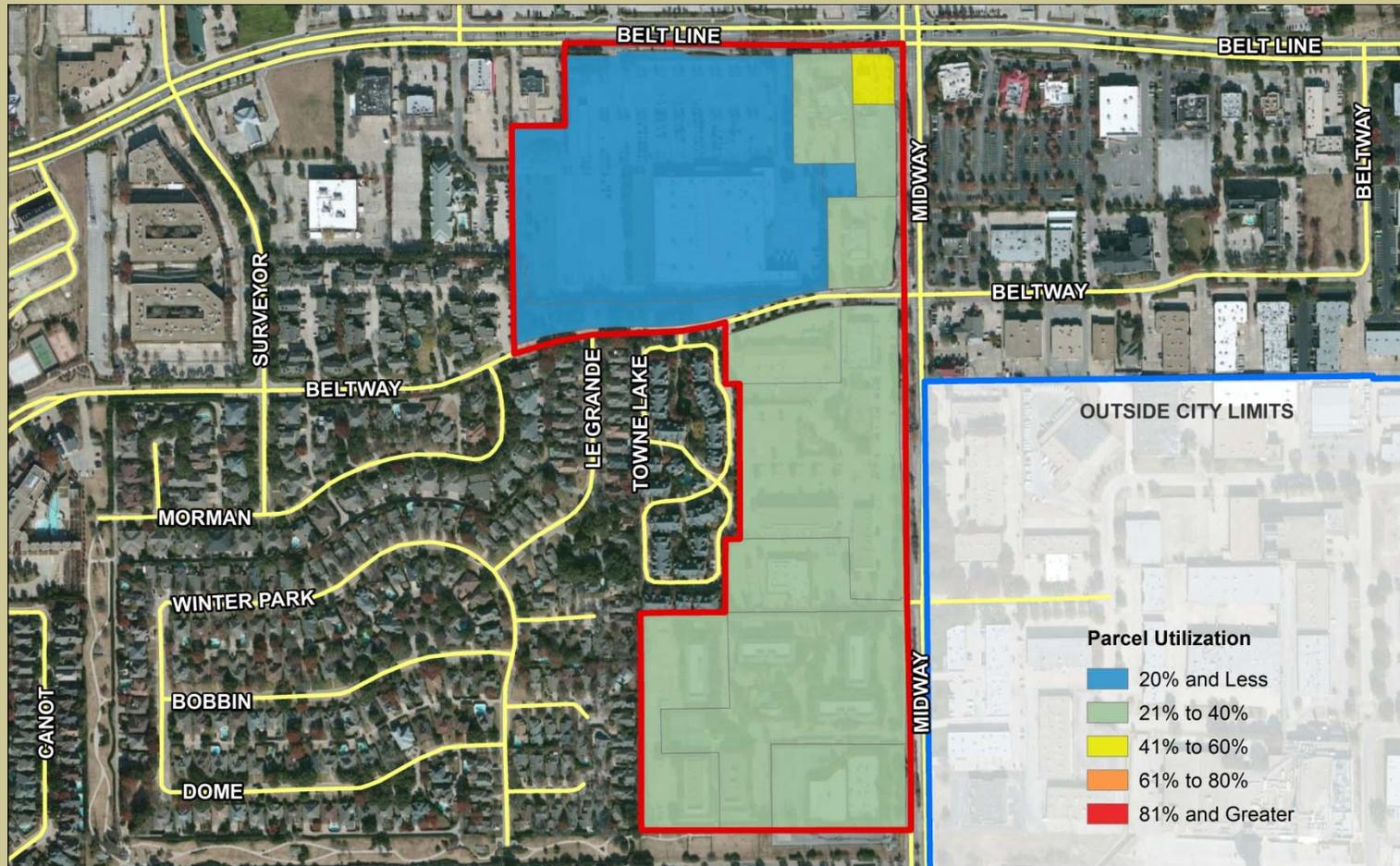


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# Parcel Utilization



0 250 500 1,000 Feet

  Addison City Limits
   Sam's Club Study Area

- Perhaps the most effective measure of an area's "ripeness" for redevelopment
- Measures economic utilization of property – amount of investment concentrated on site (relationship of improvement to total value)
- Study Area shows a high percentage of "underutilized" property (i.e., improvements represent less than 50% of total value)



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# DEMOGRAPHICS AND MARKET ANALYSIS

# Purpose of Market Analysis

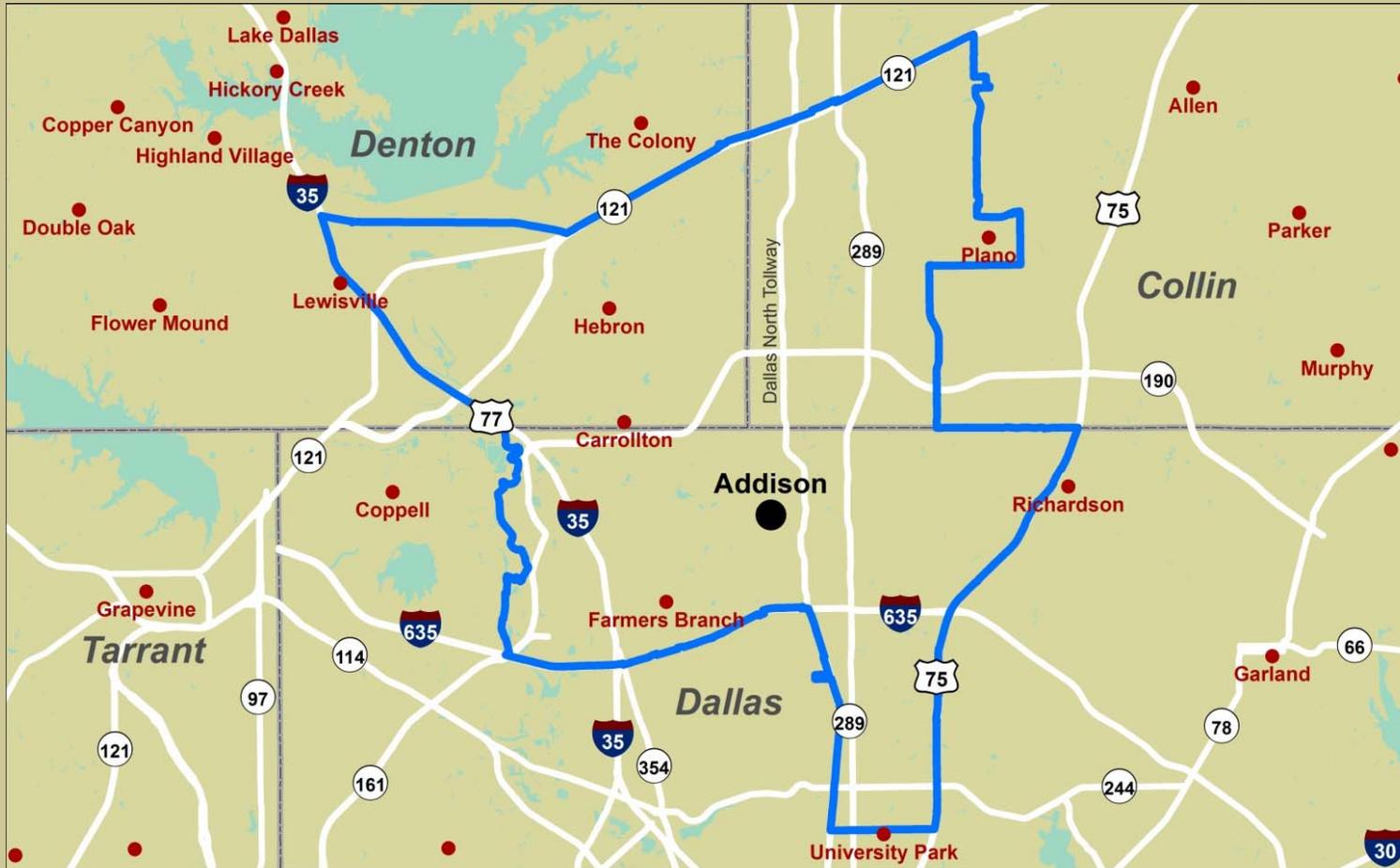
- Provides a “reality check” for the planning process
- Ensures that land use decisions are grounded in market and economic reality
- Offers an independent, third-party, “story to tell” to public and private development / investment partners

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# Trade Area Determination



Trade Area determined by:

- Physical / psychological barriers
- Presence of activity generators
- Travel patterns and thoroughfares
- Competition

Trade Area includes:

- North Dallas Tollway Influence Area
- North Dallas Suburbs



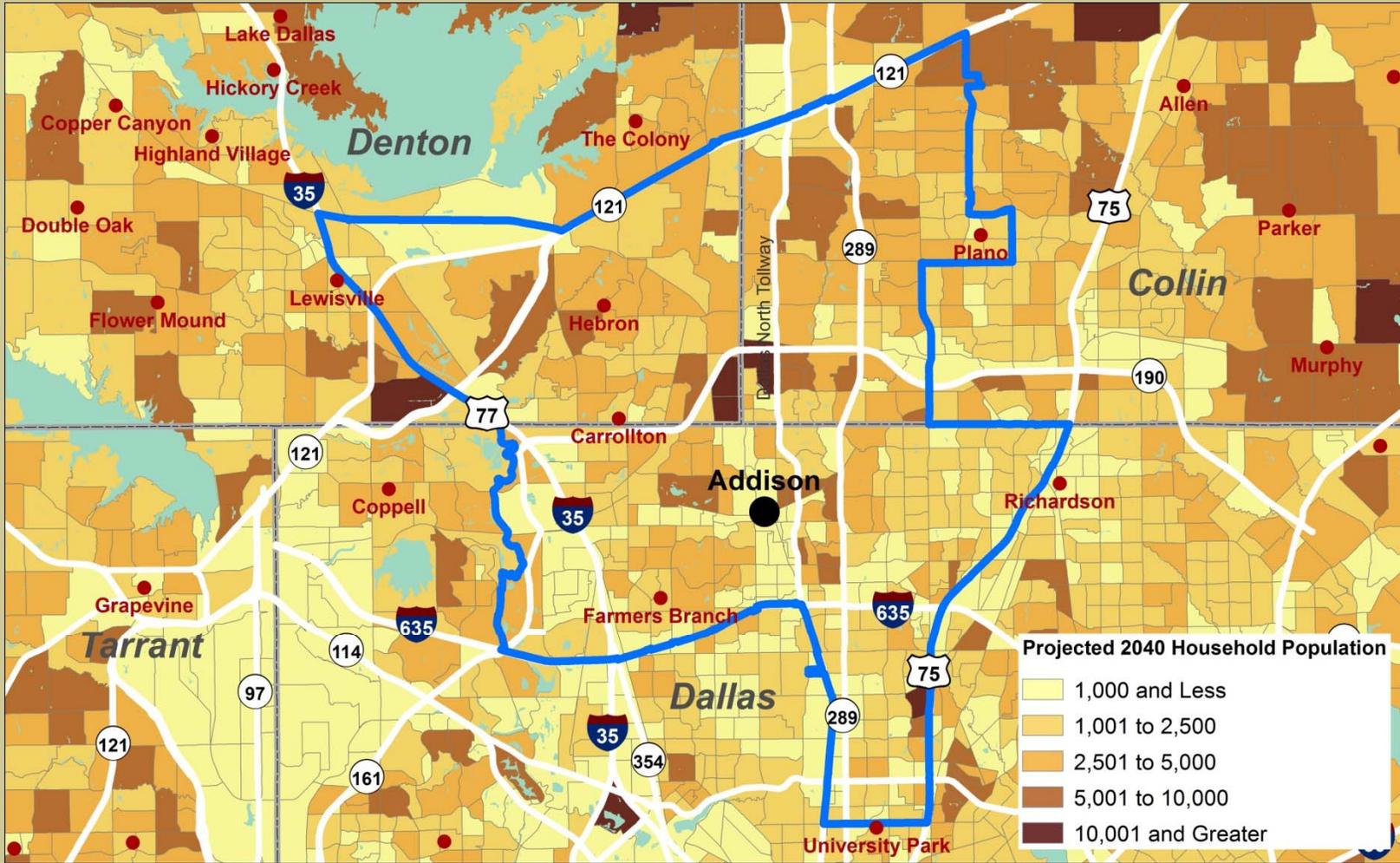
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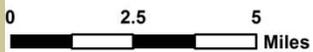
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# Household Growth



SOURCE: North Central Texas Council of Governments



**Total Projected 2040 Household Population within Trade Area: 825,350**

Trade Area

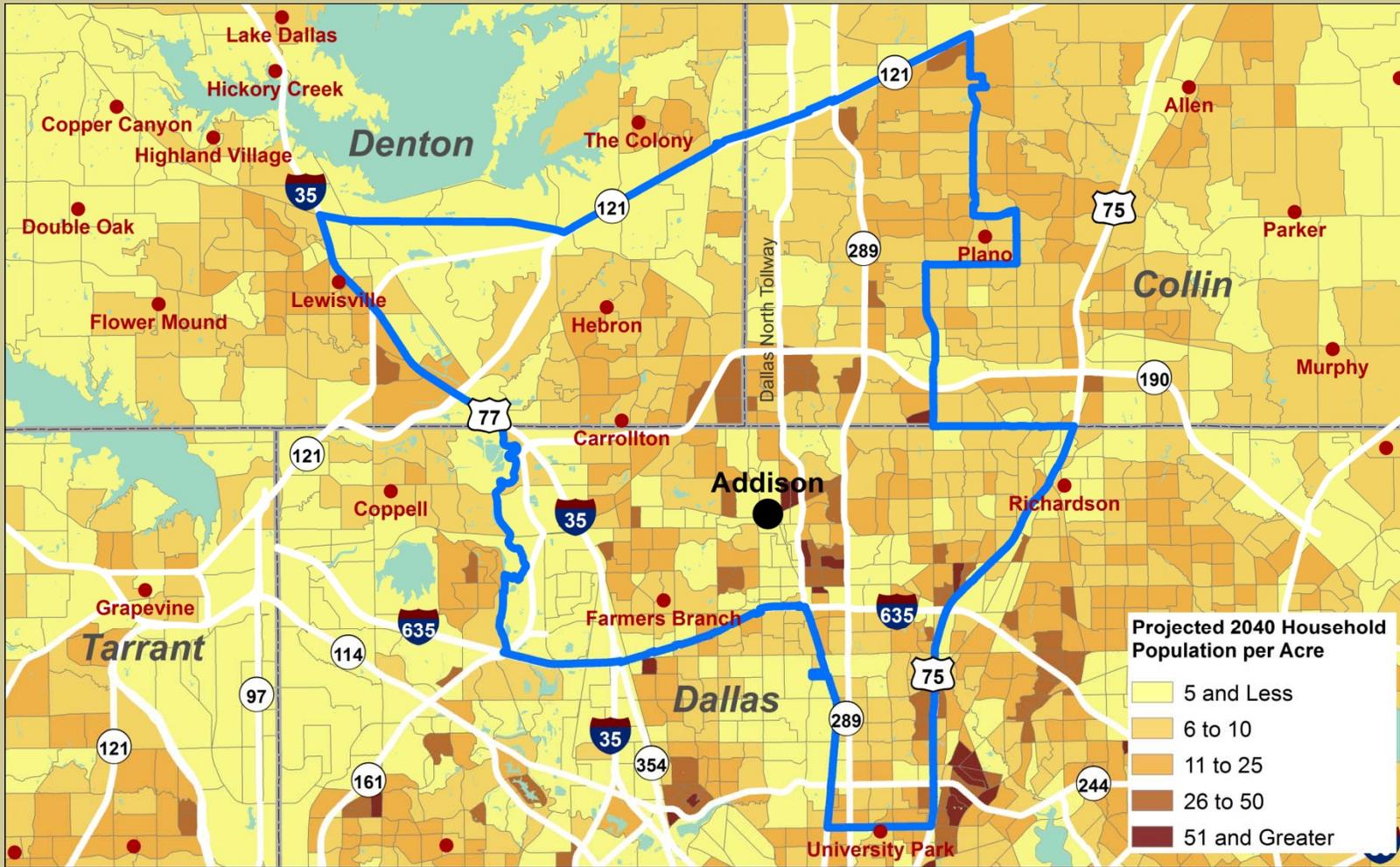


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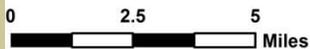
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# Household Growth



SOURCE: North Central Texas Council of Governments



Mean Projected 2040 Household Population per Acre within Trade Area: 10.56



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Trade Area



Ricker|Cunningham

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# Age Cohort Shifts: Baby Boomers

(Born 1946 to 1964)



Baby Boomer Population by Census Block Group in 1990 within Trade Area: 145,137 or 42.2% of Total (344,126)



Baby Boomer Population by Census Block Group in 2010 within Trade Area: 142,450 or 26.2% of Total (542,848)



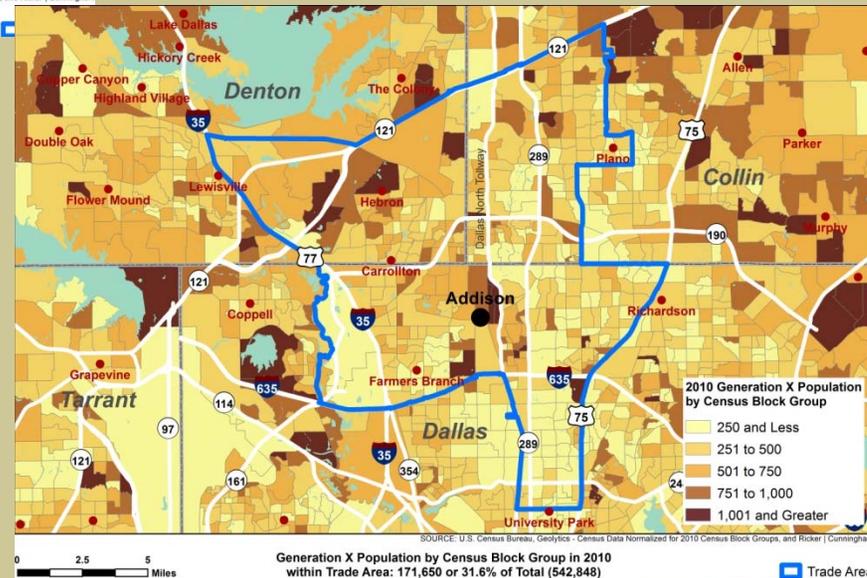
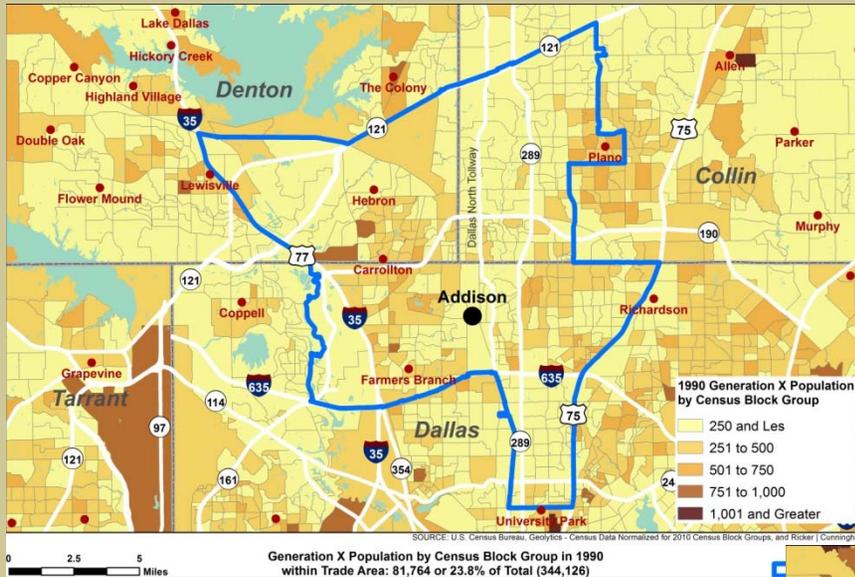
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# Age Cohort Shifts: Gen X

(Born 1968 to 1979)



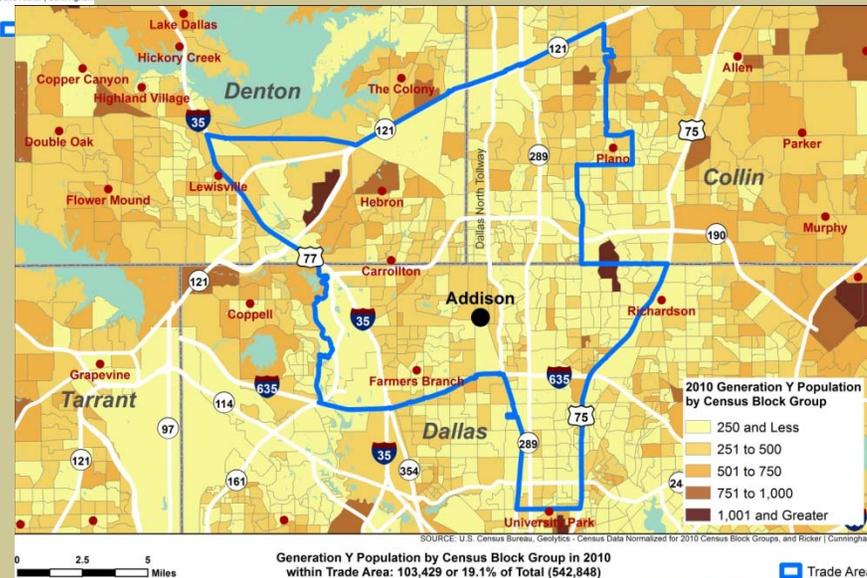
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# Age Cohort Shifts: Gen Y

(Born 1977 to 1994)

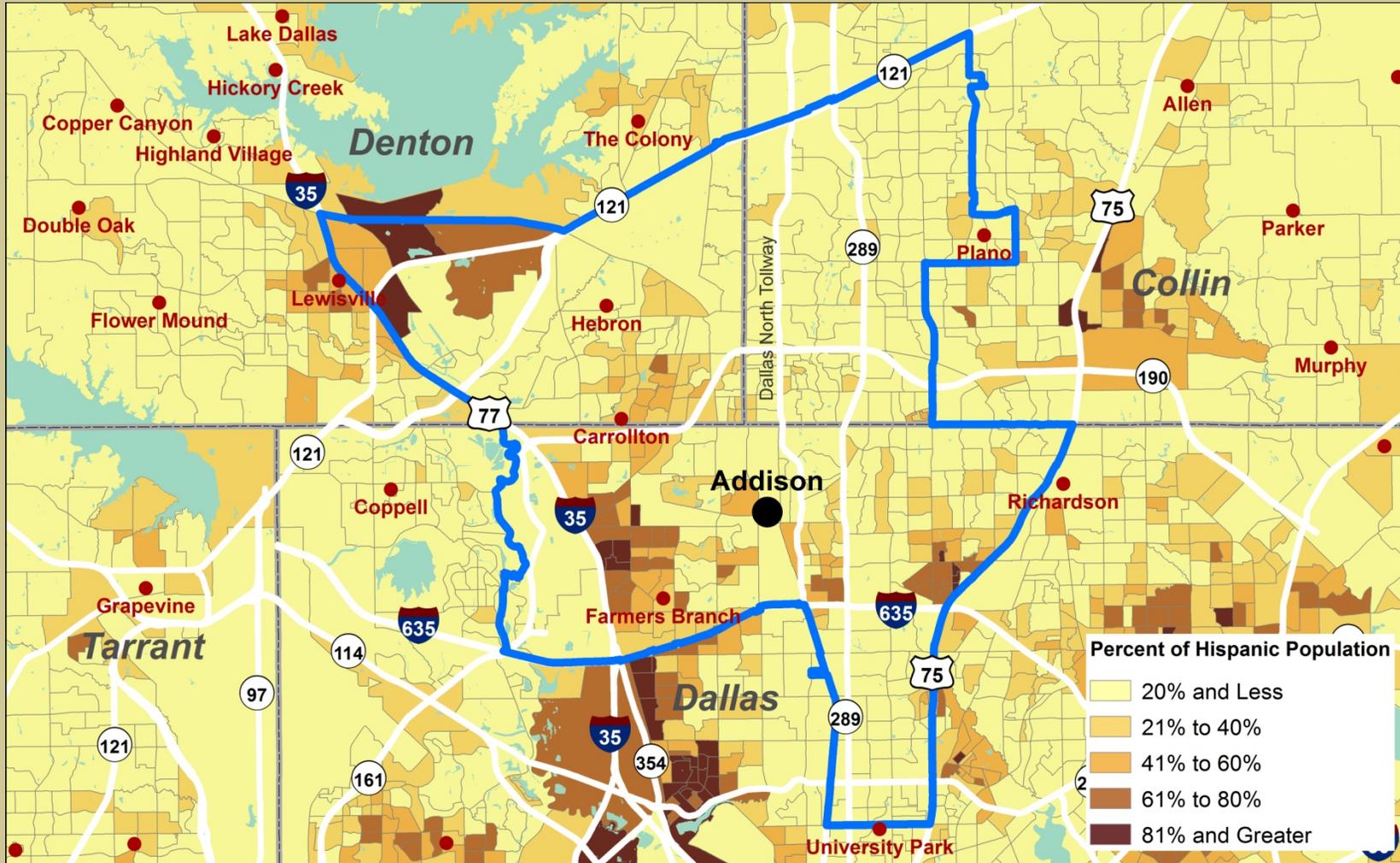


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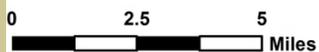
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# Ethnicity (Hispanic)



SOURCE: American Community Survey, 2008-2012 5-Year Estimate



Total Hispanic Population within Trade Area:  
126,104 or 22.8% of Total Population (553,794)



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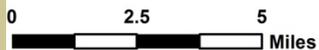
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Trade Area  
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# Renter Households



SOURCE: American Community Survey, 2008-2012 5-Year Estimate



Occupied Rental Household Units by Census Block Group  
within Trade Area: 109,460 or 48.0% of Total (227,778)



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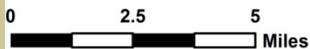
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# Renter Households



SOURCE: American Community Survey, 2008-2012 5-Year Estimate



Mean Number of Occupied Rental Household Units  
Per Acre within Trade Area: 3.01

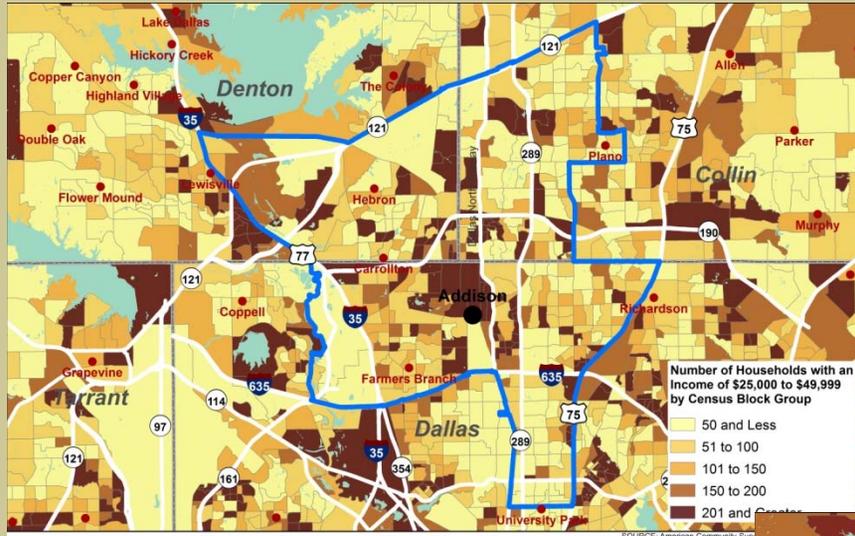
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# Household Income



Number of Households with an Income of \$25,000 to \$49,999 within Trade Area: 50,785 or 22.3% of Total (227,778)



Number of Households with an Income of \$100,000 and Greater within Trade Area: 75,834 or 33.3% of Total (227,778)



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# Demographic Overview

- Over the last 4 years, the Town of Addison has grown at a rate over three times that of the Trade Area.
- The Town's average household size is significantly lower than the Trade Area. Not surprisingly, the Town has a much higher share of one- and two-person households and a higher share of renter households.
- The Town's age profile skews significantly younger than the Trade Area, even though median household incomes are similar. This would indicate a high concentration of higher-income singles and/or young married couples.
- The Town's ethnic profile is similar to the Trade Area.

2014 Estimates unless noted	Town of Addison	Addison Trade Area
<b>2010 Population</b>	13,056	612,700
<b>2014 Population</b>	16,300	651,600
<b>Annual Population Growth (2010-2014)</b>	5.7%	1.6%
<b>Average Household Size</b>	1.77	2.48
<b>% 1- and 2-Person Households</b>	83%	50%
<b>Percent Renters</b>	75%	41%
<b>Percent Age 65+</b>	4%	10%
<b>Percent Hispanic (of any race)</b>	25%	29%
<b>Median Household Income</b>	\$57,400	\$59,200

Source: U.S. Census Bureau; North Central Texas Council of Governments; Claritas, Inc.; & Ricker | Cunningham.

# Psychographic Overview

- Psychographics is a term used to describe the characteristics of people and neighborhoods which, instead of being purely demographic, speak more to attitudes, interests, opinions and lifestyles. PRIZM (Claritas, Inc.) is a leading system for characterizing neighborhoods and the local workforce into one of 65 distinct market segments
- Commercial retail developers are interested in understanding a community's psychographic profile, as this is an indication of its resident's propensity to spend across select retail categories. Residential developers are also interested in understanding this profile as it tends to suggest preferences for certain housing product types
- The Addison Trade Area is dominated by Second Cities social segments, indicating higher incomes and higher disposable retail spending.

Lifestyle Segment	Area Households	% of Total Households	U.S. Index=100*
Low-Rise Living	731	0.3%	18.4
Big City Blues	476	0.2%	15.2
Urban Elders	468	0.2%	12.5
City Roots	464	0.2%	14.4
The Cosmopolitans	450	0.2%	13.6
<b>Urban Subtotal</b>	<b>2,589</b>	<b>1.0%</b>	<b>--</b>
Boomtown Singles	24,521	9.1%	620.3
Up-and-Comers	20,578	7.6%	553.8
Brite Lites, Li'l City	20,408	7.6%	442.2
Upward Bound	16,920	6.3%	346.7
Second City Elite	13,861	5.1%	382.5
<b>Second Cities Subtotal</b>	<b>96,288</b>	<b>35.7%</b>	<b>--</b>
Young Influentials	18,764	7.0%	503.9
Home Sweet Home	13,283	4.9%	277.1
Movers and Shakers	12,251	4.5%	293.8
Upper Crust	8,311	3.1%	213.5
Executive Suites	6,922	2.6%	300.7
<b>Suburbs Subtotal</b>	<b>59,531</b>	<b>22.1%</b>	<b>--</b>
<b>Total Above Segments</b>	<b>158,408</b>	<b>58.8%</b>	<b>--</b>
<b>Total Trade Area</b>	<b>269,439</b>	<b>100.0%</b>	<b>--</b>

\* Indicates concentration of this segment relative to U.S. average. A segment index of 200 would mean that this group contains 2 times the concentration of employees/households compared to the average U.S. community.

Source: Claritas, Inc. and Ricker | Cunningham.

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# Residential Market Demand

Residential Demand Analysis				Households	2014	261,200		
Addison Trade Area					2019	280,003	Annual Growth Rate	1.4%
10-yr Demand Estimates					2029	300,160		
				Household Growth (2014-24)	38,960	Adjust for 2nd homes, demolition, vacancy		1.0%
				Adjusted Unit Requirement	<b>39,350</b>	% Rental		41%
				Trade Area Demand from New Households (10-yr)				
Household Income Range (2010 dollars)	Approximate Rent Range	Supportable Home Price Range	Current Households in Income Bracket	New Households by Income Bracket	Total Units	Estimated % Rental	Total Rental Units	Total Ownership Units
up to \$15K	up to \$375	up to \$75K	9%	8%	<b>3,148</b>	95%	2,991	157
\$15-25K	\$375 - \$625	\$75 to \$100K	9%	8%	<b>3,148</b>	90%	2,833	315
\$25-35K	\$625 - \$875	\$100 to \$150K	10%	9%	<b>3,541</b>	80%	2,833	708
\$35-50K	\$875 - \$1,000	\$150 to \$200K	13%	13%	<b>5,115</b>	60%	3,069	2,046
\$50-75K	\$1,000+	\$200 to \$250K	18%	18%	<b>7,083</b>	25%	1,771	5,312
\$75-100K	\$1,000+	\$250 to \$350K	11%	11%	<b>4,328</b>	20%	866	3,463
\$100-150K	\$1,000+	\$350 to \$500K	14%	15%	<b>5,902</b>	15%	885	5,017
\$150K and up	\$1,000+	\$500K and up	16%	18%	<b>7,083</b>	10%	708	6,375
<b>Totals</b>			<b>100%</b>	<b>100%</b>	<b>39,350</b>	<b>41%</b>	<b>15,956</b>	<b>23,393</b>

Source: U.S. Census; North Central Texas COG; Claritas, Inc.; and Ricker|Cunningham.

The Addison Trade Area has the opportunity to realize steady growth in residential development activity over the next 10 years – potentially adding over 39,000 new housing units, approximately 41% of which could be rental housing.



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# Retail Market Demand

## Trade Area Demand – Existing Leakage

Retail Category	Estimated 2014 Household Retail Demand	Estimated 2014 Retail Sales (Supply)	Estimated 2014 Retail Void (Leakage)	Estimated Retail Sales/s.f.	New Retail Space Needed to Recapture Void/Leakage
Furniture & Home Furnishings	\$187,372,326	\$368,598,125	\$0	\$275	0
Electronics & Appliance	\$166,604,222	\$199,843,630	\$0	\$300	0
Bldg Materials, Garden Equipment	\$739,823,333	\$587,959,103	\$151,864,230	\$375	404,971
Food & Beverage (Grocery)	\$986,627,095	\$843,295,275	\$143,331,820	\$450	318,515
Health & Personal Care	\$461,609,976	\$426,426,218	\$35,183,758	\$400	87,959
Clothing and Accessories	\$439,790,743	\$739,499,887	\$0	\$300	0
Sporting Goods, Hobby, Book, Music	\$173,610,184	\$141,162,761	\$32,447,423	\$300	108,158
General Merchandise	\$997,640,364	\$937,801,773	\$59,838,591	\$375	159,570
Miscellaneous Stores	\$222,787,577	\$257,388,386	\$0	\$275	0
Foodservice & Drinking Places	\$963,468,951	\$1,781,096,555	\$0	\$425	0
<b>Total</b>	<b>\$5,339,334,770</b>	<b>\$6,283,071,713</b>	<b>\$422,665,822</b>		<b>1,079,173</b>

Source: North Central Texas COG; Claritas, Inc.; Urban Land Institute; and Ricker | Cunningham.

Support for retail space is derived from two sources – the “recapture” of expenditures by residents of the Trade Area that occur outside the Trade Area (leakage); and expenditures by new residents of the Trade Area resulting from household growth. As shown here, there is a significant level of “leakage” among several retail categories, potentially supporting an additional 1.1 million square feet of space.

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# Retail Market Demand

## Trade Area Demand – New Household Growth

Retail Category	Estimated 2014 Household Retail Demand	Estimated 2014 Retail Sales (Supply)	Annual Household Growth Rate (2014-2024)	Net New Household Retail Demand	New Retail Space Needed for Household Growth
Furniture & Home Furnishings	\$187,372,326	\$368,598,125	1.4%	\$60,064,621	218,417
Electronics & Appliance	\$166,604,222	\$199,843,630	1.4%	\$53,407,136	178,024
Bldg Materials, Garden Equipment	\$739,823,333	\$587,959,103	1.4%	\$237,159,931	632,426
Food & Beverage (Grocery)	\$986,627,095	\$843,295,275	1.4%	\$316,276,066	702,836
Health & Personal Care	\$461,609,976	\$426,426,218	1.4%	\$147,975,044	369,938
Clothing and Accessories	\$439,790,743	\$739,499,887	1.4%	\$140,980,607	469,935
Sporting Goods, Hobby, Book, Music	\$173,610,184	\$141,162,761	1.4%	\$55,652,988	185,510
General Merchandise	\$997,640,364	\$937,801,773	1.4%	\$319,806,512	852,817
Miscellaneous Stores	\$222,787,577	\$257,388,386	1.4%	\$71,417,437	259,700
Foodservice & Drinking Places	\$963,468,951	\$1,781,096,555	1.4%	\$308,852,424	726,712
<b>Total</b>	<b>\$5,339,334,770</b>	<b>\$6,283,071,713</b>		<b>\$1,711,592,767</b>	<b>4,596,314</b>

Source: North Central Texas COG; Claritas, Inc.; Urban Land Institute; and Ricker | Cunningham.



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Expenditures by new residents of the Trade Area over the next 10 years could support 4.6 million square feet of new space.



# Retail Market Demand

## Trade Area Demand – Total

Retail Category	New Retail Space Needed to Recapture Void/Leakage	New Retail Space Needed for Household Growth	Total 10-Year New Trade Area Retail Demand (s.f.)
Furniture & Home Furnishings	0	218,417	218,417
Electronics & Appliance	0	178,024	178,024
Bldg Materials, Garden Equipment	404,971	632,426	1,037,398
Food & Beverage (Grocery)	318,515	702,836	1,021,351
Health & Personal Care	87,959	369,938	457,897
Clothing and Accessories	0	469,935	469,935
Sporting Goods, Hobby, Book, Music	108,158	185,510	293,668
General Merchandise	159,570	852,817	1,012,387
Miscellaneous Stores	0	259,700	259,700
Foodservice & Drinking Places	0	726,712	726,712
<b>Total</b>	<b>1,079,173</b>	<b>4,596,314</b>	<b>5,675,488</b>

Source: North Central Texas COG; Claritas, Inc.; Urban Land Institute; and Ricker | Cunningham.

Collectively, the recapture of lost dollars and capture of new dollars could result in the addition of over 5.6 million square feet of retail space in the Trade Area over the next 10 years.

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# Office Market Demand

## Trade Area Demand

Industry Category	Estimated 2014 Employees	Estimated Growth Rate 2014-2024	Estimated 2024 Employees	Estimated New Employees	Estimated % in Office Space	Estimated Net New Office Employees	Sq Ft per Office Employee	Estimated 10-yr Office Demand
Natural Resources, Mining and Construction	86,437	2.0%	105,366	18,929	25%	4,732	180	851,815
Manufacturing	106,179	1.3%	120,818	14,639	5%	732	180	131,755
Trade, Transportation and Utilities	321,842	1.4%	369,847	48,005	10%	4,801	180	864,093
Information	49,265	1.1%	54,960	5,695	80%	4,556	180	820,140
Financial Activities	148,731	1.6%	174,317	25,586	90%	23,027	180	4,144,856
Professional and Business Services	299,369	2.4%	379,495	80,126	80%	64,101	180	11,538,186
Educational and Health Services	276,136	2.8%	363,960	87,824	20%	17,565	180	3,161,680
Leisure and Hospitality	141,499	2.9%	188,325	46,826	10%	4,683	180	842,861
Other Services	39,147	1.5%	45,432	6,285	30%	1,885	180	339,373
Government	37,333	2.2%	46,409	9,076	30%	2,723	180	490,102
<b>Totals</b>	<b>1,505,938</b>	<b>2.1%</b>	<b>1,848,930</b>	<b>342,992</b>	<b>38%</b>	<b>128,805</b>	<b>180</b>	<b>23,184,861</b>

Source: NCTCOG; U.S. Census; and Ricker|Cunningham.

Support for office space is derived from two sources – growth / expansion among existing users in the Trade Area; and the relocation of new companies into the market. Based on overall annual employment growth of 2.1%, the Trade Area could support an additional 23.2 million square feet of new office space over the next 10 years.



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Ricker|Cunningham

# Demand Summary

## Total Trade Area Demand

Land Use Type	Trade Area Demand (10 Year)
<b>Residential (Units):</b>	
Single Family Detached	15,100
Single Family Attached	8,100
Rental Apartments	12,900
<b>Non-Residential (Sq Ft):</b>	
Retail	5,675,500
Office	23,184,900

Source: Ricker | Cunningham.

Within the Trade Area serving the Addison market, there is expected to be significant growth over the next 10 years among all of the primary land uses and many of the product types within them.



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# Study Area Market Share

## Top Down Considerations

- Demand for certain land uses
- Demographic and psychographic conditions which support land uses
- Untapped market niches (product voids)
- Competitive projects (proposed, planned and under construction)

## Bottom Up Considerations

- Physical capacity of the area
- Vision and desire for certain uses and product types
- Parcel size, ownership (public and private), owner investment objectives
- Zoning (and other regulations)

## External Considerations

- Delivery system – property owners, developers, lenders, etc.
- Financing markets – availability of capital
- Market forces beyond those currently in the market

## Other Considerations

- Public support for a long-term vision

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# STAKEHOLDER INPUT

# Summary of Input - Overview

- Residents and property owner are generally positive about Addison
- A change in ownership and/or use in this study area is an opportunity for Addison to improve its appeal
- Concerns about existing uses might be addressed by new development. These are:
  - Noise from nightclub and large trucks
  - Parking, particularly for large trucks
  - Screening of adjacent neighborhoods from retail and other commercial uses
  - Perception that some areas are unsafe



# Summary of Input – Future Uses

## ■ Housing

- Interest in senior housing or perhaps rehab. housing
- Prefer owner-occupied
- Believe Addison needs more single family housing but not in this location
- Want to keep sense of ‘homes in a park’

## ■ Hotel

- Residents have concerns about quality of hotels based on past experience
- Owner/operator is renovating and believes there is a good mid-level market here



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# Summary of Input – Future Uses

- **Retail**
  - Do not want more strip commercial centers
  - Niche-type shopping centers are desired (i.e., Highland Park Village)
- **Restaurant**
  - Like the idea of a mix of restaurants here
  - Need to overcome the perception that Addison's 'restaurant row' is only east of Midway
- **Office, Service, Business**
  - Interested in office, business park, incubator space
  - Would like to see services included
  - Perhaps hospital or out-patient clinic

# Summary of Input – Design Ideas

- **Buffers and Transitions**
  - The wall on the Sam's Club site is an important buffer is important buffer for neighboring residents
- **Mobility**
  - Want an emphasis on walking and biking
- **Design Issues**
  - Character along Midway does not fit Addison's image
  - Landscaping is a critical design component
  - May need architectural design standards for future developments
- **Future uses need to appeal to a 'next generation' of Addison residents**



# Appendix 2: Committee Direction



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Ricker | Cunningham

Kimley » Horn

Work Session #1 (September 12, 2014)

# STRATEGIC ASSESSMENT

# SWOT Analysis

- What are the **Strengths** of the study area?
- What are the **Weaknesses** of the study area?
- What **Opportunities** are (or will be) available to the study area?
- What are the external **Threats** facing the study area?

# STRENGTHS

- LOCATION
- DISPOSABLE INCOME
- TRAFFIC VOLUME (DISABILITY)
- PROGRESSIVE GOVERNANCE
- Value to neighborhood of well-  
barrier

9/12/14  
1

## WEAKNESSES

- High traffic volume  
(congestion)
- Conflict between neighbors +  
this area - Beltway
- Barriers to connection
- HEIGHT OF BUILDINGS (FUTURE) 550 FEET

9/12/14  
2

## OPPORTUNITIES

- Better connection to future trails
- Take advantage of housing types desired by 'down-sizing' baby boomers - one level but more space, amenities
- Ability to shape vision

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3



# THREATS

- Wal-Mart procedures / approach
  - deed restrictions

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4

# Development Choices

- Market feasibility
- Site characteristics
- Brain-storming of alternatives

# Strategic Direction

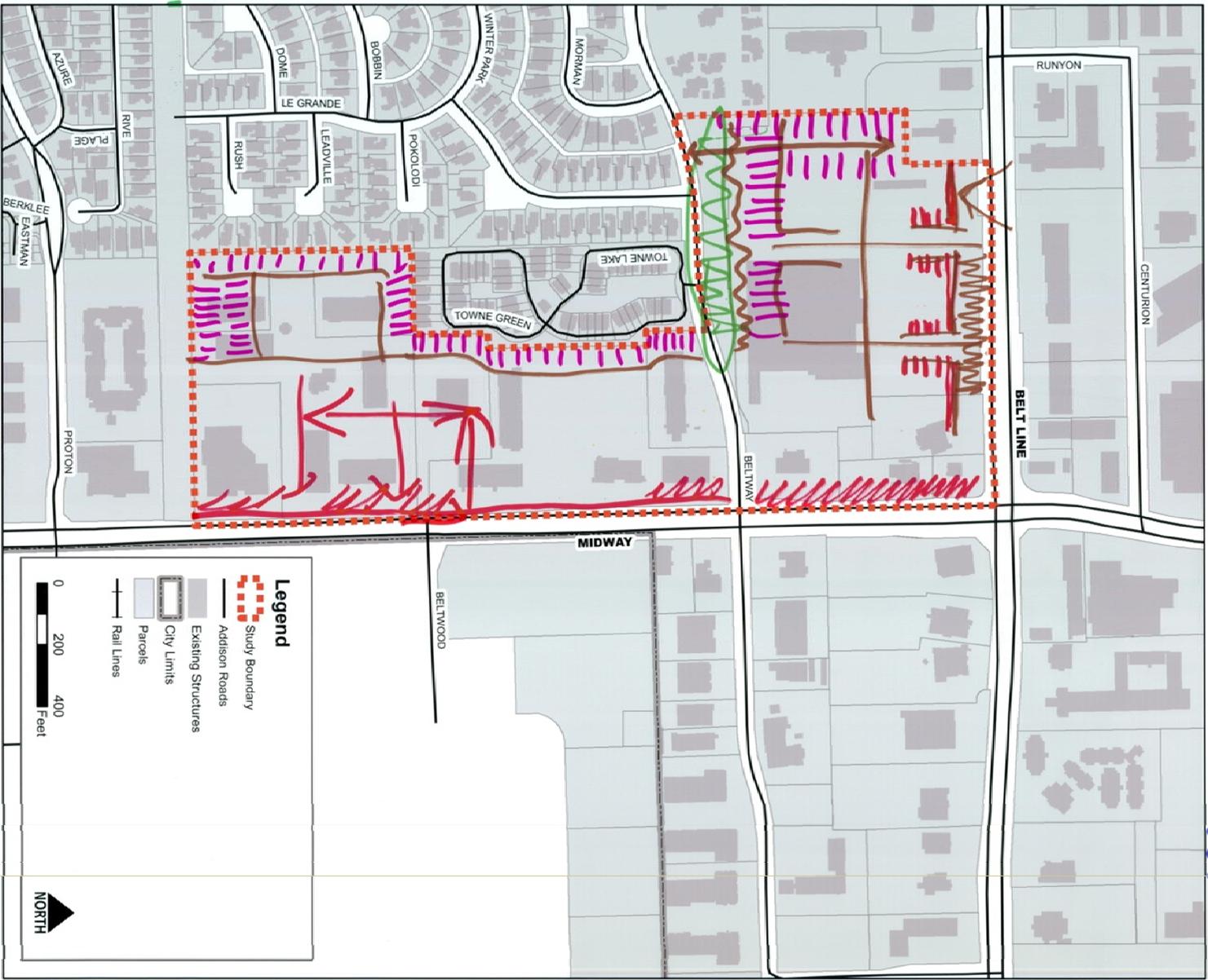
1. What is the strategic role this study area should play in the future of the Addison community?
2. What development alternatives should be examined?
3. What design concepts are most desirable for future development and use in the area?

# Scenario 1

## Dense New Neighborhoods

- Focus is on residential
- Create max. mix of residential choices for new markets
- Reconnect with surrounding neighborhoods
- Retail, office, restaurant are part of mix, but emphasize local-serving

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T



*Scenario 1*



## Scenario 2

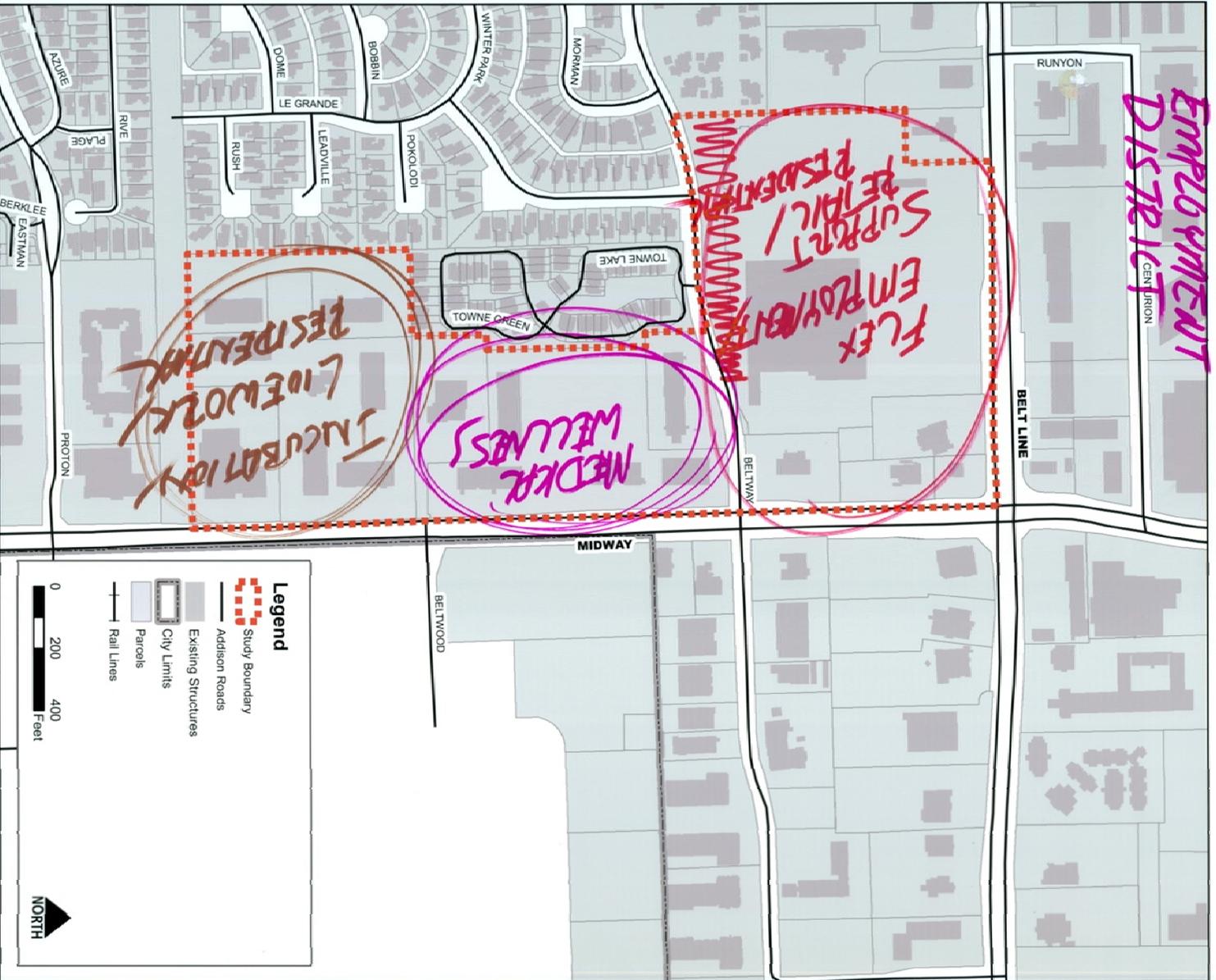
### Employment District

- Focus is on flex employment, medical/wellness
- Still some mid-rise residential
- Retain more buffer for existing neighborhoods
- Incubator and room to grow
- Live-work

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8

SCENARIO 2 -  
EMPLOYMENT  
DISTRICT



**ADDISON**  
Study Area Boundary  
Sam's Club Special Study

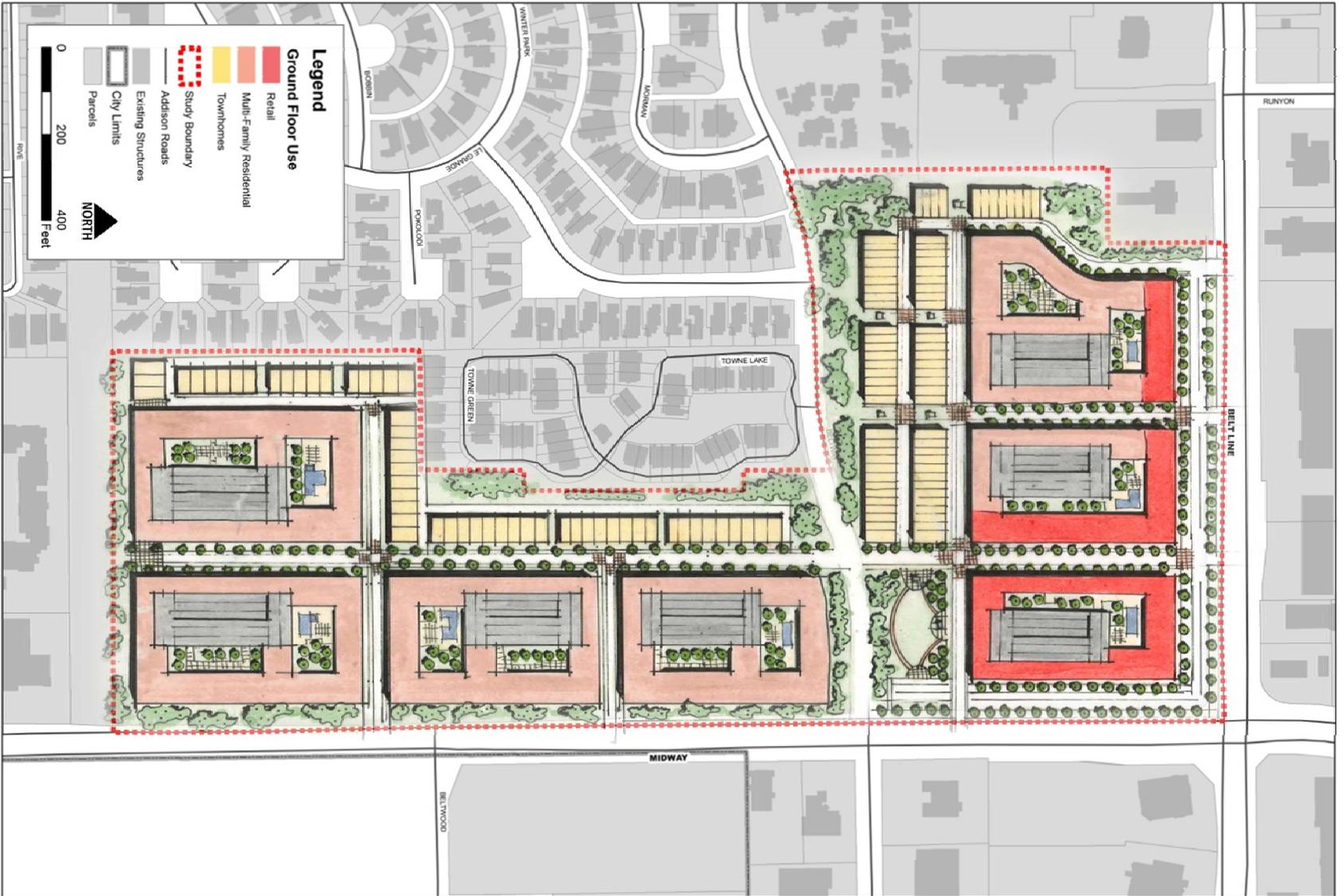
  
Kimley-Horn  
Rickard Cunningham

Work Session #2 (October 10, 2014)

# DEVELOPMENT ALTERNATIVES

# Consultant Team Refinement

- Follow Committee direction regarding objectives and key concepts
- Develop schematic site plans
- Define mix of uses and intensities
- Estimate amount of development potential
- Assemble prototype images to evaluate possible designs



**Scenario 1**  
Sam's Club Special Study



# Scenario 1: Diverse Neighborhoods

- Transform this area into a set of new neighborhoods that offer housing choices not easily found in Addison's existing neighborhoods
- A mix of housing types
- 2,131 residential units
- 123,500 square feet commercial/retail
- 1.05 FAR

# Densities for Comparison

<b>Addison Circle</b>					
<b>Total Non-Res. S.F.</b>	<b>Office</b>	<b>550,000</b>		<b>Retail</b>	<b>75,000</b>
<b>Total Res. Units</b>	<b>2,548</b>	<b>65.90</b>	<b>Total DU/AC</b>	<b>65.90</b>	
	Units	Units Per Acre		Units	Units Per Acre
<b>Multi-Family</b>			<b>Town Homes</b>		
Allegro Addison Circle	393	67.17	Post	6	26.20
15777 Quorum	414	66.61	District A	183	30.35
Post Addison	1,334	82.61	Meridian Square	42	33.04
<b>Total</b>	<b>2,141</b>	<b>75.88</b>	<b>Total</b>	<b>231</b>	<b>30.68</b>
	Units	Units Per Acre		Units	Units Per Acre
<b>Town Homes</b>			<b>Condominium</b>		
Post	6	26.20	Aventura	86	61.96
District A	183	30.35	Meridian Square	90	58.71
Meridian Square	42	33.04	<b>Total</b>	<b>176</b>	<b>60.25</b>
<b>Total</b>	<b>231</b>	<b>30.68</b>			



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# Densities for Comparison

Vitruvian Park			Midway Meadows		
Multi-Family	Units	Units Per Acre	Single Family Homes	Units	Units Per Acre
UDR Properties	1148	128.99	Midway Meadows	201	6.12
Includes Savoye, Savoye2 and Fiori			Includes homes along Le Grande, Winter Park, Sherlock, Bobbin, Dome, Rush, Leadville and Pokolodi.		



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**Scenario 2**  
Sam's Club Special Study



# Scenario 2: Employment District

- Build on existing 'Office in the Park' concept, create business locations emphasizing emerging businesses and health/wellness.
- A mix of uses, mostly non-residential
- 68 live-work residential units
- 907,600 s.f. flex space, office/medical, commercial/retail
- 0.43 FAR

# Redevelopment Program

Land Use Type	Trade Area Demand (10-yr)	Sam's Club Study Area			
		Net New Development		Market Share	
		Scenario 1	Scenario 2	Scenario 1	Scenario 2
<b>Residential (Units):</b>					
Townhome/Rowhouse*	4,860	150	60	3%	1%
Condominiums/Flats	3,240	800	0	25%	0%
Urban/Loft Apartments	12,900	1,200	0	9%	0%
<b>Non-Residential (Sq Ft):</b>					
Retail/Restaurant	5,675,500	124,000	110,000	2%	2%
Office/Medical	3,477,735	0	281,000	0%	8%
Flex Office/Employment	4,636,980	0	516,000	0%	11%

\* Includes live/work units.  
Source: Ricker | Cunningham.

- Both potential redevelopment programs reflect market-supported land uses.
- The only land use that requires a higher-than-average market share is condominiums/flats



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# Prototype Development Images



# Analysis of Alternative Scenarios

## ■ Implications

- Strategic Objectives
- Physical Development Compatibility
- Urban Form and Character
- Resilience Assessment
- **Results found in Appendix 3**

## ■ Economic & Fiscal Feasibility

# Economic & Fiscal Analysis

- Purpose
  - Test feasibility of potential redevelopment programs
  - Quantify economic “gaps” that represent barriers to investment
  - Identify potential public sector contributions to “fill gaps”

# Elements of Feasibility

- **Market** Feasibility (demand in the trade area for particular land uses/products)
- **Physical** Feasibility (does physical environment accommodate uses in demand?)
- **Political** Feasibility (is community leadership supportive of desired uses/products?)
- **Regulatory** Feasibility (do existing regulations support market opportunities?)
- **Organizational** Feasibility (are there advocacy entities, or “cheerleaders” in place to advance projects?)
- **Financial** Feasibility (does the market opportunity provide a reasonable return on investment to the private sector?)



# Barriers to Investment -- Financial

- Difficulty in assembling property
- Comparatively high land costs
- Higher cost of construction
- Desire for pedestrian environment and corresponding need for structured parking
- Desire for pedestrian environment and corresponding desire for ground floor retail
- Perceptions of risk (narrow market segments)
- Investor return expectations
- Limited examples of creatively-financed projects

# Economic Analysis Steps

- Two Scenarios
  - Mixed-Residential
  - Employment District
- Potential Development Programs (Based on Market Demand)
- Development Economics (Project Value vs. Project Cost)
- “Gap” Analysis
- Contributions to Gap (Gap “Fill”)

# Scenario 1: Diverse Neighborhoods

Estimated Project Value (Stabilized Yr)		
Total Retail/Restaurant Rentable SF	111,600	90% Bldg. Efficiency Ratio
Rent/SF*	\$20.00	
Total Office/Employment Rentable SF	0	90% Bldg. Efficiency Ratio
Rent/SF*	\$20.00	
Total Residential Rentable SF	816,000	85% Bldg. Efficiency Ratio
Rent/SF	\$19.20	\$1.60 Monthly Rent/SF
Total Parking Spaces (Structured)	0	
Rent/Space	\$720	\$60 Monthly Rent/Space
Gross Income	\$17,899,200	
Occupancy	92%	
Effective Gross Income	\$16,467,264	
Operating Costs	\$5,853,600	\$5.40 \$/SF (Wtd. Avg. All Uses)
Net Operating Income	\$10,613,664	
Capitalization Rate	8.0%	
<b>Project Value -- Office/Retail/Rental Hsg</b>	<b>\$132,670,800</b>	
Total Housing Units	950	
Sales Price/Unit (Wtd Avg)	\$250,000	
Gross Revenue	\$237,500,000	
Less Marketing Costs	(\$16,625,000)	7% % of Sales
Net Sale Proceeds	\$220,875,000	
<b>Project Value -- For-Sale Housing</b>	<b>\$220,875,000</b>	
<b>Total Project Value</b>	<b>\$353,545,800</b>	
* Retail based on triple net lease; Office based on gross lease.		
Development Cost Estimate		
Property Purchase (Acquisition/Demolition)	\$17,424,000	\$16.00 \$/SF Land (20% Premium)
On-Site Improvements (Surface Parking)	\$3,904,375	\$2,500 \$/Space
On-Site Improvements (Structured Parking)	\$0	\$15,000 \$/Space
Site Development/Infrastructure	\$3,267,000	\$3.00 \$/SF
Building Construction (Hard Costs)	\$259,965,017	\$104 \$/SF (Wtd. Avg. All Uses)
Construction Contingency	\$26,713,639	10% % of Construction Costs
Soft Costs (% of Hard Costs)	\$26,713,639	10% % of Hard Costs
Developer Profit	\$33,798,767	10% % of Total Costs
<b>Total Project Cost</b>	<b>\$371,786,437</b>	<b>\$148.18 \$/SF</b>
Development Economic Summary		
<b>Total Project Value</b>	<b>\$353,545,800</b>	
<b>Total Project Cost</b>	<b>\$371,786,437</b>	
<b>Project Margin/"Gap"</b>	<b>(\$18,240,637)</b>	
<b>% Project Margin/"Gap"</b>	<b>-5%</b>	

- This redevelopment program results in an approximate 5% gap (costs > value).



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# Scenario 1: Diverse Neighborhoods

Potential Contributions to "Gap":		
Land Acquisition/Writedown	\$0	0% of Land Cost
Site Improvements Contribution	\$3,585,688	50% of Total Site Costs
Supportable TIF (25 Years)	\$82,700,000	0.010929 Total Property Tax Rate
Sales Tax Sharing (380 Loan -- 20 Yrs)	\$3,700,000	50% % of Local Sales Tax
Public Improvement District (20 Years)	\$0	\$0.00 Assessment Per Bldg Sq Ft
Property Tax Abatement (10 Years)	\$15,100,000	0.561800 City Property Tax Rate
Development Fee Waivers	\$0	
Federal/State/Local Grants	\$0	
Streamlined Development Approval Process	\$0	
Tax Credit Equity (LIHTC, Historic, New Market)	\$0	
<b>Total Contributions to "Gap"</b>	<b>\$105,085,688</b>	

- There are number of ways in which the public sector can contribute to “fill the gap”, most of which do not impact the general fund.
- As shown, a combination of gap-filling measures could more than offset any economic gaps that might result from this program.



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# Scenario 2: Employment District

Estimated Project Value (Stabilized Yr)		
Total Retail/Restaurant Rentable SF	99,000	90% Bldg. Efficiency Ratio
Rent/SF*	\$20.00	
Total Office/Employment Rentable SF	717,300	90% Bldg. Efficiency Ratio
Rent/SF*	\$20.00	
Total Residential Rentable SF	0	85% Bldg. Efficiency Ratio
Rent/SF	\$19.20	\$1.60 Monthly Rent/SF
Total Parking Spaces (Structured)	0	
Rent/Space	\$720	\$60 Monthly Rent/Space
Gross Income	\$16,326,000	
Occupancy	92%	
Effective Gross Income	\$15,019,920	
Operating Costs	\$4,807,100	\$5.30 \$/SF (Wtd. Avg. All Uses)
Net Operating Income	\$10,212,820	
Capitalization Rate	8.0%	
<b>Project Value -- Office/Retail/Rental Hsg</b>	<b>\$127,660,250</b>	
Total Housing Units	60	
Sales Price/Unit (Wtd Avg)	\$275,000	
Gross Revenue	\$16,500,000	
Less Marketing Costs	(\$1,155,000)	7% % of Sales
Net Sale Proceeds	\$15,345,000	
<b>Project Value -- For-Sale Housing</b>	<b>\$15,345,000</b>	
<b>Total Project Value</b>	<b>\$143,005,250</b>	
* Retail based on triple net lease; Office based on gross lease.		
Development Cost Estimate		
Property Purchase (Acquisition/Demolition)	\$17,424,000	\$16.00 \$/SF Land (20% Premium)
On-Site Improvements (Surface Parking)	\$3,632,500	\$2,500 \$/Space
On-Site Improvements (Structured Parking)	\$0	\$15,000 \$/Space
Site Development/Infrastructure	\$3,267,000	\$3.00 \$/SF
Building Construction (Hard Costs)	\$106,505,522	\$107 \$/SF (Wtd. Avg. All Uses)
Construction Contingency	\$11,340,502	10% % of Construction Costs
Soft Costs (% of Hard Costs)	\$11,340,502	10% % of Hard Costs
Developer Profit	\$15,351,003	10% % of Total Costs
<b>Total Project Cost</b>	<b>\$168,861,029</b>	<b>\$169.37 \$/SF</b>
Development Economic Summary		
<b>Total Project Value</b>	<b>\$143,005,250</b>	
<b>Total Project Cost</b>	<b>\$168,861,029</b>	
<b>Project Margin/"Gap"</b>	<b>(\$25,855,779)</b>	
<b>% Project Margin/"Gap"</b>	<b>-15%</b>	

- This redevelopment program results in an approximate 15% gap (costs > value)



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# Scenario 2: Employment District

Potential Contributions to "Gap":		
Land Acquisition/Writedown	\$0	0% of Land Cost
Site Improvements Contribution	\$3,449,750	50% of Total Site Costs
Supportable TIF (25 Years)	\$30,900,000	0.010929 Total Property Tax Rate
Sales Tax Sharing (380 Loan -- 20 Yrs)	\$3,300,000	50% % of Local Sales Tax
Public Improvement District (20 Years)	\$0	\$0.00 Assessment Per Bldg Sq Ft
Property Tax Abatement (10 Years)	\$5,600,000	0.561800 City Property Tax Rate
Development Fee Waivers	\$0	
Federal/State/Local Grants	\$0	
Streamlined Development Approval Process	\$0	
Tax Credit Equity (LIHTC, Historic, New Market)	\$0	
<b>Total Contributions to "Gap"</b>	<b>\$43,249,750</b>	

- There are number of ways in which the public sector can contribute to “fill the gap”, most of which do not impact the general fund.
- As shown, a combination of gap-filling measures could more than offset any economic gaps that might result from this program.



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# Economic Analysis Summary

## Development Economic Summary

Project Indicator	Sam's Club Study Area	
	Scenario 1: Mixed-Residential District	Scenario 2: Employment District
<b>Private Sector Investment</b>		
<b>Development Sq Ft:</b>		
Project Land Area (Acres)	25.00	25.00
Retail/Restaurant	124,000	110,000
Office/Employment	0	797,000
Residential (Rental)	960,000	0
Residential (For-Sale)	1,425,000	90,000
<b>Total Private Development</b>	<b>2,509,000</b>	<b>997,000</b>
<b>Floor Area Ratio</b>	<b>230%</b>	<b>92%</b>
<b>Total Project Value (@ Build-Out)</b>	<b>\$353,545,800</b>	<b>\$143,005,250</b>
<b>Total Project Costs (@ Build-Out)</b>	<b>\$371,786,437</b>	<b>\$168,861,029</b>
<b>Project Margin/(Gap)</b>	<b>(\$18,240,637)</b>	<b>(\$25,855,779)</b>
<b>Project Margin/(Gap) %</b>	<b>-5%</b>	<b>-15%</b>
<b>Potential Contributions to Gap</b>		
Land Acquisition/Writedown	\$0	\$0
Site Improvements Contribution	\$3,585,688	\$3,449,750
Supportable TIF (25 Years)	\$82,700,000	\$30,900,000
Sales Tax Sharing (380 Loan -- 20 Yrs)	\$3,700,000	\$3,300,000
Public Improvement District (20 Years)	\$0	\$0
Property Tax Abatement (10 Years)	\$15,100,000	\$5,600,000
Development Fee Waivers	\$0	\$0
Federal/State/Local Grants	\$0	\$0
Streamlined Development Approval Process	\$0	\$0
<b>Total Contributions to Gap</b>	<b>\$105,085,688</b>	<b>\$43,249,750</b>

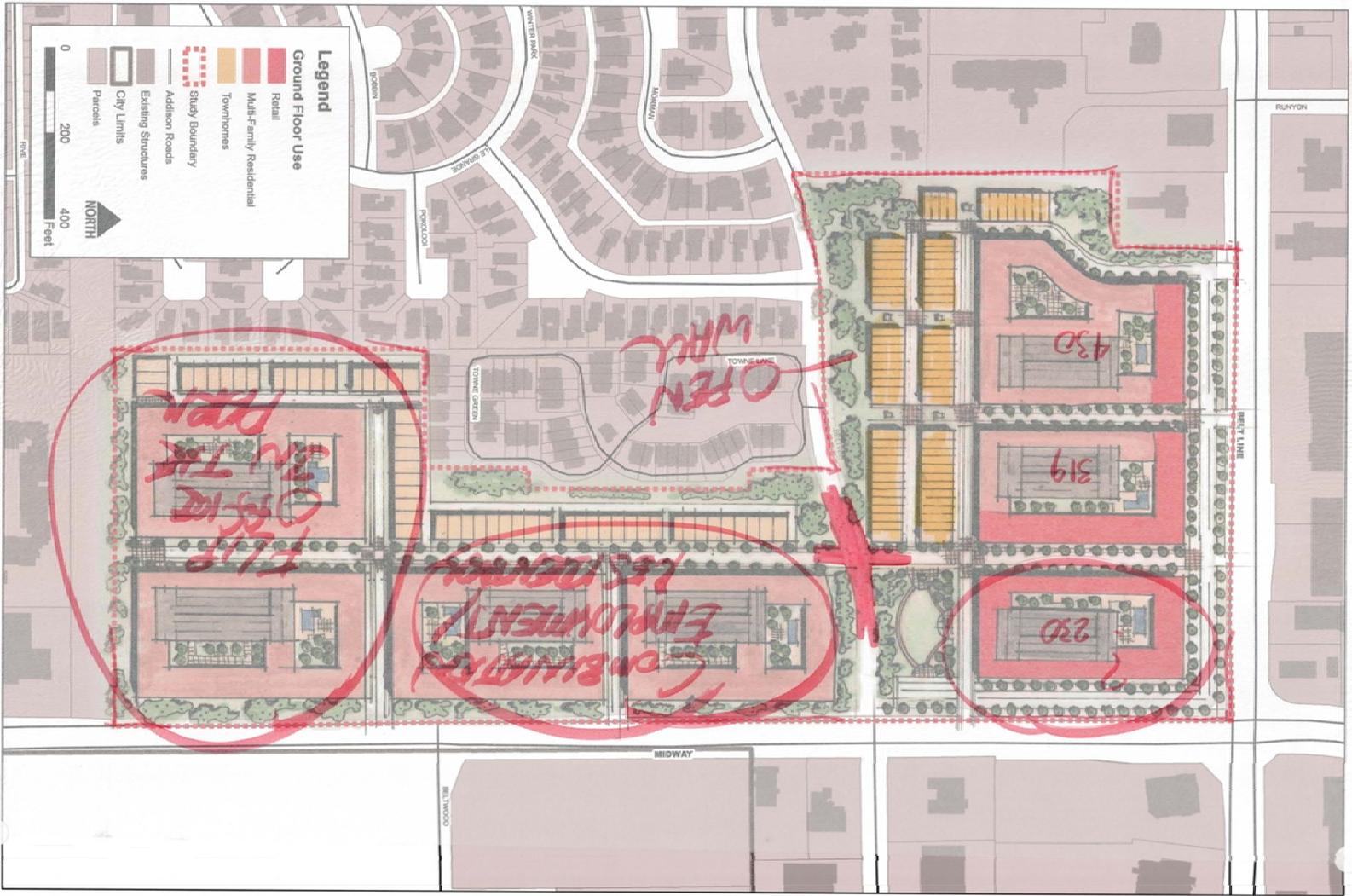
Source: Strategic Community Solutions; Kimley-Horn; and Ricker | Cunningham.

- Economic gaps of 15% to 40% are not uncommon
- Mixed-use allows for absorption of different land uses simultaneously (spreads risk)
- “Gaps” result from higher land costs and some discounting due to level of market readiness
- Contributions can fill gaps without direct impact on the general fund



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**ADDISON**

**Scenario 1**  
Sam's Club Special Study

**Kimley-Horn**  
KIMLEY-HORN AND ASSOCIATES  
PLANNERS ENGINEERS ARCHITECTS

# Committee Direction -- Concept

- Mixed use on the former Sam's Site and other properties facing Beltline.
- A middle section that mixes some residential with some flex, office, wellness sorts of non-residential.
- A bottom section where Office in the Park is, but flip the existing buildings that remain.
- The wall does not need to remain. There should be pedestrian/bike connections from the existing neighborhoods and maybe some vehicular as well.



# Committee Direction – Design

- Keep the focus of retail on Beltline so it benefits from the investments the Town is making in roadway improvements.
- Use the Town's role in planning and zoning as a tool to encourage Wal-Mart to drop some of the future use restrictions they might otherwise place on the property at sale
- Look at the possibility of some areas with lower density and focus on the specific types and markets for the units in the larger structures.
- Find comparison project densities and FAR's. Addison Circle, Vitruvian and Midway Meadows are the projects suggested.
- Like the concept that this development represents an 'organic expansion' of the existing neighborhoods.
- Create an interim concept recognizing that, in the short term, the uses at the corner of Beltline and Midway are not likely to change.



# Committee Direction -- Design

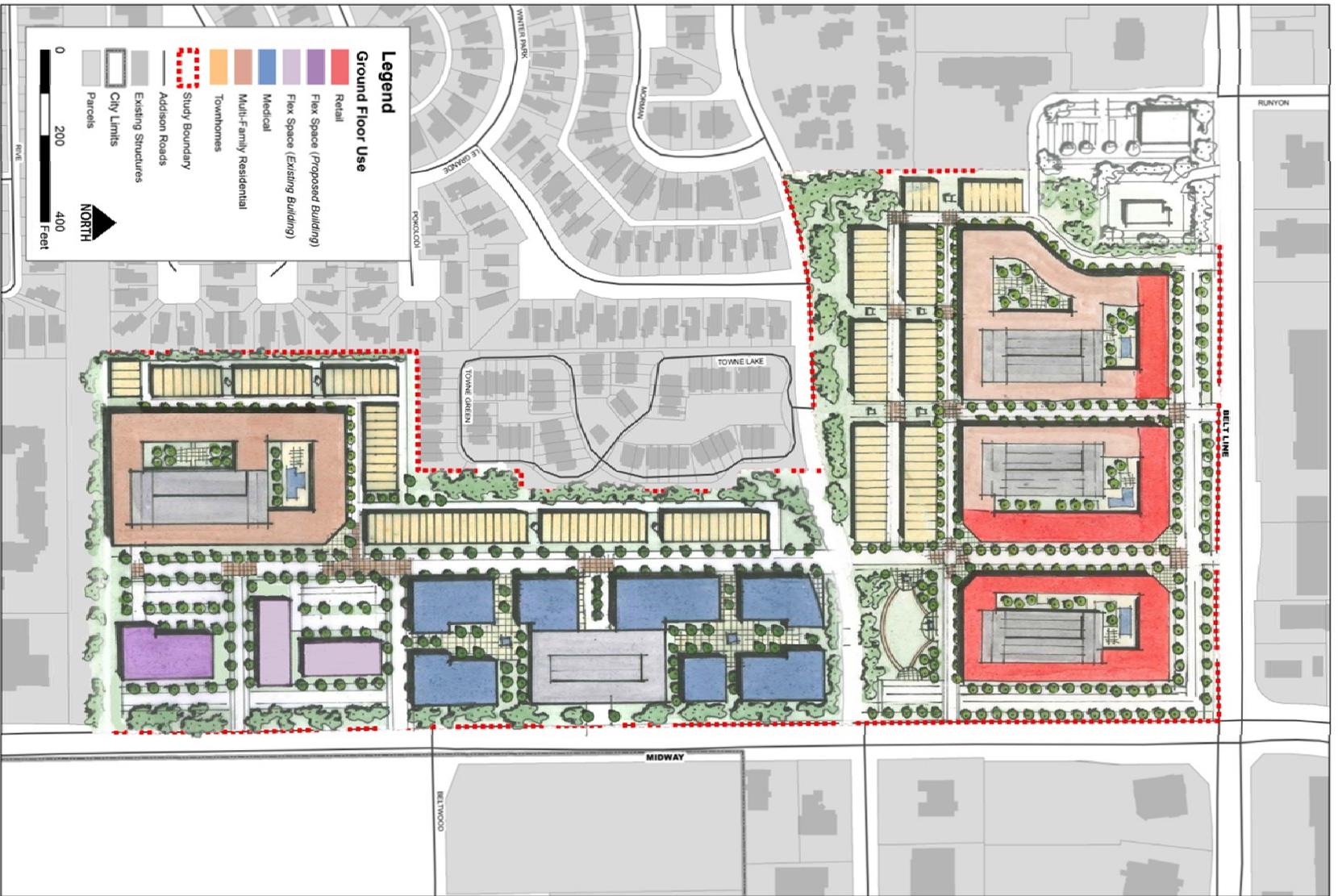
- Show clear locations for sidewalks, and include some prototype images that relate to the sidewalk width we indicate.
- Indicate potential areas for outdoor dining, particularly on the new internal 'street' in the northern part of the site.
- Show more places for people to congregate.
- Calculate how much parking the concept provides by area.
- Indicate which buildings could include single level units.
- If there are 2 story units adjacent to existing neighborhoods, show techniques so existing residents retain their back-yard privacy.
- Support landscape that is 'self-sustaining'.

Work Session #3 (November 7, 2014)

# CREATION OF A PREFERRED ALTERNATIVE

# Draft Preferred Plan – Objectives

- Organic expansion of existing neighborhoods into study area
- Add housing choices that aren't easily found in Addison today
- Create new employment locations
- Provide retail, service, health/wellness businesses that serve nearby residents
- Include people places and sidewalk / trail connections



Preferred Development Concept, Ultimate  
 Sam's Club Special Study

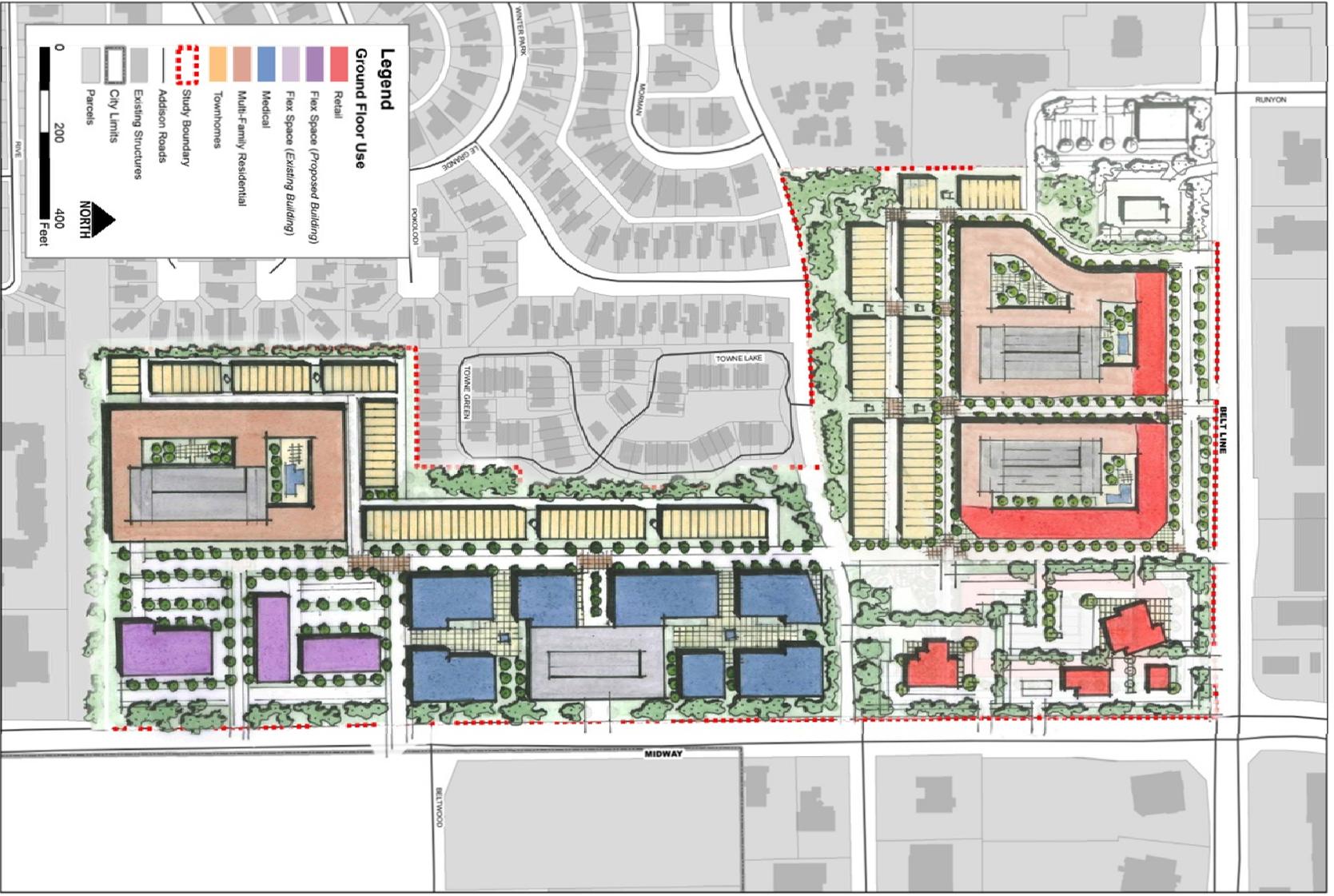


# Draft – Preferred Program

Land Use Type	Trade Area Demand (10-yr)	Sam's Club Study Area	
		Preferred Development Program	Preferred Development Program
<b>Residential (Units):</b>			
Townhome/Rowhouse*	4,860	153	3%
Condominiums/Flats	3,240	385	12%
Urban/Loft Apartments	12,900	577	4%
<b>Non-Residential (Sq Ft):</b>			
Retail/Restaurant	5,675,500	61,500	1%
Office/Medical	3,477,735	124,800	4%
Flex Office/Employment	4,636,980	187,200	4%

\* Includes live/work units.  
Source: Ricker | Cunningham.

- The preferred development program reflects market-supported land uses.
- None of the land uses requires a higher-than-average market share.
- 2,931 parking spaces are provided.



Preferred Development Concept, Interim  
Sam's Club Special Study



# Implications of Draft Preferred Plan

- Strategic Objectives
- Physical Development Compatibility
- Urban Form & Character
- Resilience Assessment
- Results found in Appendix 3

# Draft – Preferred Costs and Values

Estimated Project Value (Stabilized Yr)		
Total Retail/Restaurant Rentable SF	55,350	90% Bldg. Efficiency Ratio
Rent/SF*	\$25.00	
Total Office/Employment Rentable SF	280,800	90% Bldg. Efficiency Ratio
Rent/SF*	\$20.00	
Total Residential Rentable SF	441,520	85% Bldg. Efficiency Ratio
Rent/SF	\$20.40	\$1.70 Monthly Rent/SF
Total Parking Spaces (Structured)	1,154	
Rent/Space	\$720	\$60 Monthly Rent/Space
Gross Income	\$16,837,849	
Occupancy	92%	
Effective Gross Income	\$15,490,821	
Operating Costs	\$4,643,262	\$5.20 \$/SF (Wtd. Avg. All Uses)
Net Operating Income	\$10,847,559	
Capitalization Rate	8.0%	
<b>Project Value -- Office/Retail/Rental Hsg</b>	<b>\$135,594,487</b>	
Total Housing Units	538	
Sales Price/Unit (Wtd Avg)	\$250,000	
Gross Revenue	\$134,441,667	
Less Marketing Costs	(\$9,410,917)	7% % of Sales
Net Sale Proceeds	\$125,030,750	
<b>Project Value -- For-Sale Housing</b>	<b>\$125,030,750</b>	
<b>Total Project Value</b>	<b>\$260,625,237</b>	
* Retail based on triple net lease; Office based on gross lease.		
Development Cost Estimate		
Property Purchase (Acquisition/Demolition)	\$35,105,313	\$16.00 \$/SF Land (20% Premium)
On-Site Improvements (Surface Parking)	\$2,955,000	\$2,500 \$/Space
On-Site Improvements (Structured Parking)	\$17,314,500	\$15,000 \$/Space
Site Development/Infrastructure	\$6,582,246	\$3.00 \$/SF
Building Construction (Hard Costs)	\$157,258,034	\$103 \$/SF (Wtd. Avg. All Uses)
Construction Contingency	\$18,410,978	10% % of Construction Costs
Soft Costs (% of Hard Costs)	\$18,410,978	10% % of Hard Costs
Developer Profit	\$25,603,705	10% % of Total Costs
<b>Total Project Cost</b>	<b>\$281,640,755</b>	<b>\$185.03 \$/SF</b>
Development Economic Summary		
<b>Total Project Value</b>	<b>\$260,625,237</b>	
<b>Total Project Cost</b>	<b>\$281,640,755</b>	
<b>Project Margin/"Gap"</b>	<b>(\$21,015,518)</b>	
<b>% Project Margin/"Gap"</b>	<b>-7%</b>	

- The preferred redevelopment program results in an approximate 7% gap (costs > value).



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# Draft – Filling the “Gap”

Potential Contributions to "Gap":		
Land Acquisition/Writedown	\$0	0% of Land Cost
Site Improvements Contribution	\$6,712,937	25% of Total Site Costs
Supportable TIF (25 Years)	\$35,600,000	0.007010 Total Property Tax Rate
Town Sales Tax Sharing (380 Loan -- 20 Yrs)	\$1,800,000	50% % of Local Sales Tax
Town Property Tax Abatement (10 Years)	\$10,100,000	0.561800 Town Property Tax Rate
Development Fee Waivers	\$0	
Federal/State/Local Grants	\$0	
Streamlined Development Approval Process	\$0	
Tax Credit Equity (LIHTC, Historic, New Market)	\$0	
<b>Total Contributions to "Gap"</b>	<b>\$54,212,937</b>	

- There are a number of ways in which the public sector can contribute to “fill the gap”, most of which do not impact the general fund.
- As shown, a combination of gap-filling measures could more than offset any economic gaps that might result from this program.



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# Economic Analysis Summary

## Development Economic Summary

Project Indicator	Preferred Development Program
<b>Private Sector Investment</b>	
<b>Development Sq Ft:</b>	
Project Land Area (Acres)	50.37
Retail/Restaurant	61,500
Office/Employment	312,000
Residential (Rental)	519,435
Residential (For-Sale)	629,187
<b>Total Private Development</b>	<b>1,522,122</b>
<b>Floor Area Ratio</b>	<b>69%</b>
<b>Total Project Value (@ Build-Out)</b>	<b>\$260,625,237</b>
<b>Total Project Costs (@ Build-Out)</b>	<b>\$281,640,755</b>
<b>Project Margin/(Gap)</b>	<b>(\$21,015,518)</b>
<b>Project Margin/(Gap) %</b>	<b>-7%</b>
<b>Potential Contributions to Gap</b>	
Land Acquisition/Writedown	\$0
Site Improvements Contribution	\$6,712,937
Supportable TIF (25 Years)	\$35,600,000
Sales Tax Sharing (380 Loan -- 20 Yrs)	\$1,800,000
Property Tax Abatement (10 Years)	\$10,100,000
Development Fee Waivers	\$0
Federal/State/Local Grants	\$0
Streamlined Development Approval Process	\$0
<b>Total Contributions to Gap</b>	<b>\$54,212,937</b>

Source: Strategic Community Solutions; Kimley-Horn; and Ricker | Cunningham.

- Economic gaps of 15% to 40% are not uncommon
- Mixed-use allows for absorption of different land uses simultaneously (spreads risk)
- “Gap” results from higher land costs, cost of structured parking, and some discounting due to level of market readiness
- Contributions can fill gaps without direct impact on the general fund



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# IMAGES

- Units facing park should be <sup>finhd.</sup> TH, not live-work
- Live-work - what does this mean?
  - single ownership, 2 entries
  - only one area
- Need clear image for intention of TH by park - Addison Circle, Asbury Circle
- Mews example
- More traditional TH



## DECISION / DIRECTION

- Interest in senior living
- We need to recognize we're urban
- We need to insist on mixed use w/ approp. scale & density
- Park - desirable but a 'slim shot' - might be worth Town purchase
- Strategic design - green space along Midway maybe is too
- Residential (S) could include Continuum of care
- Medical - also flex

## Preferred

- Benefit from investment on Bldg - focus retail
- Use city role / planning to negotiate in exchange for less restriction from Wal-Mart
- Concern - # of units
- Like organic expansion of nbhd.

Sam's Club site 20141010

# Implementation

1. Communicate preferred plan to potential buyers, investors, developers
2. Design improvements on Belt Line and Midway so they support this plan
3. Consider rezoning upon request of new owner
  - a. Site plan, uses, intensities
  - b. Change to wall and access
4. Determine the menu of incentives the Town is willing to consider



# Appendix 3: Implications of Alternative Scenarios



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Ricker | Cunningham

Kimley » Horn

<b>Topic</b>	<b>Scenario 1</b>	<b>Scenario 2</b>	<b>Draft Preferred Plan</b>
<b>Definition of Alternatives</b>			
Title	Diverse Neighborhoods	Employment District	Preferred Development Concept
Intent	Transform this area into a set of new neighborhoods that offer housing choices not easily found in Addison's existing neighborhoods.	Build on existing 'Office in the Park' concept, create business locations emphasizing emerging businesses, health/wellness and entrepreneurs wanting a central, urban location in the region.	Organic expansion of existing neighborhoods, diversify housing choices, new job locations, people places and sidewalk/trail connectivity.
Residential Summary	2,131 units	68 units	1,115 units (577 loft apts; 385 condos; 153 townhouse)
Non-Residential Summary	123,500 SF commercial/retail	907,600 SF flex space, office/medical, commercial/retail	370,000 SF office/medical (new and existing); 61,500 SF retail
FAR	1.05	0.43	0.69
<b>Alternatives Analysis</b>			
<b>Strategic Objectives</b>			
Council Goal: Create raving fans of the "Addison Experience"	More residents to become fans; new choices for existing residents as their needs change.	Business owners, employees, customers to become fans.	More residents, new business owners. existing 'fans' benefit from new connectivity, people places, new housing options, places to grow their businesses.
Council Goal: Practice Mindful Stewardship of Town Resources	Any public investments would support revitalization of a key location in a central Addison location.	Any public investments would support revitalization of a key location in a central Addison location.	Any public investments would support revitalization of a key location in a central Addison location.
Council Goal: Maintain and enhance our unique culture of creativity and innovation	Live-work option could appeal to artists.	Builds on incubator, offers space for emerging business formats and markets.	Space for emerging business formats, new markets, live-work.
Council Goal: Continue to find ways to celebrate our diversity	Contributes to diversity of housing choice.	Contributes to diversity of business opportunities.	Adds housing and business diversity.

Topic	Scenario 1	Scenario 2	Draft Preferred Plan
<b>Strategic Objectives (continued)</b>			
Uses & activities that enhance the Addison community	Adds/increases number of live-work, flat-style housing options. Provides larger gathering space/amphitheater.	Gives Addison entrepreneurs the ability to stay in Town as they grow.	housing 'flats', live-work space, room for entrepreneurs to grow beyond incubator.
Take advantage of Addison's strengths and opportunities	Strength: location; Opportunity: provide housing types desired by 'down-sizing' Baby Boomers.	Strength: location, retains some of 'Office in the Park'; Opportunity: better internal connections to future trails.	Strength: location, retains some of 'Office in the Park'; Opportunity: housing for 'down-sizing' Baby Boomers, better internal connections to future trails.
Correct Addison's weaknesses and reduce threats	Weakness: Residential uses remove past conflicts for adjacent neighborhoods; Threats: Wal-Mart's 'non-compete' restrictions would have less impact.	Weakness: Increased job base means more Addison residents don't have to commute on DNT; Threats: Wal-Mart's 'non-compete' restrictions might have somewhat less impact.	Weakness: Residential uses remove past conflicts for adjacent neighborhoods, job opportunities closer to home; Threats: Wal-Mart's 'non-compete' restrictions would have less impact.
Compatibility with the future desired by the community	Eliminates concerns about noise, traffic, safety that relate to existing uses. Opportunity for senior housing, ownership units. Sense of 'homes in a park'. Avoids new strip commercial. Supports walking and biking. Could result in design that's more compatible with Addison's image.	Eliminates concerns about noise, traffic, safety that relate to existing uses. Retains wall; adds live-work units as buffer to existing neighborhoods. Avoids new strip commercial. Could include desired 'niche shopping', restaurants E of Midway. Includes office, incubator, medical uses. Supports walking and biking. Could result in design that's more compatible with Addison's image.	Eliminates concerns about noise, traffic, safety that relate to existing uses. Opportunity for senior housing, ownership units. Sense of 'homes and offices in a park'. Could include new 'niche' commercial but avoids new strip commercial. Includes office, incubator, medical uses. Supports walking and biking. Could result in design that's more compatible with Addison's image.

Topic	Scenario 1	Scenario 2	Draft Preferred Plan
<b>Physical Development Compatibility</b>			
Physical constraints to desired development	Access to Belt Line Road.	Access to Belt Line Road.	Access to Belt Line Road.
Infrastructure capacity to accommodate	Higher demands on water and wastewater due to higher level of residential uses.	Lower demands on water and wastewater due to focus on employment related uses.	Water and wastewater demands between two earlier alternatives.
New infrastructure demands	New infrastructure required throughout site. No major offsite infrastructure needs identified to date.	New infrastructure required throughout site. No major offsite infrastructure needs identified to date.	New infrastructure required throughout site. No major offsite infrastructure needs identified to date.
Connections to existing Addison community	Higher level of visual and vehicular connectivity due to removal of wall along Beltway and new vehicular access.	Lower level of visual and vehicular connectivity from Sam's Club site - higher level of pedestrian connectivity on properties south of Beltway.	Higher level of visual and vehicular connectivity due to removal of wall along Beltway and new vehicular access.
Implications for traffic congestion	Higher level of congestion due to higher level of residential uses.	Lower level of congestion due to focus on employment uses.	Moderate congestion impact -- fewer residential units than Scenario 1.
Connections to and through site for walkability	Provides enhanced sidewalk / trail connection from Beltway to the Redding Trail / Dog Park along Midway Road.	Provides trail connection from Beltway to the Redding Trail / Dog Park along the western edge of the site.	Provides enhanced sidewalk / trail connection from Beltway to the Redding Trail / Dog Park along Midway Road.
<b>Urban Form and Character</b>			
Transition to adjacent uses	Townhome uses adjacent to all existing residential neighborhoods.	Live / work or medical related uses adjacent to all existing residential neighborhoods.	Townhome uses adjacent to all existing residential neighborhoods.
Impacts on surrounding neighborhoods	Replaces existing uses with new neighborhoods.	Reduces current impacts. Landscaping, walls provide buffer between uses.	Reduces current impacts. Landscaping, walls provide buffer between uses.

Topic	Scenario 1	Scenario 2	Draft Preferred Plan
<b>Urban Form and Character (continued)</b>			
Areas for landscaping, walls, buffers	Existing wall on the Sam's site removed - landscaping maintained.	All existing walls and landscape buffers maintained with additional landscaping.	Existing wall on the Sam's site removed - landscaping maintained. Additional landscaped areas provided.
Important design features	Creates a new urban park as a gateway at Beltway and Midway - fronts new residential development (townhome) on the existing park along Beltway by removing existing wall.	Provides an internal park / gathering space on the Sam's site and maintains many of the existing office buildings and site amenities on the existing office site.	Creates a new urban park as a gateway at Beltway and Midway (in ultimate phase), creates an improved open space area on the northwest edge of the Sam's Club site to support new residential development, creates outdoor dining opportunities along enhanced pedestrian areas in the mixed-use building areas - fronts new residential development (townhome) on the existing park along Beltway (by removing existing wall) and along the Redding Trail / Dog Park, creates a heavily landscaped, enhanced pedestrian environment along Midway Road.
<b>Resilience Assessment</b>			
Water consumption	Overall, higher water consumption than non-residential uses. These residential units typically use less water per household than single family units. Landscaping could use natives, other conservation approaches.	Overall, lower water consumption is expected with non-residential uses compared to residential. Medical/health/wellness could be a higher water consuming use. Landscaping could use natives, other conservation approaches.	Water consumption between levels of earlier alternatives. These residential units typically use less water per household than single family units. Landscaping could use natives, other conservation approaches.
Energy consumption	Parking structures could include solar.	Designs could include solar.	Designs could include solar.

Topic	Scenario 1	Scenario 2	Draft Preferred Plan
<b>Resilience Assessment (continued)</b>			
Consumption of other limited resources	More intensive use of this study area's land.	Less intensive use of this study area's land.	Moderately intense use of this study area's land.
Ability to repurpose buildings as market changes	Residential mix should provide flexibility as housing market changes; ground floor retail buildings can be designed with flexibility for other future uses. Less ability to adapt across uses.	Flex Space, Live/Work are highly adaptable; ground floor retail buildings can be designed with flexibility for other future uses.	Residential mix provides flexibility as housing market changes. Flex Space, Live/Work are highly adaptable; ground floor retail buildings can be designed with flexibility for other future uses.
Support for local people and businesses	Enables existing Addison residents to have appropriate housing alternatives as they need them.	Supports Addison entrepreneurs. Provides health/wellness services for Addison residents. Live/Work allows residents to keep their businesses here too.	Supports Addison entrepreneurs. Enables existing Addison residents to have appropriate housing alternatives as they need them. Provides health/wellness services for Addison residents. Live/Work allows residents to keep their businesses here too.
Ability to use 'green building' design for structures and sites	Could be included in design standards/expectations. Green roofs could be possible on parking structures.	Could be included in design standards/expectations. Green roofs could be possible on buildings.	Could be included in design standards/expectations. Green roofs could be possible on buildings.
Ability to employ 'green infrastructure' techniques	Higher impervious coverage. Still opportunities for green infrastructure designs.	Street/trail/open space designs should provide space for green infrastructure designs. Lower impervious coverage.	Street/trail/open space designs should provide space for green infrastructure designs. Lower impervious coverage.
Provision of multi-modal transportation options	Internal trips can be made on foot/bike.	Internal trips can be made on foot/bike. Key gathering places could be stops on a	Internal trips can be made on foot/bike. Key gathering places could be stops on a shuttle

Topic	Scenario 1	Scenario 2	Draft Preferred Plan
<b>Economic and Fiscal Impacts</b>			
Market capture	2% to 25%, depending on use type	1% to 11%, depending on use type	1% to 12%, depending on use type
Total project value at build-out	\$353,545,800	\$143,005,250	\$260,625,237
Total project costs at build-out	\$371,786,437	\$168,861,029	\$281,640,755
Project gap	-5%	-15%	-7%
Potential contributions to fill the gap	28%	26%	19%