



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 idea of organizing it around a Planned Development (PD) district. This would be achieved in coordination with four very general Character Districts. Each Character District relates to market influences that are unique to each area. The Belt Line and Inwood Districts are 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. The Gateway District has the potential to be a unified entry to the Town, given that it is mostly comprised of one large parcel owner.

While the PD is one potential implementation strategy, equally important is how any Study Area improvements may be financed. The widely-accepted approach of a Tax Increment Finance (TIF) District was suggested as the most effective and equitable means of spurring growth and reinvestment in the Study Area.

These ideas were shared with the public in a second Community Workshop. 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 suggested 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 – it was not the residential area west of Midway) and to give the Town some options as to how to proceed on encouraging new development in the Study Area.

While a minority of public comments did not see the need for any changes in the Study Area, most felt that something had to be done. To address additional potential questions, the Consultant prepared additional research regarding the use of local TIF districts. The Study Area was also considered in light of Addison’s own parameters for success. By those metrics, the Study Area as it is today comes up short and is in need of some external influence to encourage both new development and reinvestment.

Before being presented to the Addison City Council, the Study’s findings and recommendations were structured around four basic questions:

- 1) “Is the Inwood area working?”;
- 2) “What do we want to accomplish?”;
- 3) “Do the study findings achieve what we want to accomplish?”; and,
- 4) “How does the Town catalyze/implement change?”

In short, the Study Area as it exists today, while generating some property and sales tax revenues, comes up short when compared to surrounding areas. The Study Area requires an external influence in order to overcome the loss of the beverage market anticipated 20 years ago.

At their 24 January 2017 meeting, the Addison City Council.

The approach to developing the Study Area began to coalesce around the idea of organizing it around a Planned Development (PD) district as a means to allow for maximum developer flexibility.

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 Center, 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 Center, 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 – Land Use Metrics: Civic Square

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%
TOTAL	1,144,900 SF	100.0%

Figure 3-3 – Sample Aspirational Imagery: Civic Square



Figure 3-4 – Plan View: Civic Square

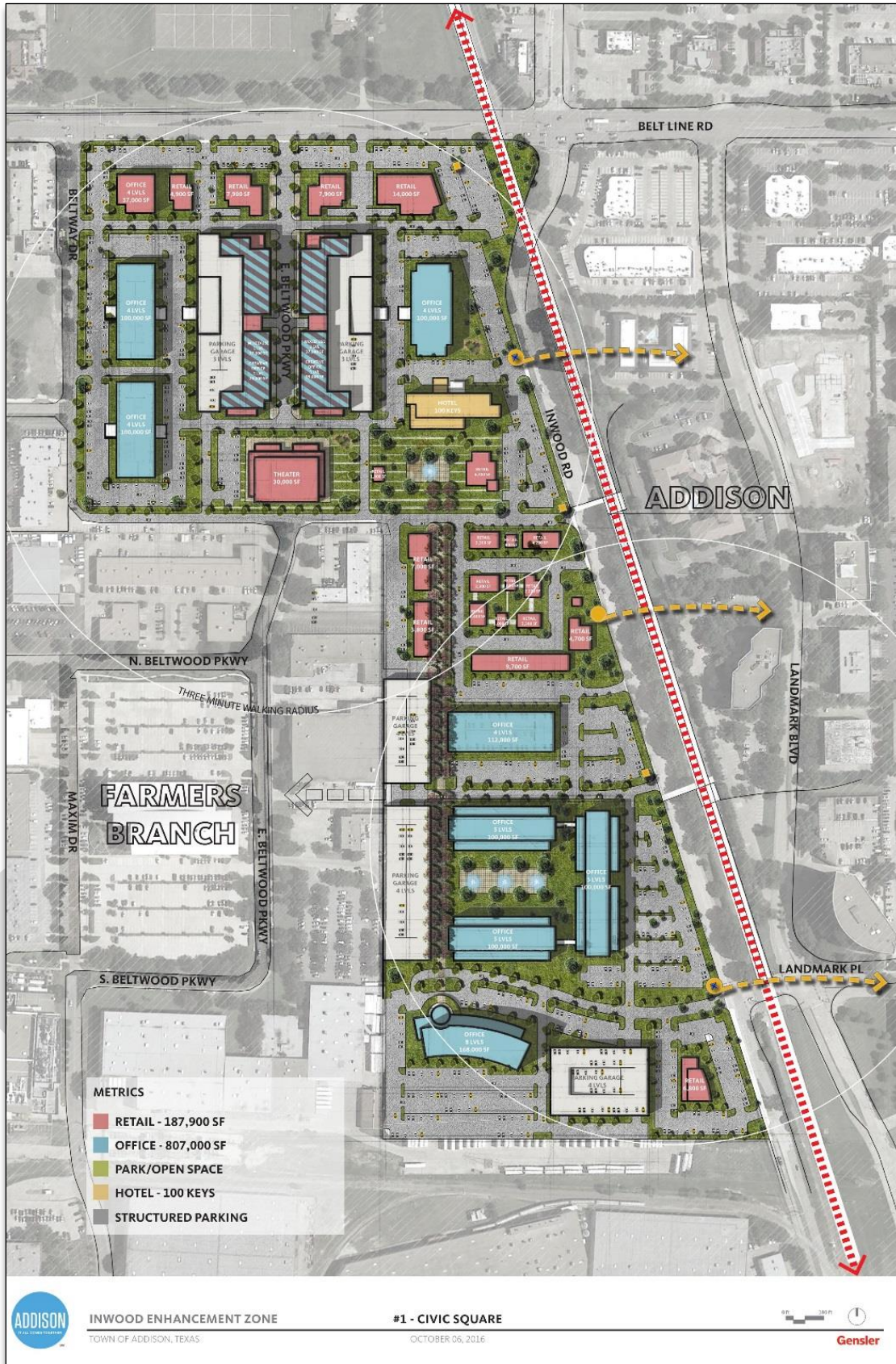


Figure 3-5 – Massing Model: Civic Square (facing south over Belt Line Road)



Figure 3-6 – Massing Model: Civic Square (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 – Land Use Metrics: Village

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%
TOTAL	1,864,000 SF	100.0%

Figure 3-8 – Sample Aspirational Imagery: Village



Figure 3-9 – Plan View: Village

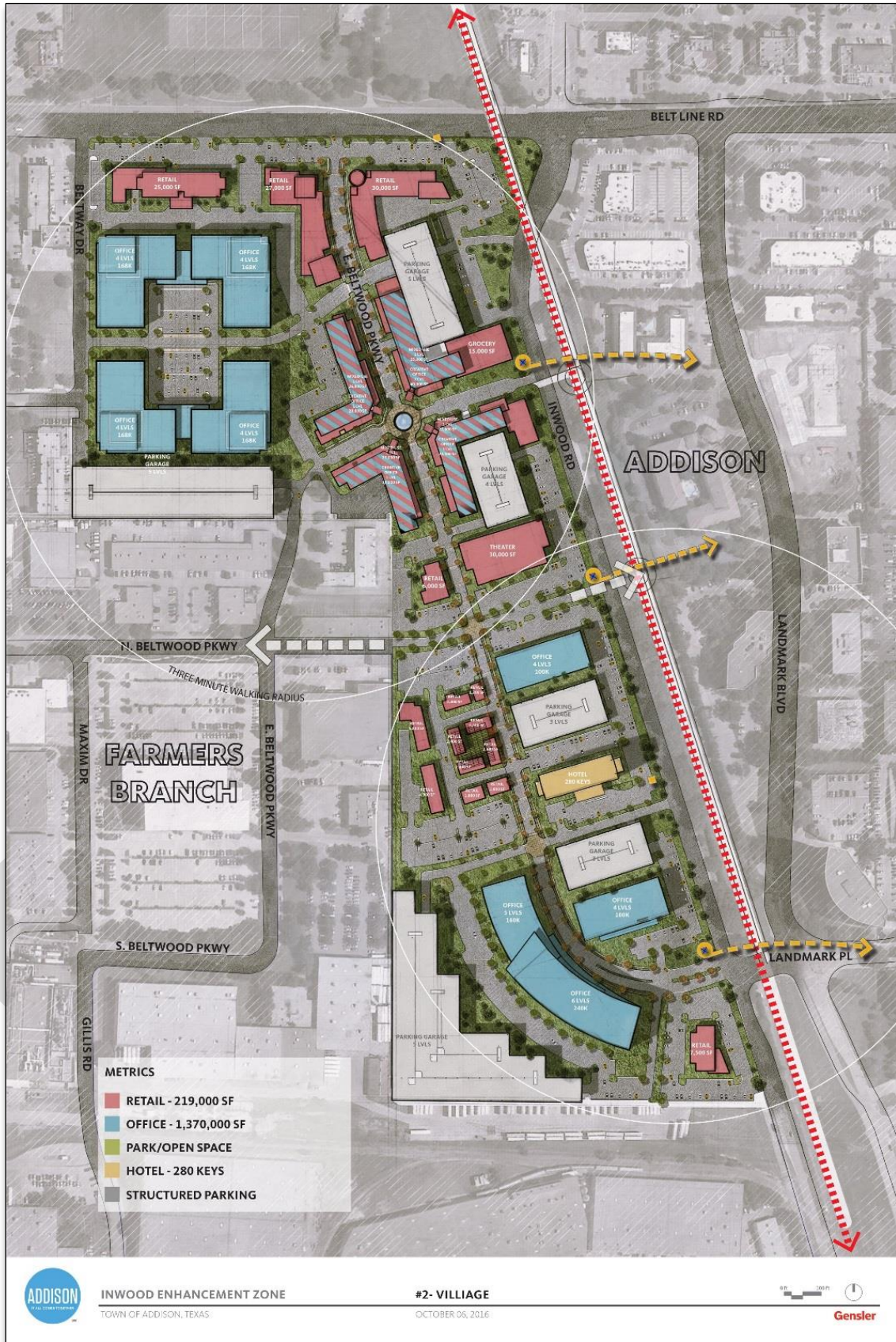


Figure 3-10 – Massing Model: Village (facing south over Belt Line Road)



Figure 3-11 – Massing Model: Village (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;

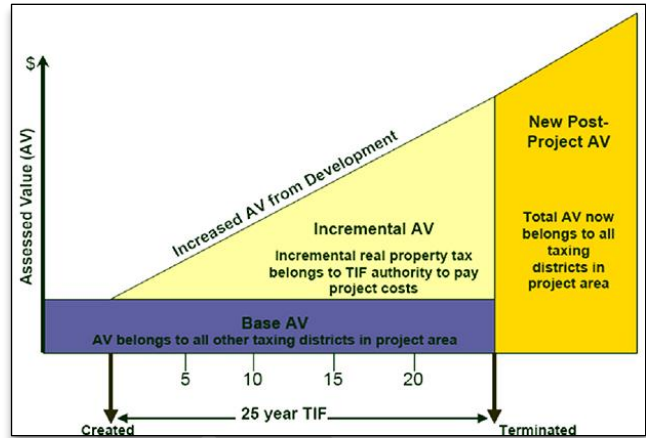
- **Texas Enterprise Fund (TEF)** – The State of Texas offers financial incentives to attract new employers to the State, tying incentives to guaranteeing new jobs. Since development of the Study Area is not contingent on attracting new out-of-state employers, the TEF approach may not be as effective; 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
Dallas County Active TIF Districts:					
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
Tarrant County Active TIF Districts:					
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 to 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 thought 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

Attribute	Community Meeting #1	Community Meeting #2
Number of Attendees:	48	37
Gender:		
<i>Male</i>	46.4%	48.5%
<i>Female</i>	53.6%	51.5%
Age-Group:		
<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>	32.1%	34.4%
<i>65-80 years</i>	42.9%	37.5%
<i>Over 80 years</i>	10.7%	9.4%
Involvement:		
<i>Commercial property owner</i>	10.7%	10.3%
<i>Business owner</i>	7.1%	2.6%
<i>Commercial property & business owner</i>	0.0%	10.3%
<i>Resident (renter)</i>	21.4%	12.8%
<i>Resident (owner)</i>	60.7%	61.5%
<i>None of the above</i>	0.0%	2.6%
Length of Addison Residency:		
<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>	28.6%	18.2%
<i>Over 20 years</i>	21.4%	21.2%
<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

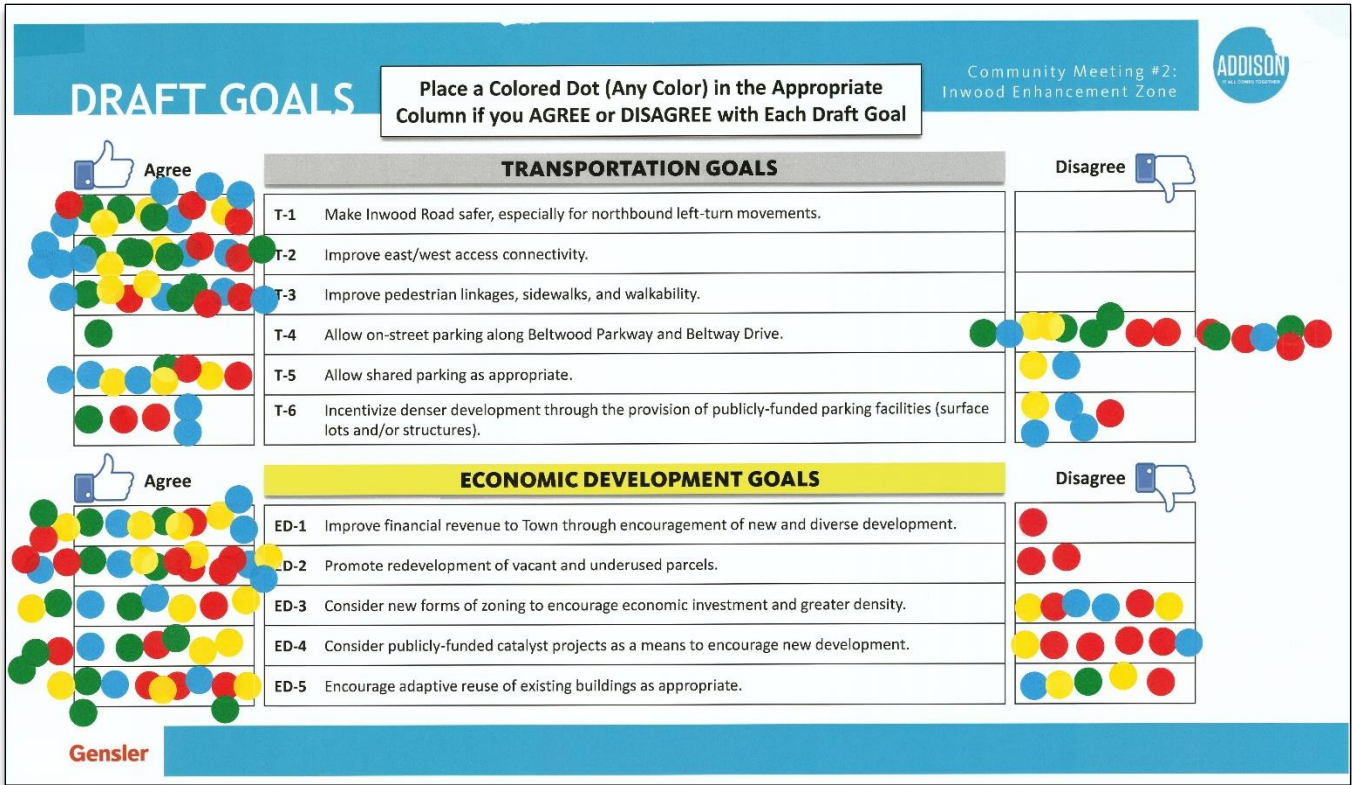
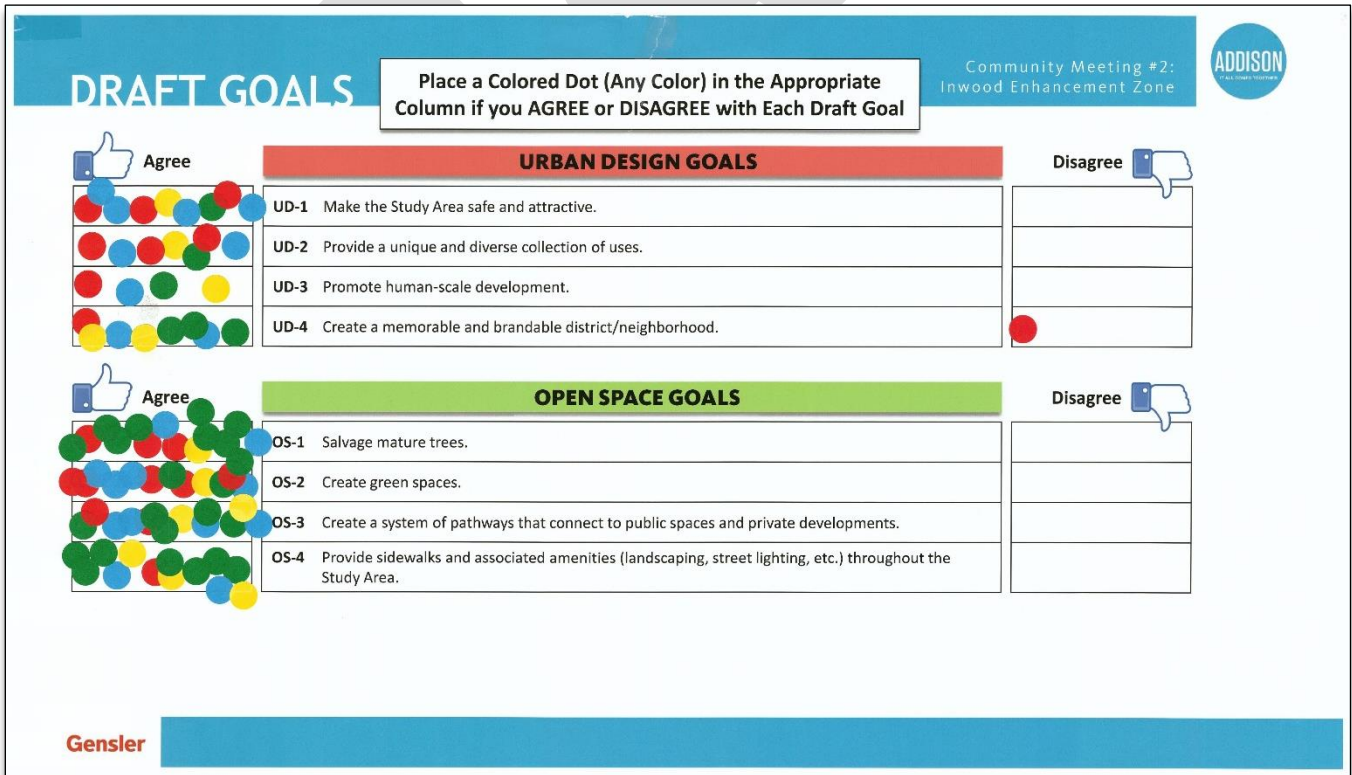


Figure 3-17 – Community Meeting #2 Preferences: Urban Design and Open Space Goals



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.

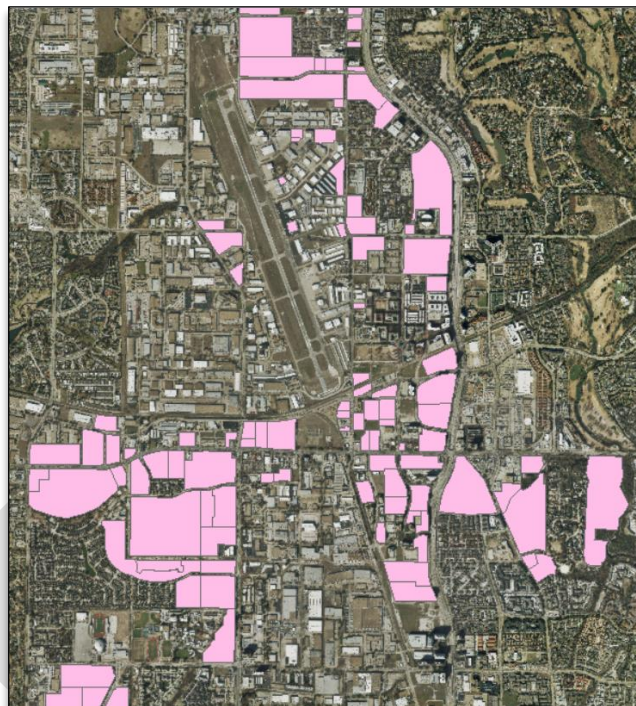
After describing the potential approaches to zoning, the Consultant proposed that a Planned Development (PD) District was the most suitable zoning mechanism to achieve the study’s goals.

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 BPP Business Personal Property (BPP, which includes inventory, equipment, etc.), or BPP 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 Business Personal Property (BPP, which includes inventory, equipment, etc.), or BPP 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
TOTAL	2,193,178 SF	\$6.47/ SF	\$14,190,480	882,660 SF	\$36.68/SF	\$32,376,650	\$46,567,130

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
RETAIL/DINING					Average Land \$/SF			Average Bldg \$/SF		
					\$15.51			\$94.21		
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
OFFICE					Average Land \$/SF			Average Bldg \$/SF		
					\$15.59			\$66.05		
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
HOTEL					Average Land \$/SF			Average Bldg \$/SF		
					\$17.59			\$68.81		

(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
TOTAL	2,193,178 SF	\$6.47/ SF	\$14,190,480	882,660 SF	\$36.68/SF	\$32,376,650	\$46,567,130

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
TOTAL	2,193,178 SF	\$15.84/ SF	\$34,737,485	1,144,900 SF	\$71.03/SF	\$81,325,909	\$117,058,454

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
TOTAL	2,193,178 SF	\$15.87/ SF	\$34,815,735	1,864,000 SF	\$69.77/SF	\$130,043,240	\$166,448,136

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	\$260,996	\$6,521,893
Civic Square	\$117,058,454	0.00560472	\$656,080	\$16,401,996
Village	\$166,448,136	0.00560472	\$932,895	\$23,322,380

TASK 3.5 – CITY COUNCIL PRESENTATION

Text to be added after completion of City Council presentation

TASK 3.6 – FINAL DELIVERABLES

Text to be added after completion of City Council presentation.

Phase 3

APPENDIX

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”.



Name	Address
DH Watson	14672 Wayside Ct.
Paul Richter	7824 Alto Land
Todd Meier	
Patricia Stewart-Gordon	4000 Winter Park
John Henderson	4009 Winter Park
Vicky & Burkhardt	4007 Winter Park
Lynn Rush	14631 Winnwood Rd
LIZ O'PHANT	14700 MARSH LANE #3, 13
TOM BRAUN	14616 LEXUS AVENUE
Ed Keith	3838 CANOT LA.
Blake CLEMENS	14754 Celestial PL
B & B McWilliams	4102 Julian Dr
Kristine Edens	5034 Mendian Ln
Margie Kummer	14893 Oaks N. Dr
Larry Brown	3883 Lakeview Ct
Lynne & Bart Turner	14810 Hampton Ct.
BLAKE BARNARD	14823 SILVEROL
Billy & SoAnne Prewitt	14632 LAKECREST DR.
Margie Gunther	14616 Heritage
Frances & Jane Secchi	Ferraris Rest.
Katherine Aldrich	BL & Add. Rd. Peiloxi
Jane Cooper	3720 Camden Lane
BEN GUNDERMANN	4453 GLENN CURTIS
Matt Horine	4145 Tonne Green Cir



Name	Address
Sheila Barkofsky	4130 Proton #26B
DAVID D'AVANTI BOHENSTEDT	17801 Inwood RD
KAYVAN SADRA	3884 RIDGELAKE CT.
Phyllis Silver	15720 Artist Way, #4912
Annie Oliver	14605 Hemingway Court
Jan Walden	3776 Park Place
James McCreary	4915 Morris Avenue Apt. 3951

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



TOWN OF ADDISON, TEXAS
INWOOD ENHANCEMENT ZONE
Community Meeting #2 – October 06, 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 only)

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.

Give us stop signs on

Belford if necessary.

Raise new street lights not

if necessary.

Bill Walker



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General Comments

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We need for the Inwood Road Corridor to be lively & 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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(circle one)

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d. 51 to 64 years

e. 65 to 80 years

f. Over 80 years

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



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- 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.



TOWN OF ADDISON, TEXAS
INWOOD ENHANCEMENT ZONE
Community Meeting #2 – October 06, 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
(circle one)
2. My age-group is: a. 0 to 17 years b. 18 to 30 years c. 31 to 50 years
(circle one) 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)
 - 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.