



Collins/Arapaho

TOP & Innovation

District Study

Vision

December 2018



RICHARDSON
TEXAS

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An appendix and background
information will be available on
our website:
www.cor.net/collinsarapaho.



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The Opportunity



The Collins-Arapaho District is a **MAJOR DALLAS-FORT WORTH JOB CENTER**. It contains over half of the businesses in Richardson and 20% of the jobs with an estimated 19,000 people employed in over 1,000 businesses. *[see Figure 1 on following page for map of the District study area]*

The District has its origins as home to major, innovative corporations and their suppliers including Collins Radio, Ericsson and Texas Instruments in north Dallas. This concentration of some of the country's biggest telecommunications firms became nationally known as the **TELECOM CORRIDOR®**.

Today, the Richardson tech story continues to evolve in the District. The tech sector has diversified from its telecom equipment roots and now includes companies across a **WIDE RANGE OF INDUSTRIES**, and research and new academic programs at **NEARBY INSTITUTIONS** signal the potential for further diversification.

The District has **UNIQUE REAL ESTATE** that works for start-ups and scale-ups in its flexibility and affordability. Unlike other office parks or industrial parks in the region, the District has a combination of both office and industrial space. Flex space, which accounts for 7.5M square feet or 61% of the building area in the District, is mostly leased and extremely valuable in the growing Metroplex. This real estate is essential in providing space for new businesses to start and for established ones to grow.

Richardson's **CENTRAL LOCATION** and **TRANSIT ASSETS** are an advantage in a region where the rapid outward expansion of job centers is creating worsening traffic conditions and longer commutes. Almost half of the workers in the District live within a 20-minute drive and most live within 45 minutes.

Richardson has **TALENT**. As a diverse city with access to tech talent and proximity to top-tier educational institutions, Richardson is an attractive location for international companies. These same qualities are also the building blocks for innovative new businesses to grow.

Richardson has an opportunity for **TWO INNOVATION DISTRICTS**. A university-driven model is already happening at UT-Dallas which follows the traditional contours of incubating business concepts that emerge from university research. A corporate-driven model is possible in the Collins-Arapaho District where the 1,200 acres of industrial flex and office space is transformed into a more vibrant, mixed use, amenitized place that can attract start-ups and help companies that start in Richardson stay and grow in Richardson. *[see Figure 2 on page 4 for map of Potential Innovation Districts]*





Study Area

Source: CITY OF RICHARDSON

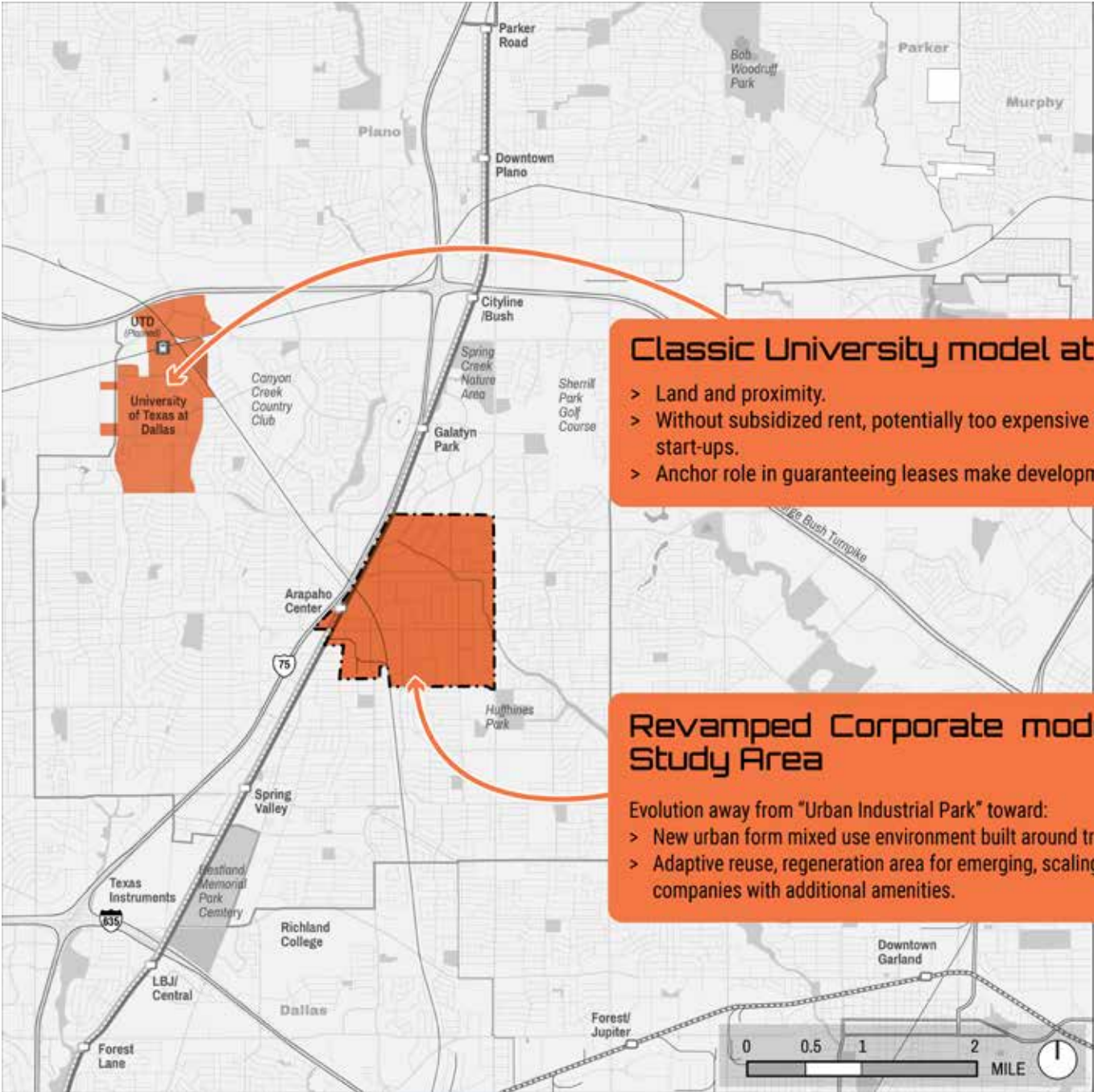
- STUDY AREA
- PARK
- OTHER OPEN SPACE
- WATER
- DART RAIL SYSTEM
- OTHER RAIL

FIG 1: Collins/Arapaho study area map

Potential Innovation Districts

Source: TX GIS

 STUDY AREA BOUNDARY



Classic University model at UTO

- > Land and proximity.
- > Without subsidized rent, potentially too expensive for some start-ups.
- > Anchor role in guaranteeing leases make development viable.

Revamped Corporate model for Study Area

- Evolution away from "Urban Industrial Park" toward:
- > New urban form mixed use environment built around train station.
 - > Adaptive reuse, regeneration area for emerging, scaling companies with additional amenities.

FIG 2: Potential innovation districts map



The Process

This visioning effort kicked off in February 2018 and sought to engage a variety of stakeholders through interviews, focus groups, community open houses, an online survey, and a series of pop-up workshops. This public engagement process, along with regular briefings with City Council and the City Plan Commission, played an important role in shaping the vision for the District. Those providing input through this process include:

- Richardson Chamber of Commerce
- DART
- UT-Dallas
- Richland College
- Urban Land Institute Office/Industrial and TOD product councils
- Developers
- Realtors
- Richardson residents
- HOA representatives adjacent to the District
- Richardson neighborhood leadership representatives
- Property owners, business tenants, and small tech companies in the District
- Richardson apartment managers
- Richardson Police Department

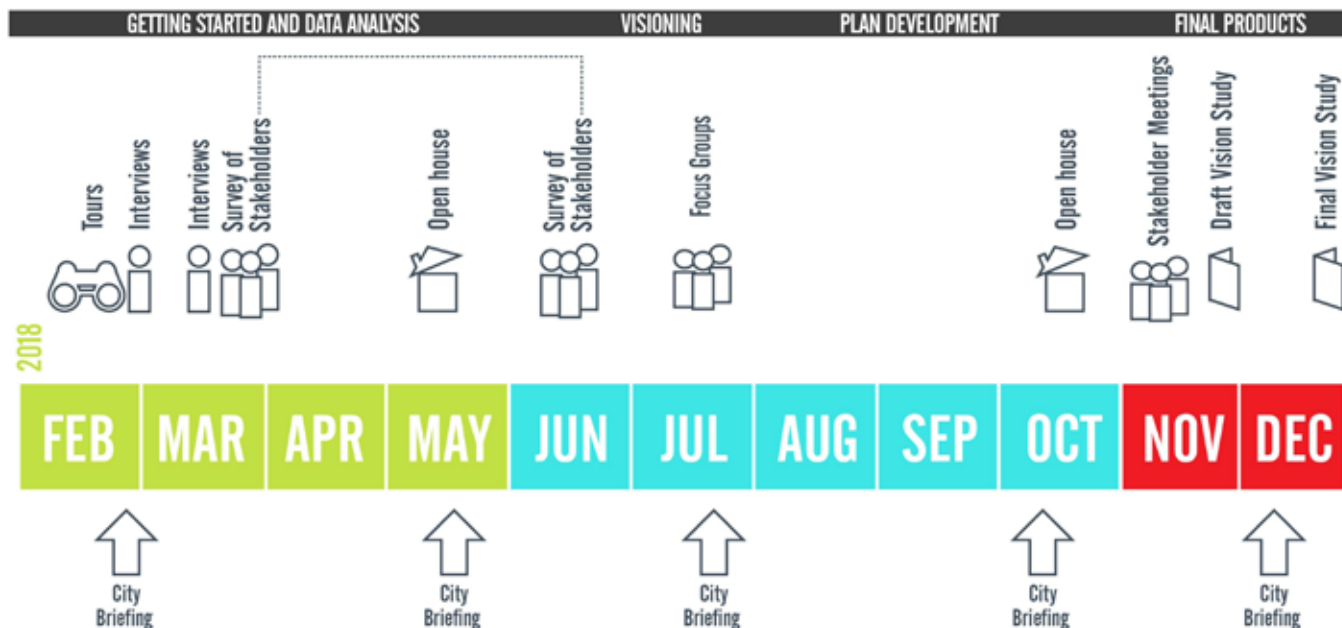


FIG 3: Project schedule



Open house



Open house



Office pop-up



DART Station pop-up

Public outreach by the numbers

- 2 Open house events
- 8 Focus groups
- 9 Presentations to stakeholder groups
- 10 Office and DART Station pop-up events
- 41 Interviews with property owners and key stakeholders
- 547 Event participants (open house, office and DART Station pop-ups)
- 914 Surveys completed



Online survey



Residential pop-up



Neighborhood Leadership Workshop

Key takeaways

People want to see MORE things to do.

Greening and open space are desired to improve the look and feel of the District.

The Station area is seen as an opportunity for a mix of uses and better transit.

The District needs higher visibility from US 75 and major corridors.

The District needs better ways to get around, especially without a car.

Vision and Goals



Vision

The District will be the premier tech hub in Texas. To achieve this, the District will...

- provide a place where a range of businesses across industries and at different points in their growth can thrive,
- support existing businesses while attracting new ones,
- continue to be a center for innovation and entrepreneurship,
- be lively and active,
- be visually unique and green,
- be walkable and bikeable,
- and the Station area will serve as the principal Gateway to the District.

Goals

[In order of public input ranking from outreach activities]

- Activate the District with new things to do beyond office and industrial uses
- Improve the overall look and feel of the District through property upgrades and public streetscape improvements
- Increase the visibility of the District along US 75 and along major corridors
- Improve mobility around the District to make it easier to get around without a car
- Make the DART Station area a destination and front door to the District with a mix of uses that resemble other Richardson DART Stations
- Strengthen partnerships with UT-Dallas and Richland College to promote innovation and encourage start-up businesses to locate in the District
- Increase the amount and quality of parks, open space, trails, and green space in the District
- Provide a variety of space where businesses across industries and at different points in their growth can thrive
- Increase marketing and branding of the District as the premier tech hub in Texas





10 Main Strategies

1 Manage the experience and marketing of the District

Rationale

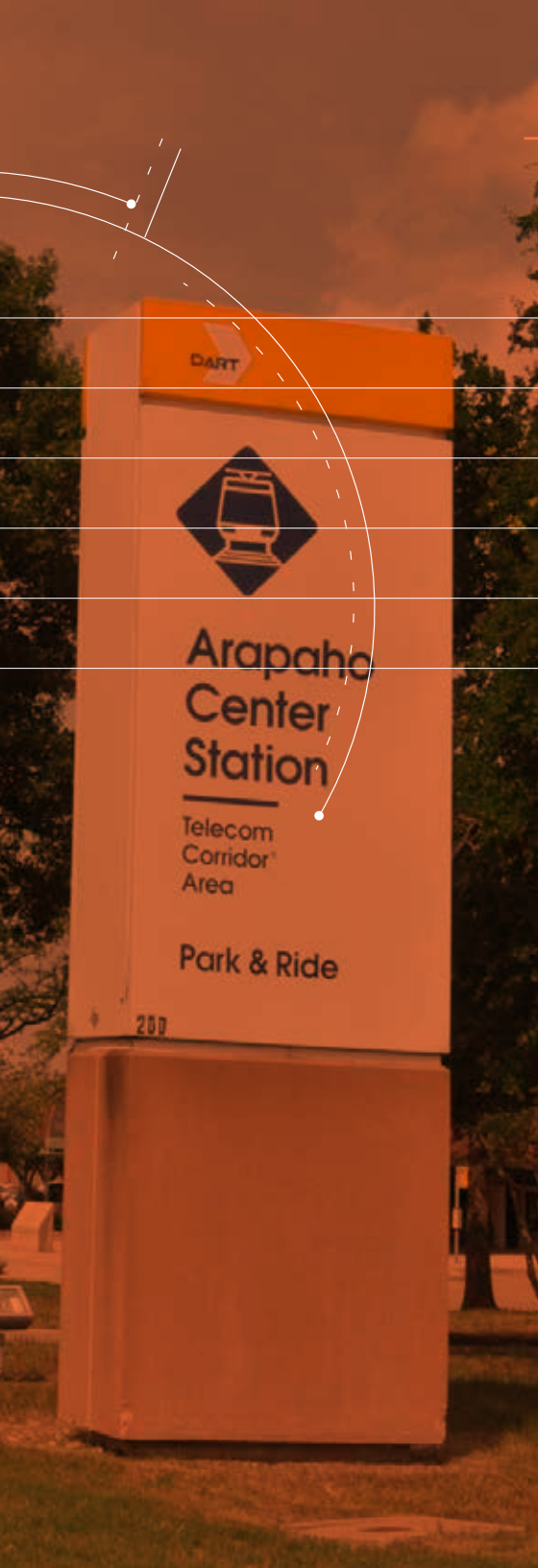
The next chapter of the District's story needs to be told through a branding and communications campaign that is also manifested physically and experienced in the District. This will reinforce and connect all the strategies of this study.

How - some potential ideas

- Organize a voluntary business association
- Develop District name and branding
- Identify an "Innovation District Manager" to help oversee the marketing and programming of the District
- Create a public improvement and maintenance program, such as a Public Improvement District (PID)
- Evaluate expanding Innovation District to include businesses north of Campbell Road for marketing purposes
- Integrate public art in visible places
- Develop and install District signage
- Evaluate non-residential business and real estate signage
- Develop partnerships with institutions and companies
- Manage experiential marketing such as temporary programming

Who is involved

Chamber/private sector led, City/public sector partnership



CONCEPTUAL DISTRICT WAYFINDING

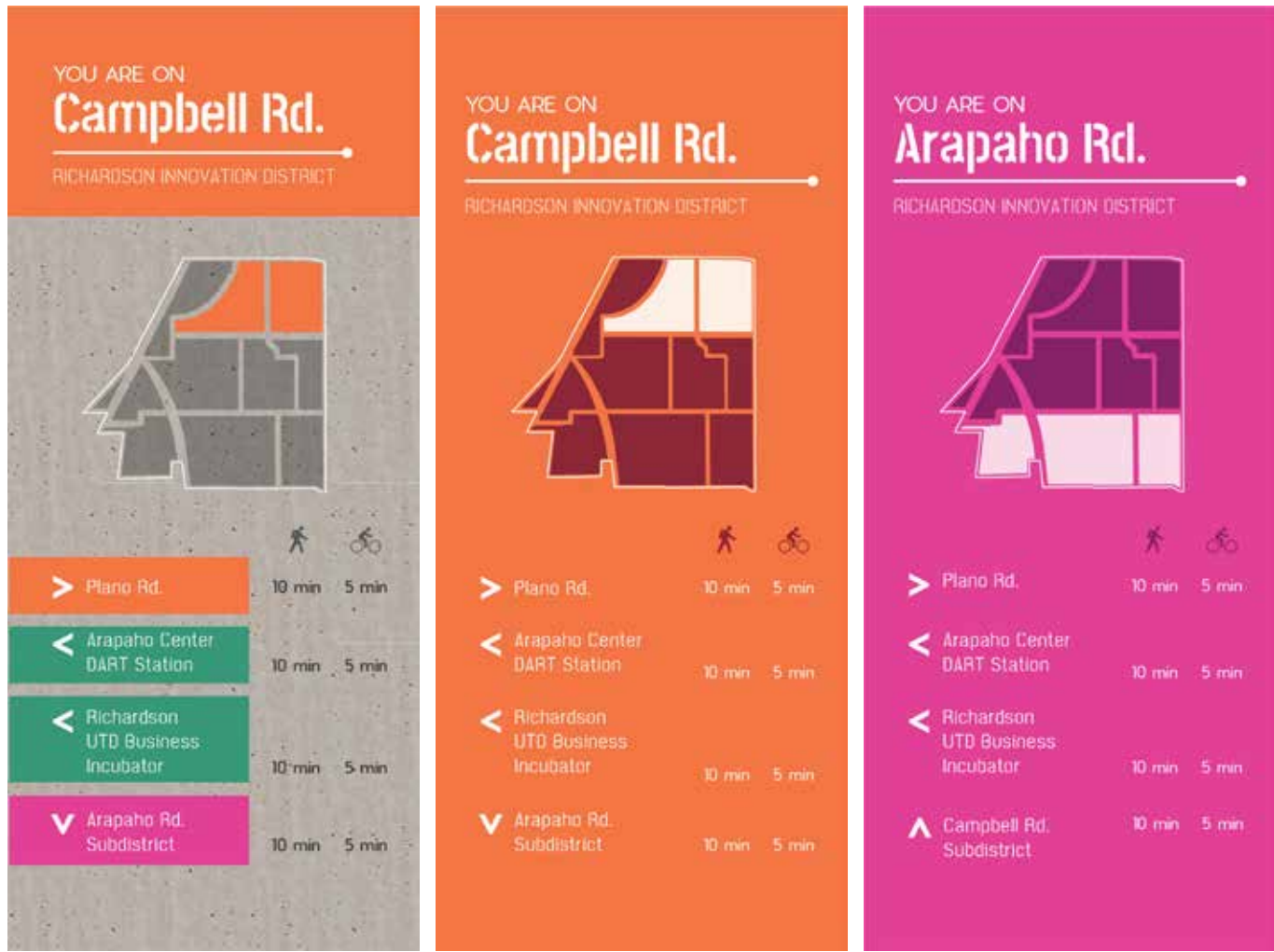


FIG 4: Example of conceptual subdistrict wayfinding system

**STREET WAYFINDING ON ARAPAHO RD
MONUMENT SIGNS LOCATED ON MAIN CORRIDORS**



FIG 5: Example of conceptual District wayfinding and branding monument sign

BUILDING IDENTITY
WAYFINDING ON DOCKING AREAS



FIG 6: Examples of conceptual building wayfinding and branding

BUILDING IDENTITY
WAYFINDING FOR FLEX SPACE COMPLEX





2 Support building upgrades and modernization throughout the District

Rationale

The tech industry is evolving and diversifying and modernized buildings are needed to support a diverse job base. Existing flex space is outdated and not easy to replace due to the combination of the costs to upgrade and the low rents in the District. For these reasons, the private market will not do this on their own and assistance will be needed from the public sector.

How - some potential ideas

- Exclude value of improvements going forward on assessment
- Waive development and permit fees
- Develop a façade improvement matching grant program to encourage cosmetic improvements
- Participation with infrastructure improvements and upgrades, such as water lines and drainage
- Assistance with other site improvements, such as sidewalks, parking, and landscaping

Who is involved

City/public sector led, public/private partnership



Cosmetic improvement



Cosmetic improvement and use change



Substantial rehab

3 Allow zoning flexibility in industrial zones

Rationale

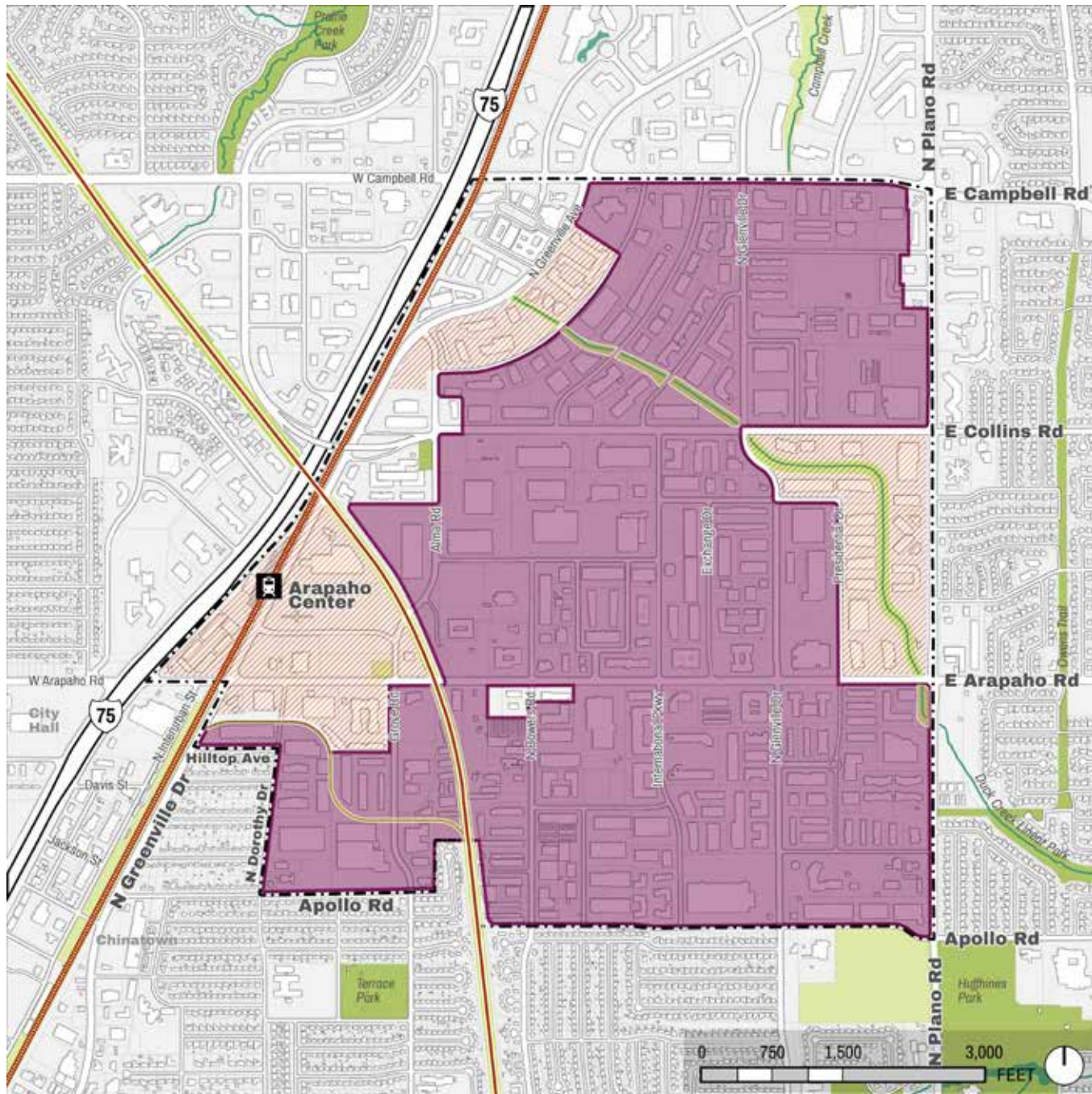
Current zoning limitations such as the Floor to Area Ratio (FAR), building heights, building setbacks, and parking requirements create barriers to reinvestment and redevelopment. By enabling more flexibility for property reuse, while being sensitive to surrounding neighborhoods, the City can help property owners activate unused space with temporary and built improvements, such as higher buildings, new product types, and amenities.

How - some potential ideas

- Change FAR standards and building setbacks to help maximize the development potential and building footprint of each site
- Change building height limits to match the needs of modern, industrial buildings
- Evaluate masonry requirements to allow flexibility in materials
- Adjust parking requirements to better support the needs of different businesses. *Consider (ranked by ease of implementation/effectiveness):*
 - *Collect data and tailor parking standards for infill areas rather than greenfield sites (easy/high)*
 - *Unbundle the cost of parking from rents (moderate/high)*
 - *Eliminate parking minimums (moderate/high)*
 - *Allow for more parking in developments that are willing to share parking/make available to public (moderate/high)*
 - *Exempt changes of use from providing additional parking (easy/moderate)*
 - *Allow adjacent on-street parking to count toward parking requirements (easy/moderate)*
 - *Allow in-lieu alternatives (funding public parking or other mobility enhancements) (moderate/moderate-high)*
 - *Institute parking maximums (moderate/moderate)*
 - *Update bicycle parking requirements (easy/low)*
 - *Revise the Comprehensive Zoning Ordinance and Chapter 21 – Subdivision and Development of the Code of Ordinances to incentivize the provision of shared, public parking within private development (hard/high)*

Who is involved

City/public sector led



Industrial Zones




-  STUDY AREA
-  INDUSTRIAL ZONES
-  KEY OPPORTUNITY SITES
(to be addressed as proposed in Strategy 10)

FIG 7: Industrial zones map

UNDERUTILIZED LOADING - BUILDING ADDITION

FLEX SPACE - REAR LOADING

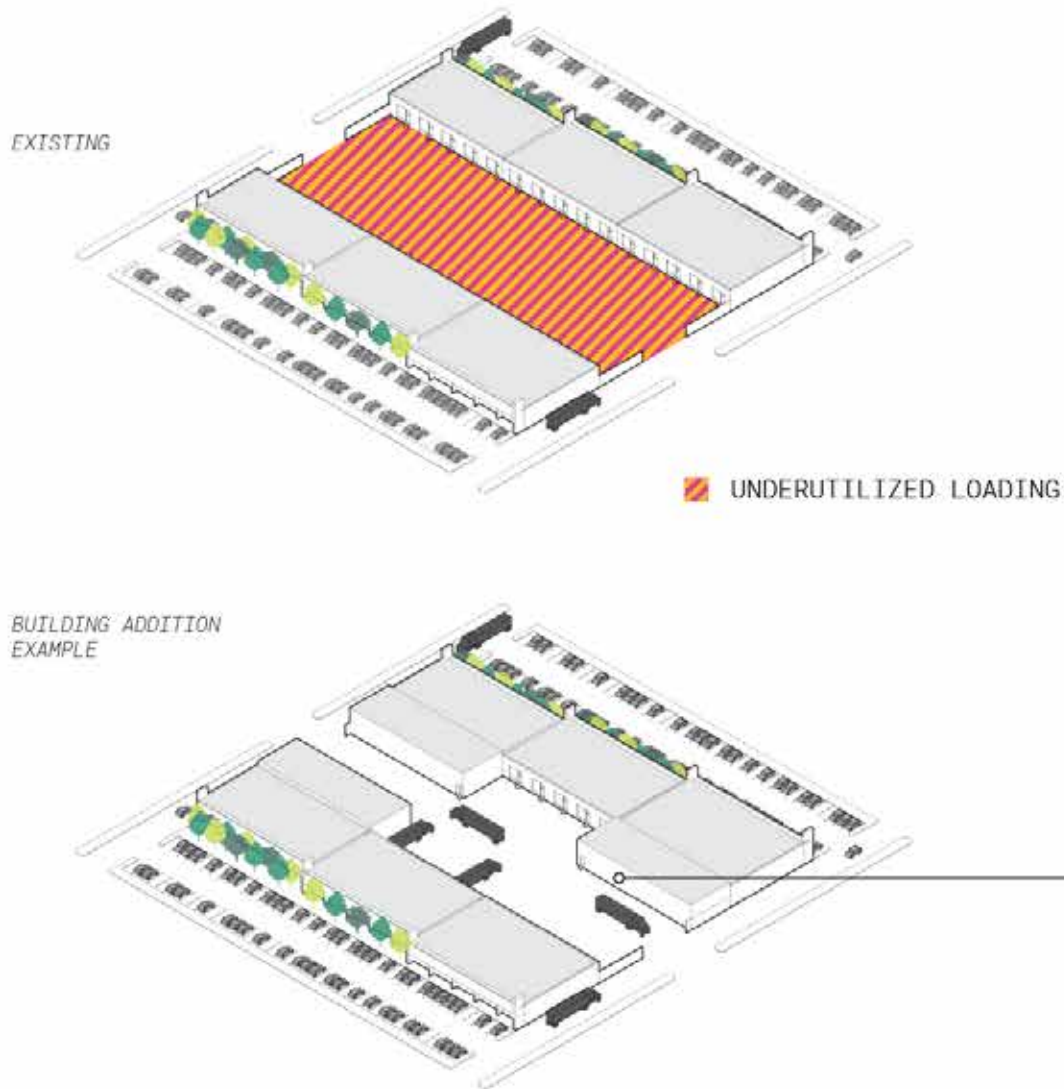


FIG 8: Example of activating underutilized loading with building addition

UNDERUTILIZED PARKING - NEW CONSTRUCTION

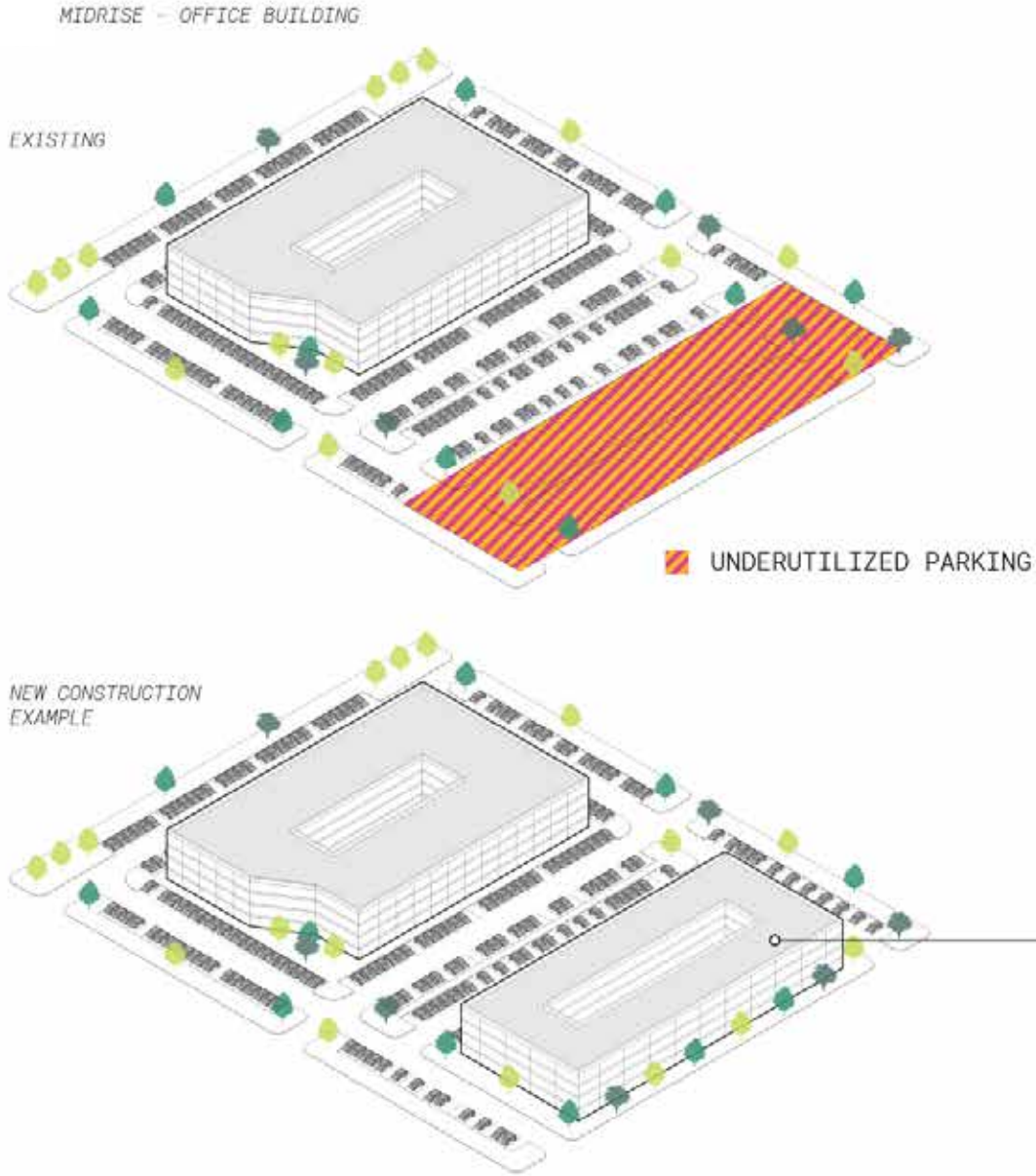


FIG 9: Example of activating underutilized parking with new construction

4 Encourage vibrancy through placemaking activities in places with a high concentration of workers

Rationale

Outside of work, there are few things to do in the District, but vitality and a sense of place are key selling points of innovation districts. The City should encourage more vibrancy to better market the District and attract businesses and employees, by activating it with new things to do like food trucks and pop-up parks.

How - some potential ideas

- Allow zoning flexibility in Industrial zones for permanent and temporary programming
- Issue limited permitting for permanent and temporary uses in high visibility, high worker concentration areas
- Develop a Placemaking Toolkit for property owners in high worker concentration areas that provide guidance on regulations, uses, and programming activities
- Create a pilot placemaking program by testing activities on the City's property located at 1302 E. Collins Boulevard
- Utilize a potential business association to assist with marketing and programming the spaces

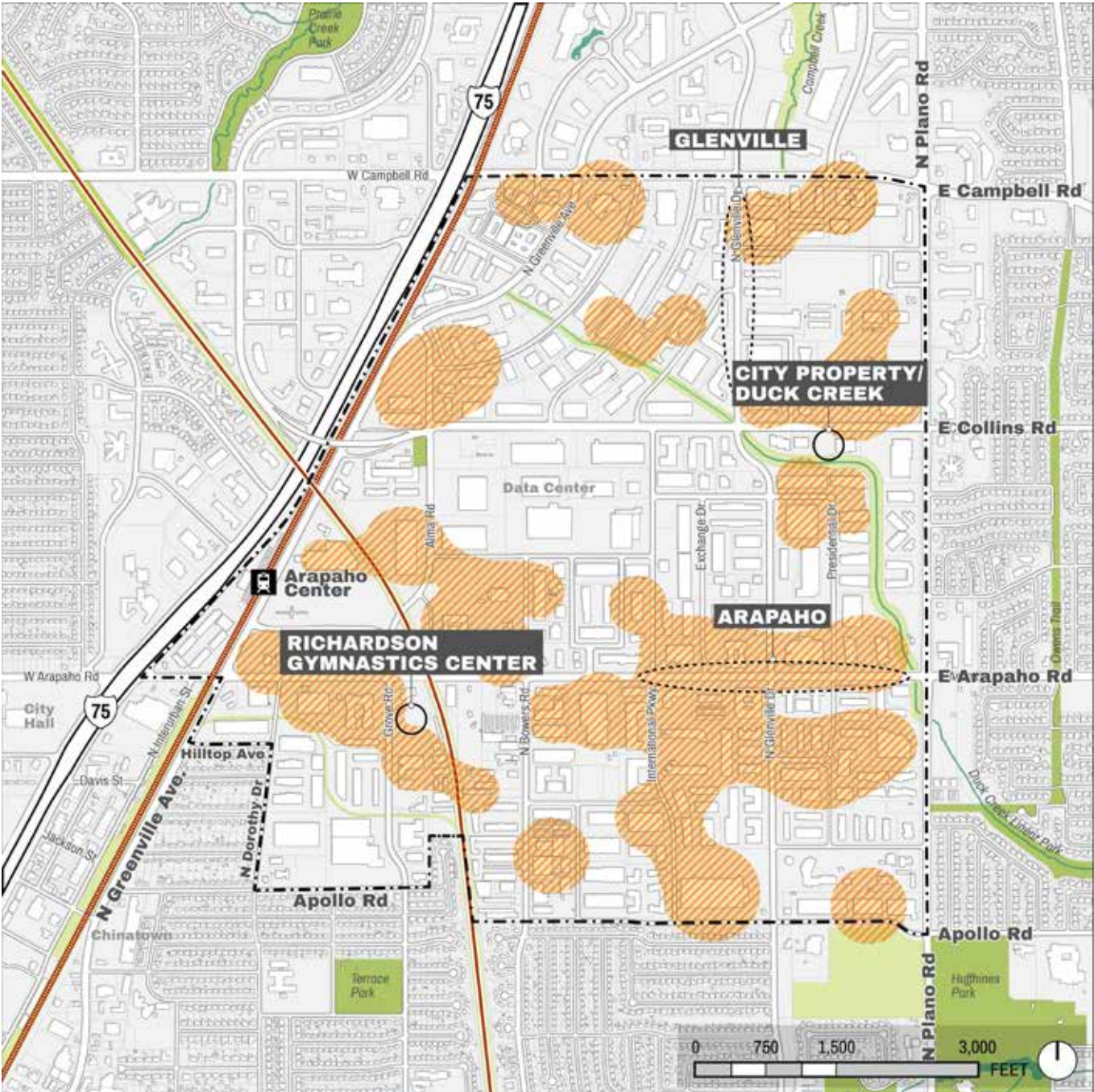
Who is involved

City/public sector led, Chamber/private sector, public/private partnership



Examples of temporary programming

Opportunities for Temporary Programming



- STUDY AREA
- TEMPORARY PROGRAMMING - Phase 1
- TEMPORARY PROGRAMMING - Phase 2
- HIGH WORKER CONCENTRATION

FIG 10: Opportunities for temporary programming map

UNDERUTILIZED PARKING - FOOD TRUCKS

FLEX SPACE - FRONT LOADING

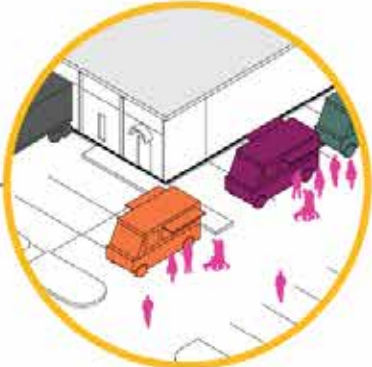
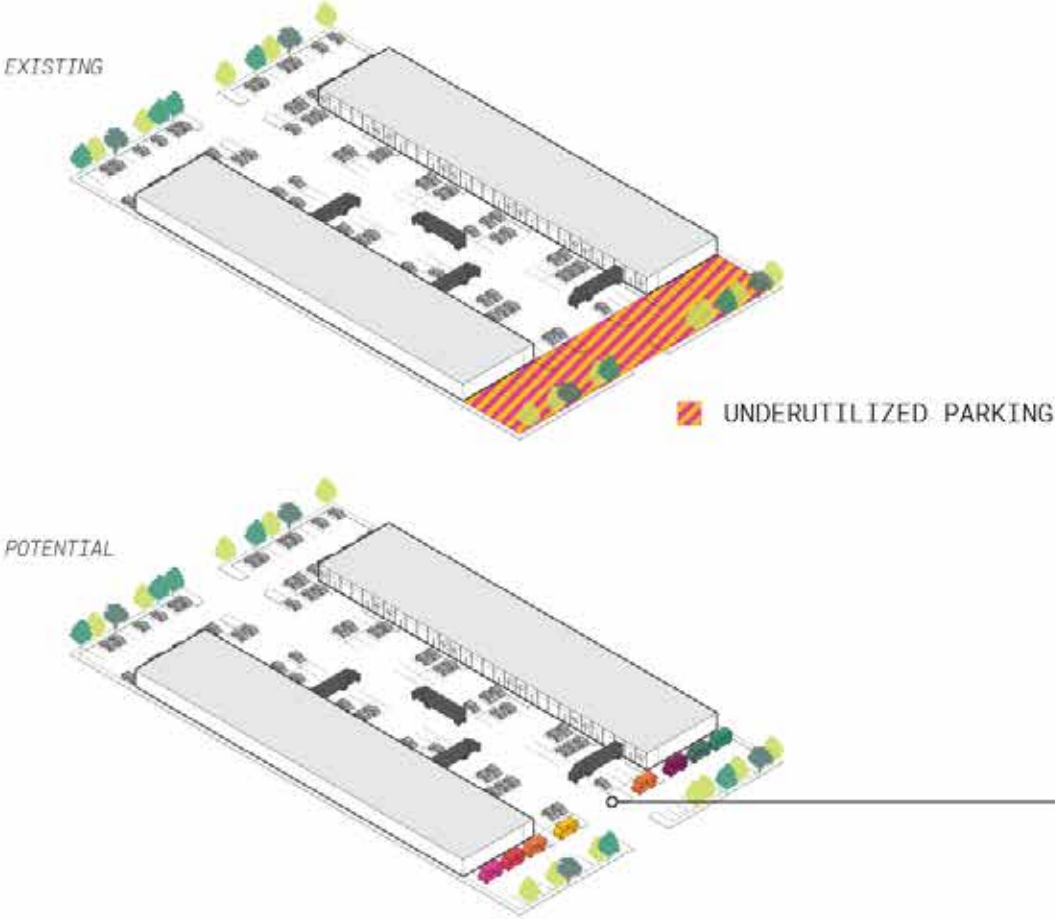


FIG 11: Example of activating underutilized parking with food trucks

UNDERUTILIZED PARKING - POP-UP PARK

FLEX SPACE - FRONT LOADING

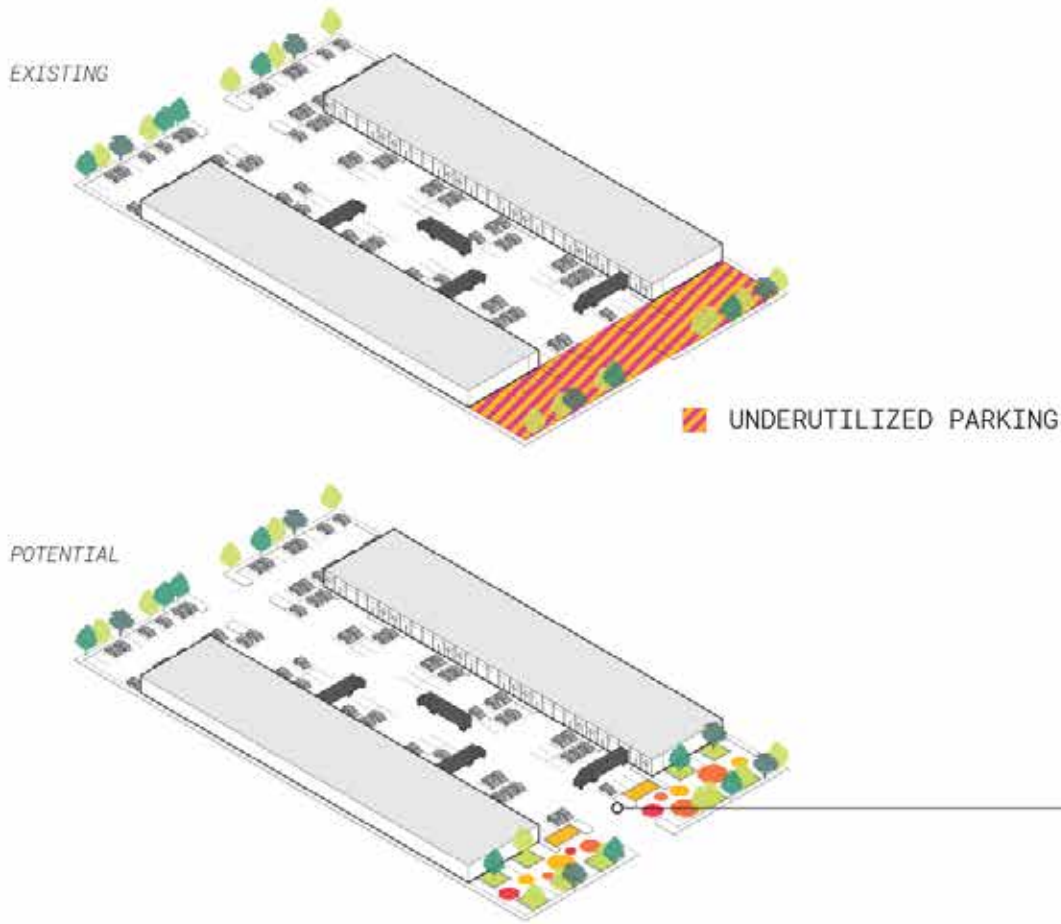


FIG 12: Example of activating underutilized parking with pop-up park

5 Improve the District's edges and gateways

Rationale

The City should increase the visibility of the District and improve its appearance. The edges of the District and its main corridors should create a sense of arrival and make a good impression, through public art, signage, and enhanced landscaping.

How - some potential ideas

- Use traffic calming measures on nearby neighborhood streets, such as N. Dorothy Drive, Grove Road, and N. Bowser Road
- Integrate additional landscaping on Apollo Road to act as a buffer for the adjacent neighborhood
- Create attractive portals to the District at intersections with US 75 and rail viaduct
- Create a Corridor Community Design Plan to improve medians and identify unique streetscape design themes along Arapaho Road, Campbell Road, Plano Road, and Collins Boulevard
- Explore the possibility of including the eastern portion of Collins Boulevard and Plano Road into the Tax Increment Financing (TIF) District One – US75/Central Corridor boundary

Who is involved

City/public sector led



Underpass lighting



Traffic calming chicanes



Median landscape

PORTAL & WAYFINDING
ALMA RD UNDERPASS



FIG 13: Example of potential District portal at rail bridge

6 Redesign key streets for better mobility

Rationale

Streets should be designed to support a variety of land uses and users. Many streets have excess capacity; Greenville Avenue for example is designed for 3 times the capacity it needs given current traffic counts. Redesigning these types of key streets to make it easier to get around the District without a car will support greater activity.

How - some potential ideas

Test concepts using temporary traffic controls, signage and paint before developing Capital Improvement Projects and collect data (traffic counts, vehicle delays, collision data, video recordings, etc.) to ensure feasibility of concepts and effects on other roads and regional facilities like US-75.

- Redesign Greenville Avenue to better incorporate the DART station, connect residential uses and Eastside to the station, and provide space for walking and bicycling. *Consider:*
 - *Drop-off lane for station*
 - *Two-way cycletrack*
 - *At-grade pedestrian crossing*
 - *Pedestrian signal*
- Redesign Alma Road with pedestrian and bike facilities. *Consider:*
 - *Buffered bike lanes*
 - *Floating bus bulb*
- Redesign Glenville Drive with pedestrian and bike facilities while continuing to meet the needs of nearby businesses. *Consider:*
 - *Buffered bike lanes*
 - *Two-way cycletrack*
 - *Pedestrian corridor*

Who is involved

City/public sector led



Example of buffered bike lane



Example of pick-up/drop-off zone



Example of enhanced crossing with median refuge



Example of two-way cycletrack



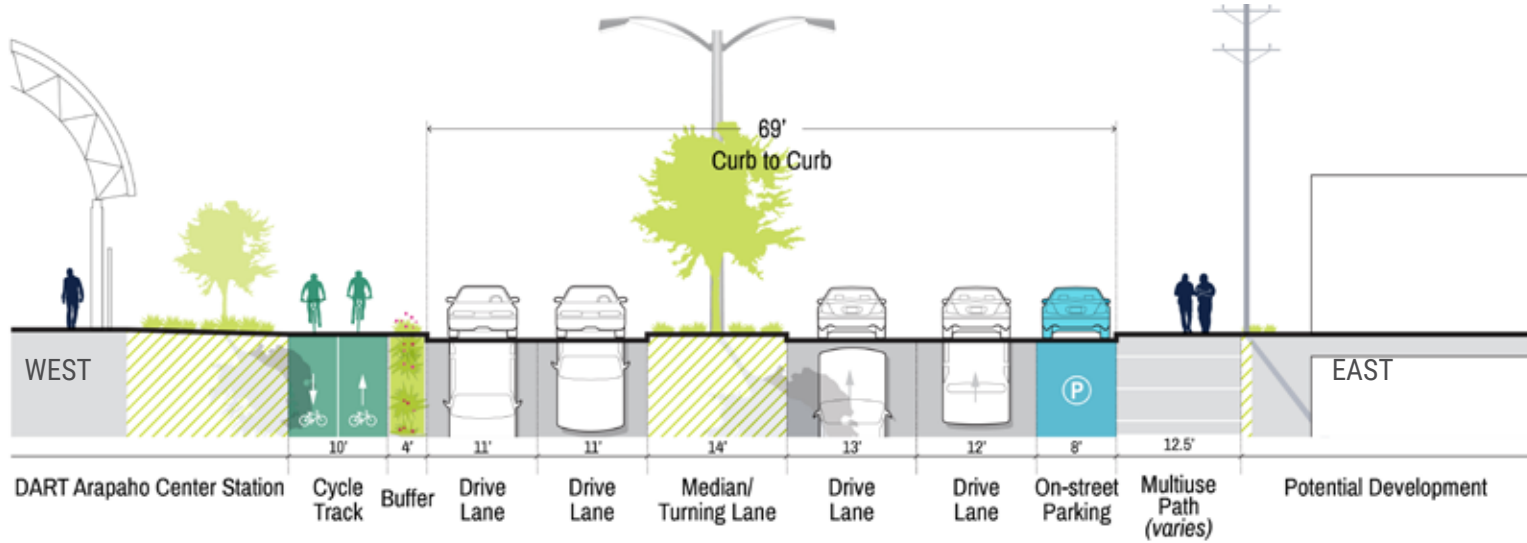
Example of floating bus bulb and bike lane



Example of pedestrian corridor

N Greenville Avenue

POTENTIAL
Option A



POTENTIAL
Option B

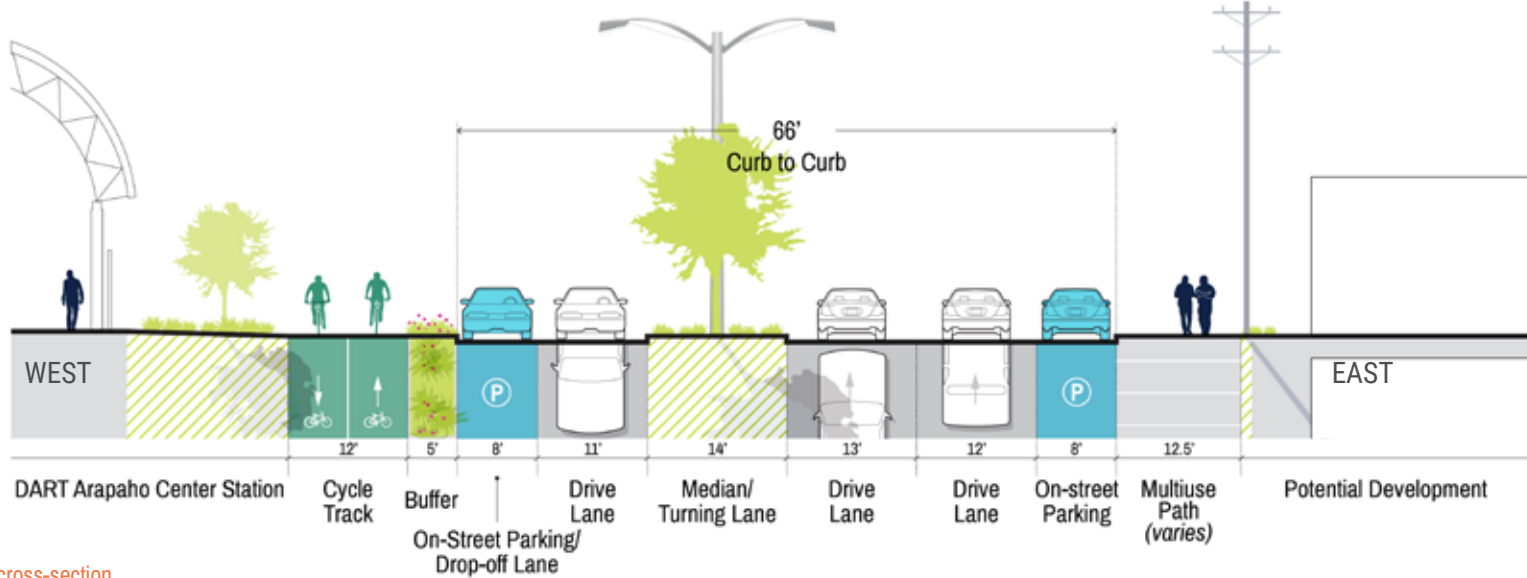


FIG 14: Potential Greenville cross-section



FIG 15: Rendering of potential station area development and Greenville Avenue redesign

Alma Rd

POTENTIAL
Option

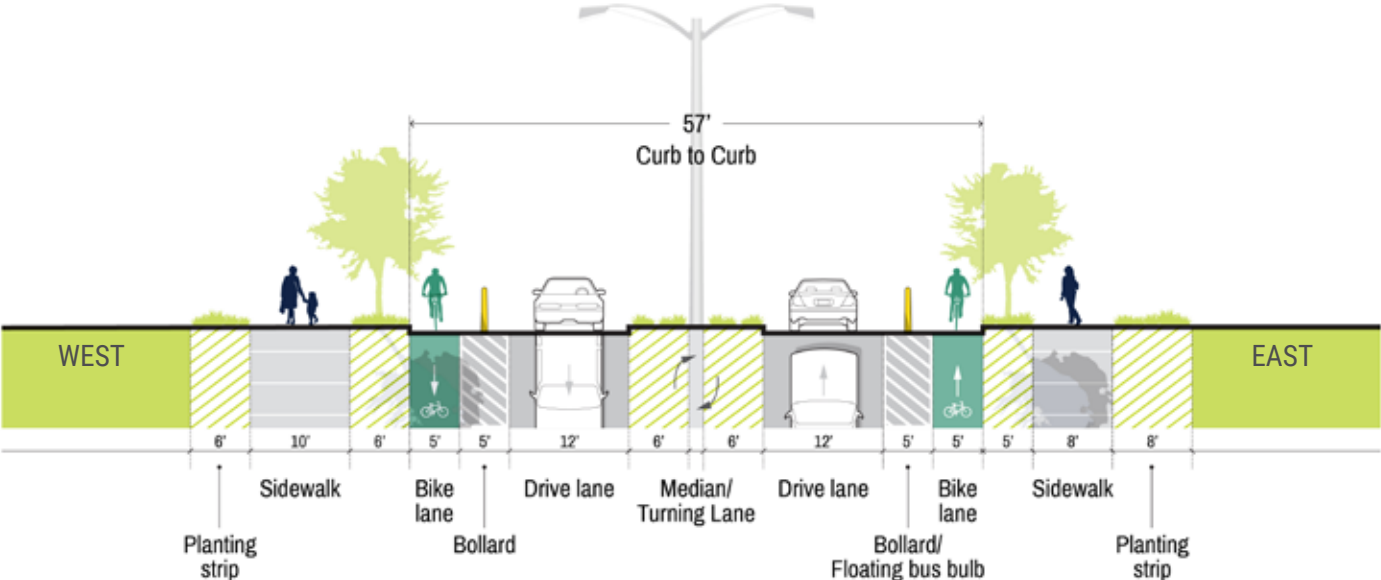
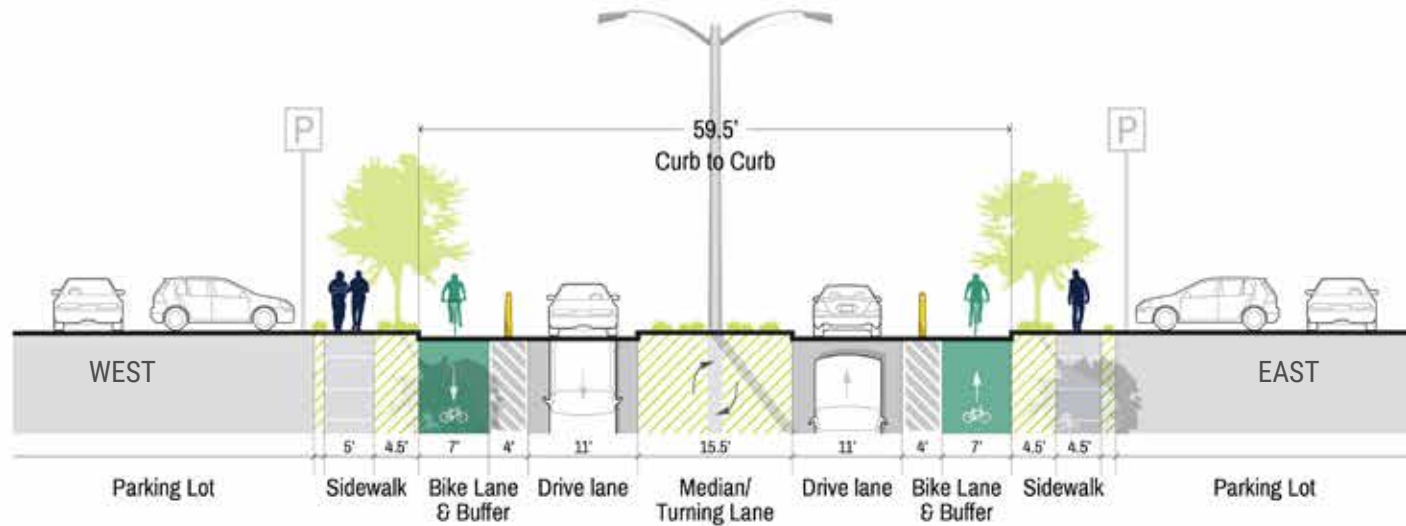


FIG 16: Potential Alma cross-section

N Glenville Dr

POTENTIAL
Option A



POTENTIAL
Option B

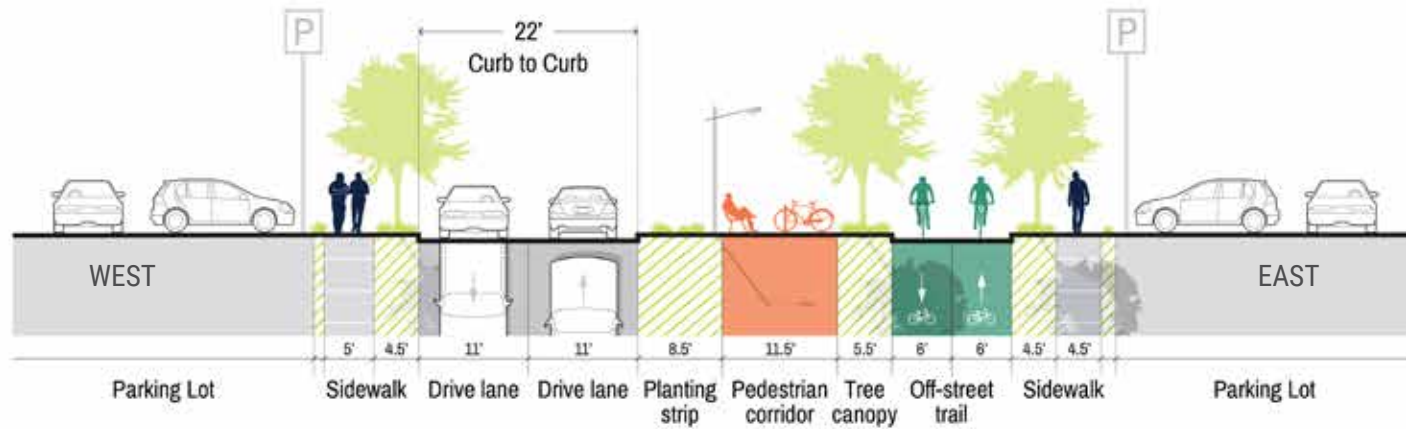


FIG 17: Potential Glenville cross-section

7 Create a shared “innovation space” for new businesses

Rationale

Shared innovation space for Richardson could consist of two separate elements: innovation infrastructure and a physical space that supports a range of businesses, designed to facilitate collaboration and entrepreneurial networking. Other innovation districts across the country often use this kind of space to help stimulate collaboration across businesses, attract new businesses and strengthen partnerships between the city, local institutions, and private businesses. An emerging trend to support innovation is the creation of unique research platforms that are hard to develop by the private sector. Typically, these are unique university research facilities but increasingly communities are designating areas as living test beds and providing the necessary innovative infrastructure.

How - some potential ideas

Living Test Beds for material performance, environmental monitoring, autonomous transportation, etc.

- Partner with strategic business partners to create living laboratories throughout the District where new technology can be tested in real world environments
- Investigate potential embedded sensor approaches and 5G deployment opportunities as elements of the District are reconstructed and improved

Building that includes wet lab space to support biomedical research, clean room capability for precision technology, and air handling for biomedical and materials research. Building design that can accommodate new modular research labs will substantially reduce the risk and cost of this type of building.

- Recruit anchor tenant(s)
- Offer credit guarantees to reduce the risk in developing the space
- Use master leasing to help support new businesses and start-ups
- Offer development grants, or other financial incentives, to help reduce the amount debt required for the project

Who is involved

City/public sector, Chamber/private sector, local institutions, public/private partnership

8 Strengthen partnerships with universities and colleges for programming and marketing

Rationale

UT-Dallas and Richland College are key local drivers of innovation that can seed start-ups and provide training for the workforce in the District. New businesses that emerge from these institutions need to locate and grow in Richardson. This District plays a key role in achieving that goal.

How - some potential ideas

- Work with UT-Dallas on migration programs to keep companies born in Richardson to scale in Richardson
- Work with Richland College to develop training facilities
- Develop partnerships with UT-Southwestern, Southern Methodist University, and Collin College to market the District for new businesses
- Partner with UT-Dallas to strategically deploy Global Environment for Network Innovations (GENI) technology throughout the District to provide a platform for new applications and expansion of Internet of Things (IoT) development

Who is involved

City/public sector, Chamber/private sector, public/private partnership, local institutions



9 Create new open space amenities to attract and retain both new and existing businesses

Rationale

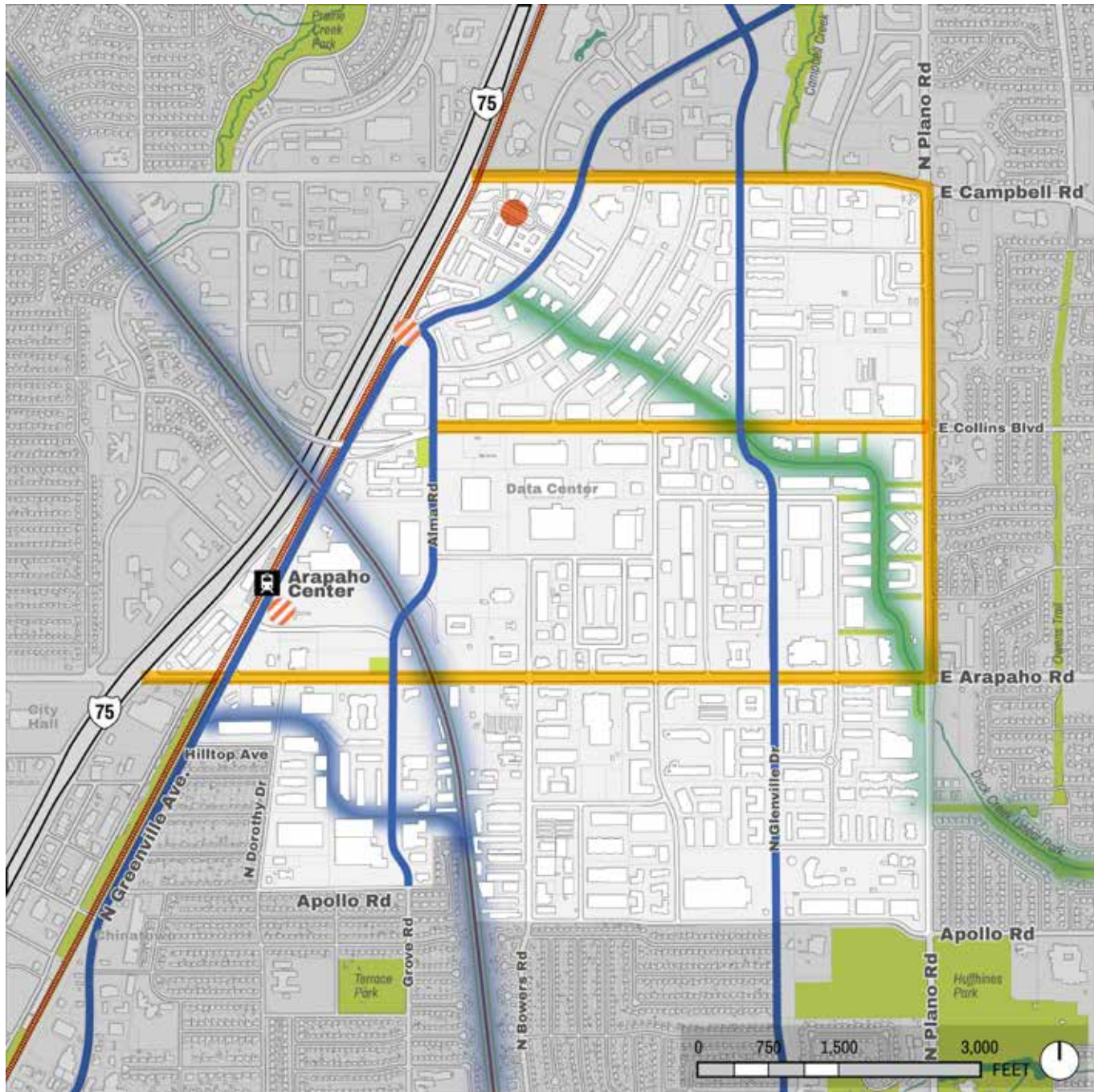
Visibly vibrant open spaces are an essential part of creating a place where people want to work and invest, helping innovation to thrive. While the District currently has little open space, there are several unique opportunities to re-purpose underutilized land and right-of-ways to create open space amenities and connections between the District and surrounding neighborhoods.

How - some potential ideas

- Create an open space amenity along Duck Creek
- Create a new open space in the station area
- Upgrade the abandoned rail line south of Arapaho Road into an open space amenity
- Augment the existing freight rail as a direct connection to UT-Dallas
- Use zoning flexibility to encourage property owners to transform unused parking space into open space amenities

Who is involved

City/public sector led, public/private partnership



Proposed Open Space

- STUDY AREA
- DUCK CREEK
- MEDIANS
- TRAILS
- PLAZA
- PROPOSED PLAZA
- EXISTING OPEN SPACE

FIG 18: Proposed open space map



Example of creek activation



Example of pop-up park



Example of plaza



Example of industrial heritage rail trail

**DUCK CREEK
BETWEEN ARAPAHO & COLLINS**

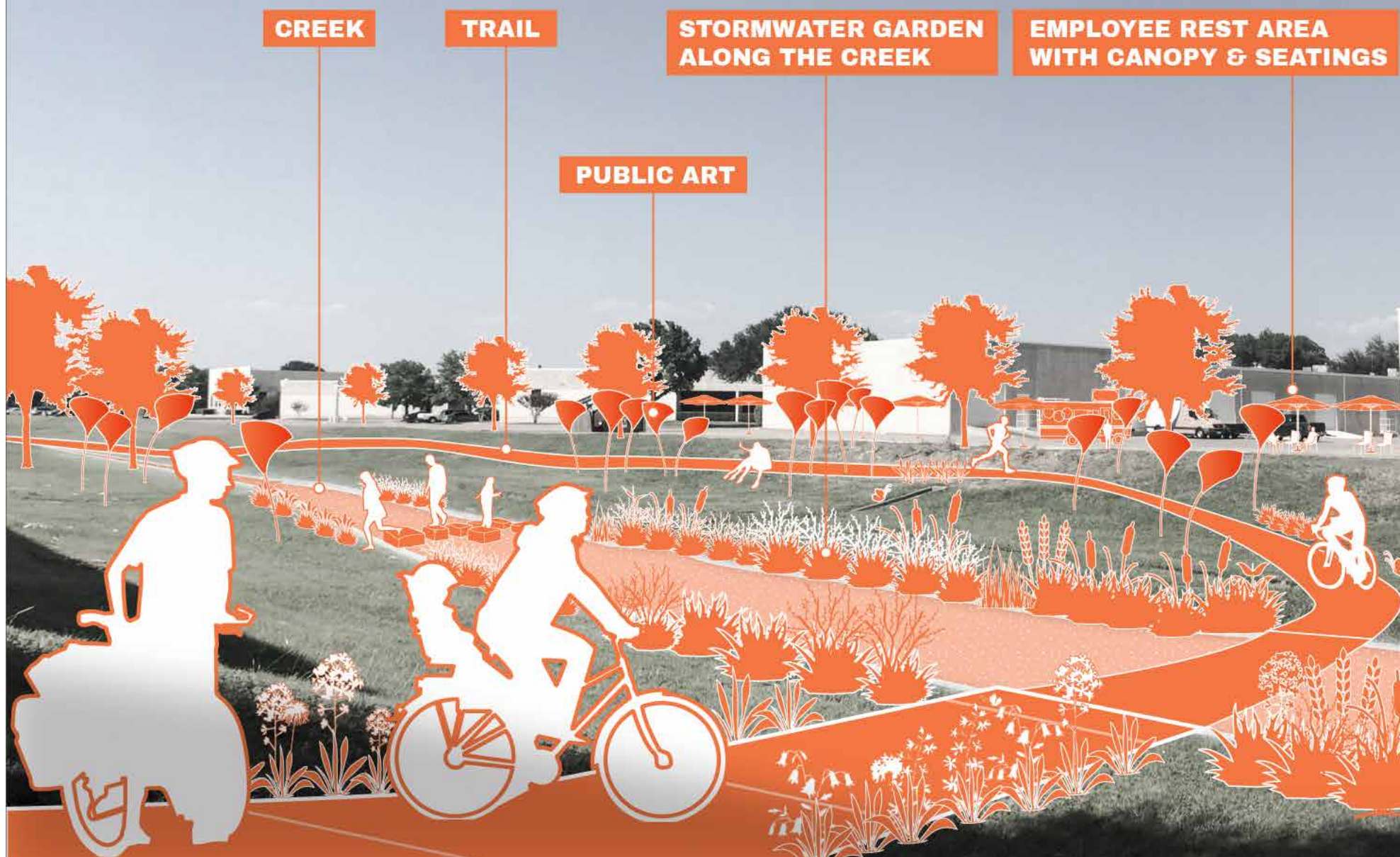


FIG 19: Conceptual example of Duck Creek activation

10 Redevelop key opportunity sites to bring new uses and activities to the District

Rationale

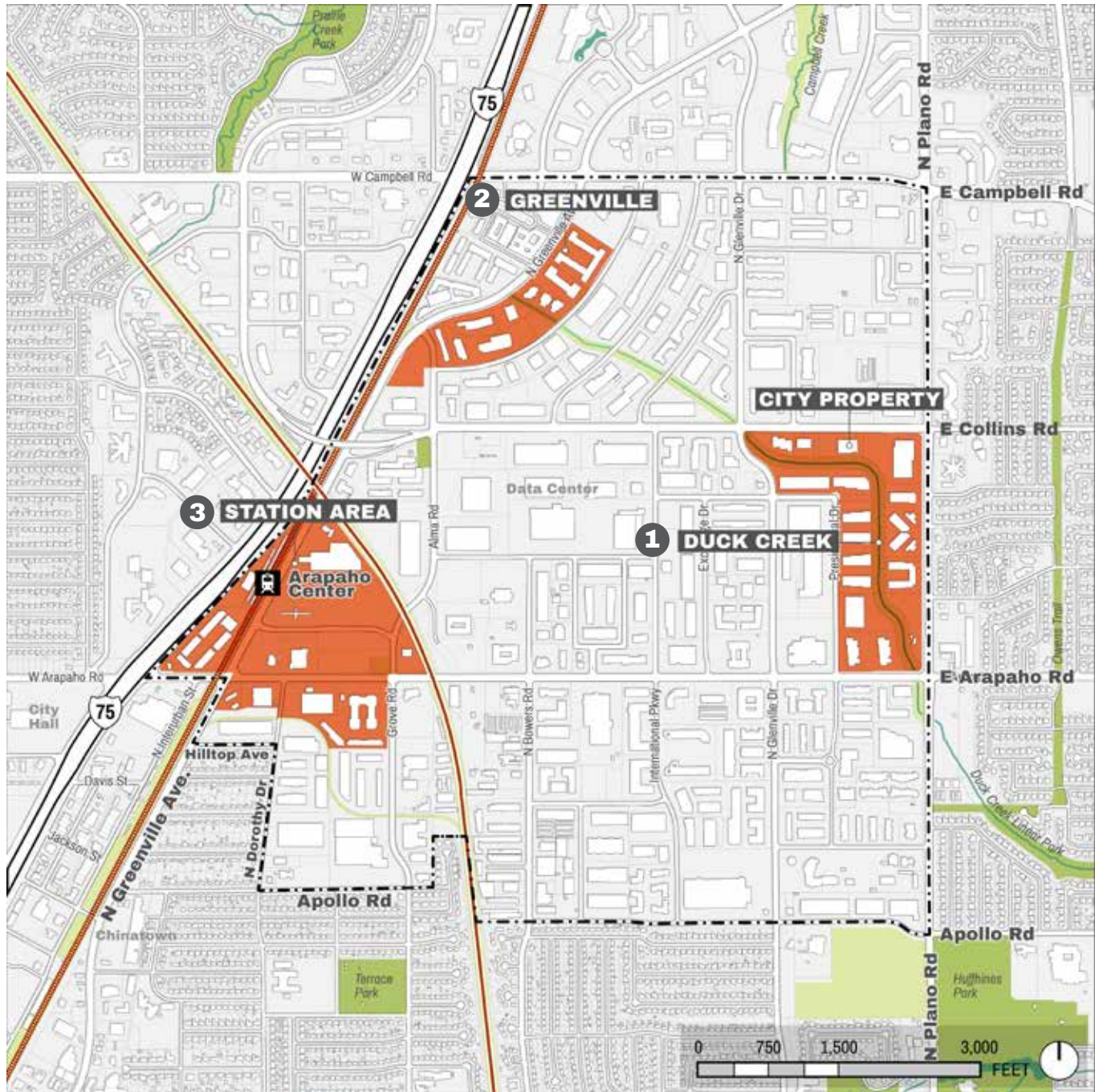
Three sites represent the biggest opportunities to anchor the District and bring more people and diverse activity. Rezoning these sites for a higher density of development and a mix of uses will help the District evolve from an industrial park to an urban mixed-use environment. A robust entitlement process will be necessary to reduce barriers for redevelopment and ready the environment for private sector investment.

How - some potential ideas

- Redevelop Arapaho Center Station area as a walkable mixed-use front door to the District; a form-based code is one effective tool to ensure walkability
- Encourage quality residential development along Greenville Avenue, giving special attention to building form, diversity of housing types, and open space amenities along Duck Creek
- Consider upzoning on properties adjacent to Duck Creek to encourage trail-oriented development, including:
 - *Change building height limits, Floor to Area Ratio (FAR) standards, and building setbacks*
 - *Adjust parking requirements*
 - *Allow a mix of commercial (office, retail) and industrial uses*

Who is involved

City/public sector, Chamber/private sector, public/private partnership



Key Opportunity Sites



-  STUDY AREA
-  KEY OPPORTUNITY SITES

FIG 20: Key opportunity sites map

1 DUCK CREEK ACTIVATION

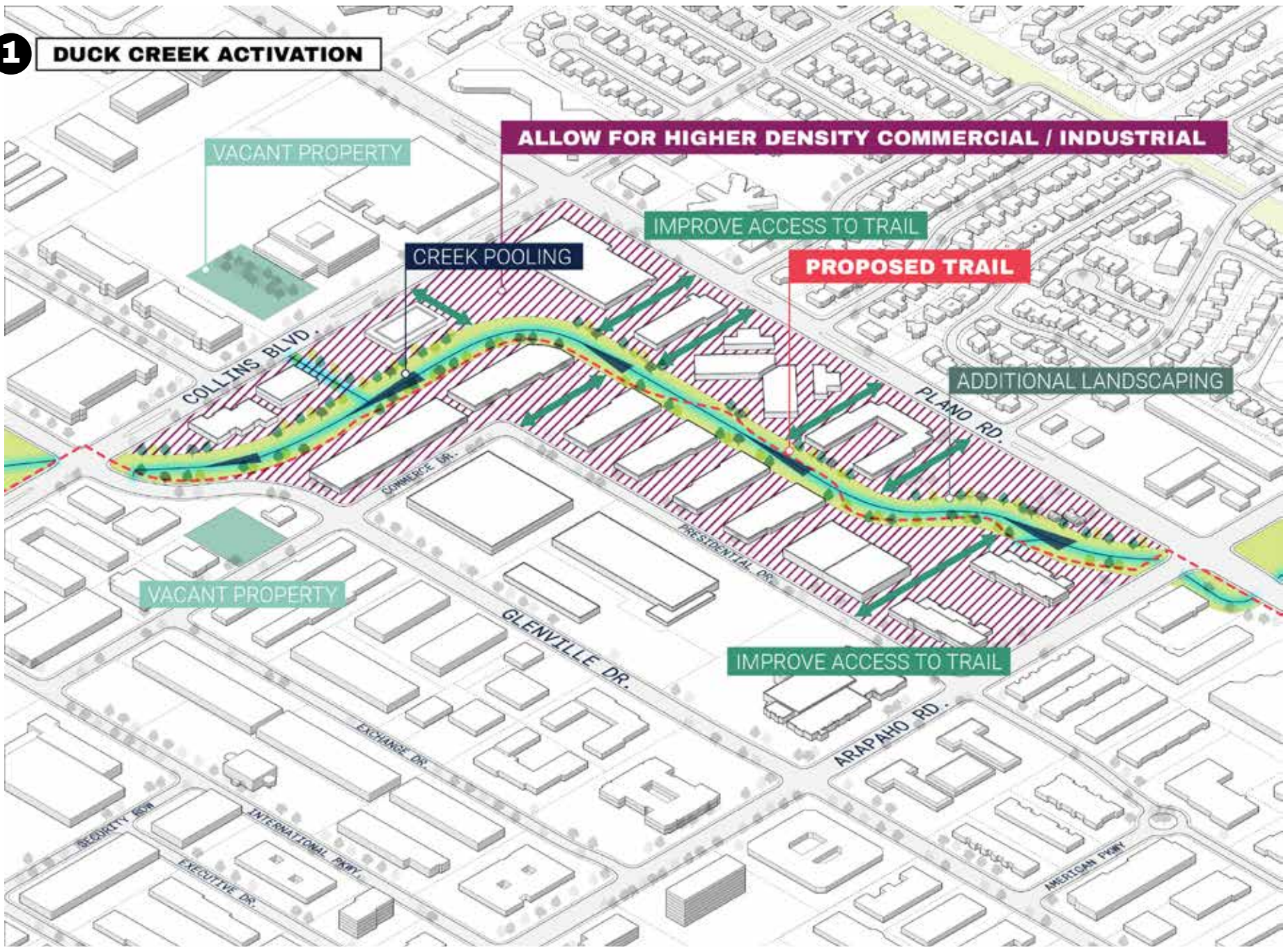
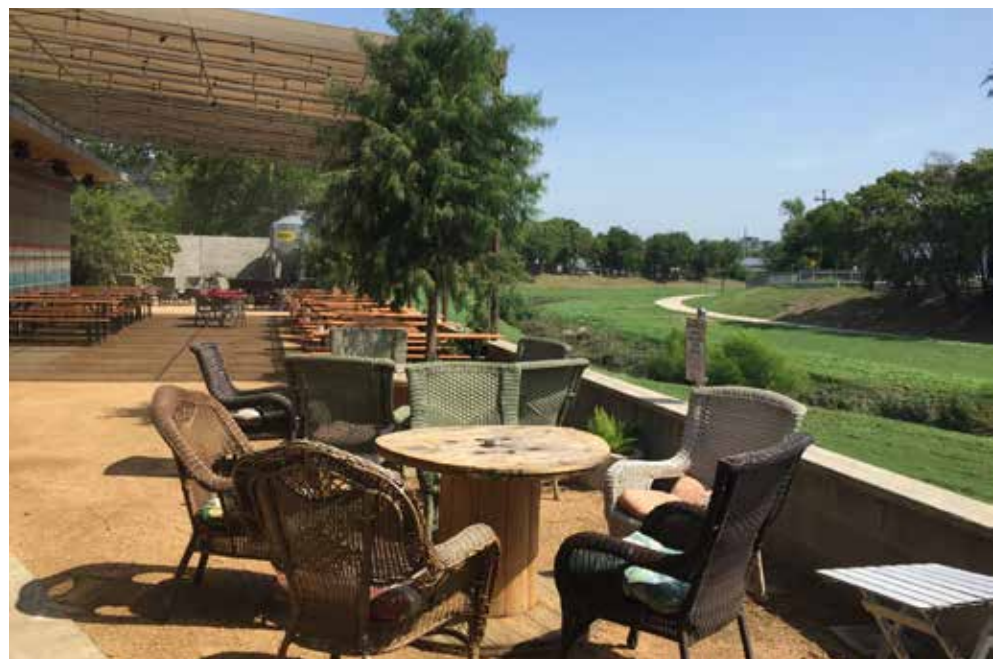
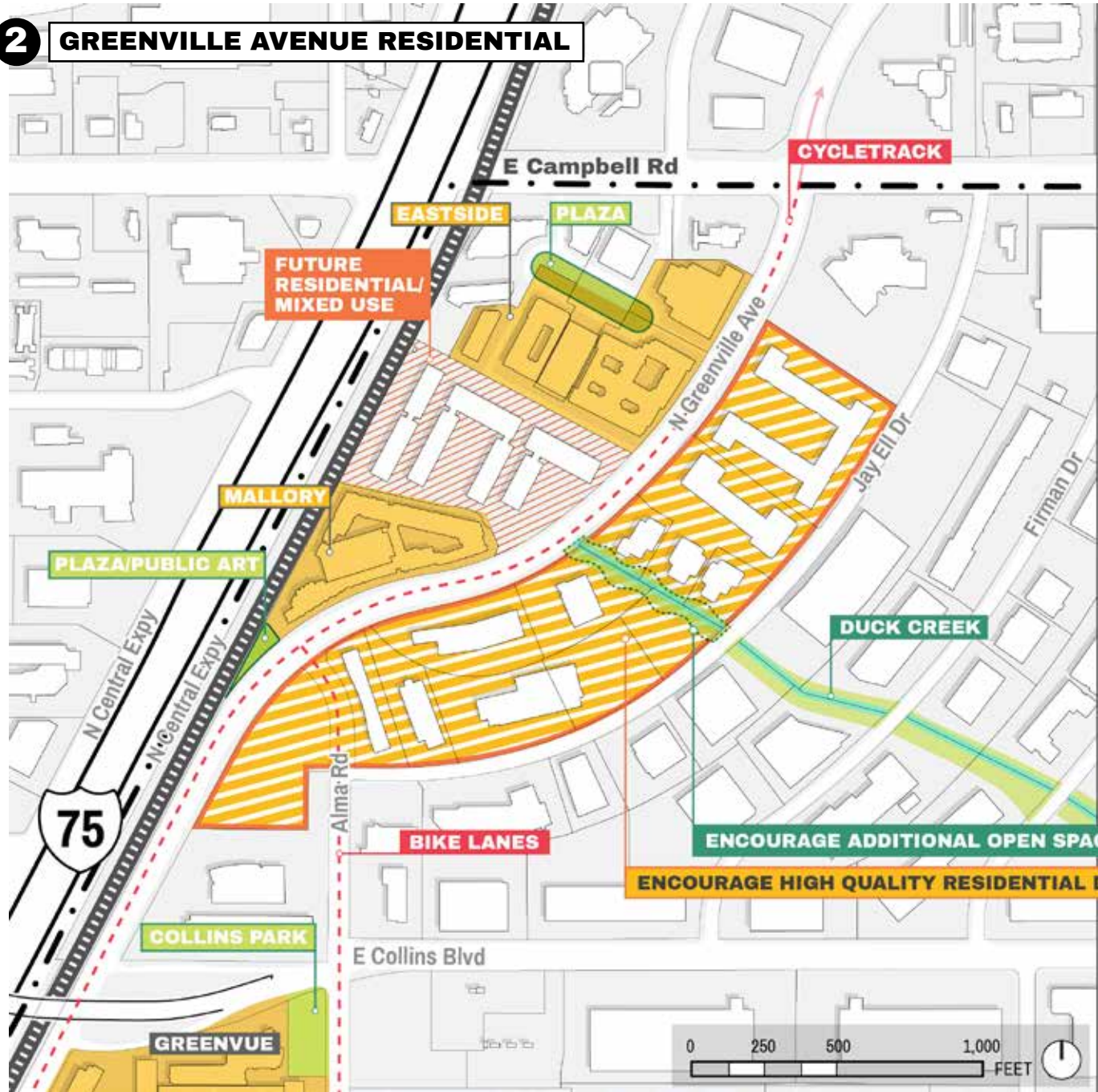


FIG 21: Diagram of potential activation measures along Duck Creek



Examples of higher density industrial and commercial buildings, such as industrial-office hybrid buildings (above left), a mix of uses and buildings oriented to open space (top and above right).

2 GREENVILLE AVENUE RESIDENTIAL



Greenville Avenue Residential

Source: City of Richardson

- STUDY AREA
- OPEN SPACE
- WATER
- DART RAIL SYSTEM



FIG 22: Greenville Avenue residential map



Examples of housing typologies oriented around courtyards and public green space



3 FULL REDEVELOPMENT SCENARIO - STATION AREA - PUBLIC REALM PROGRAM

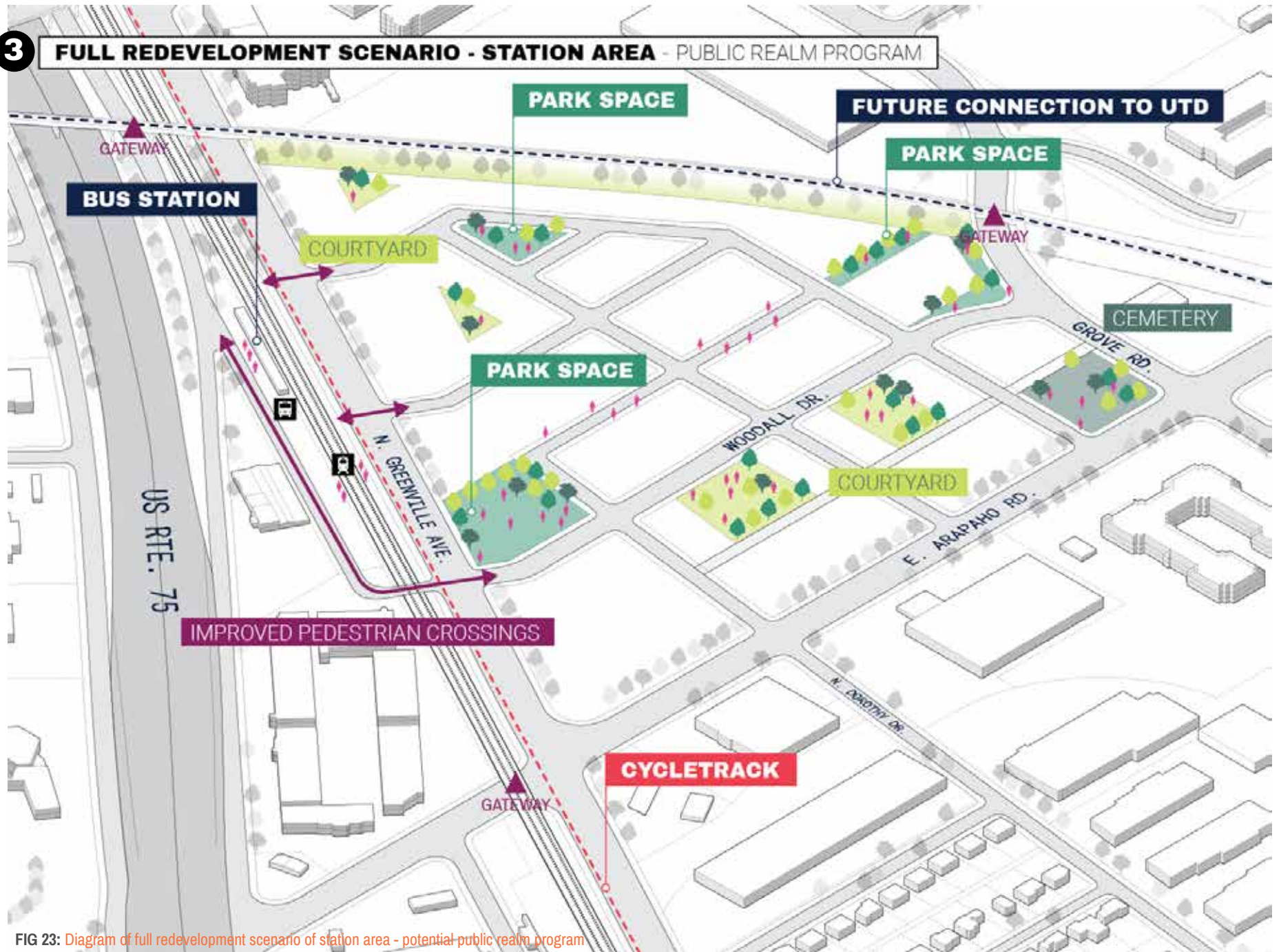


FIG 23: Diagram of full redevelopment scenario of station area - potential public realm program

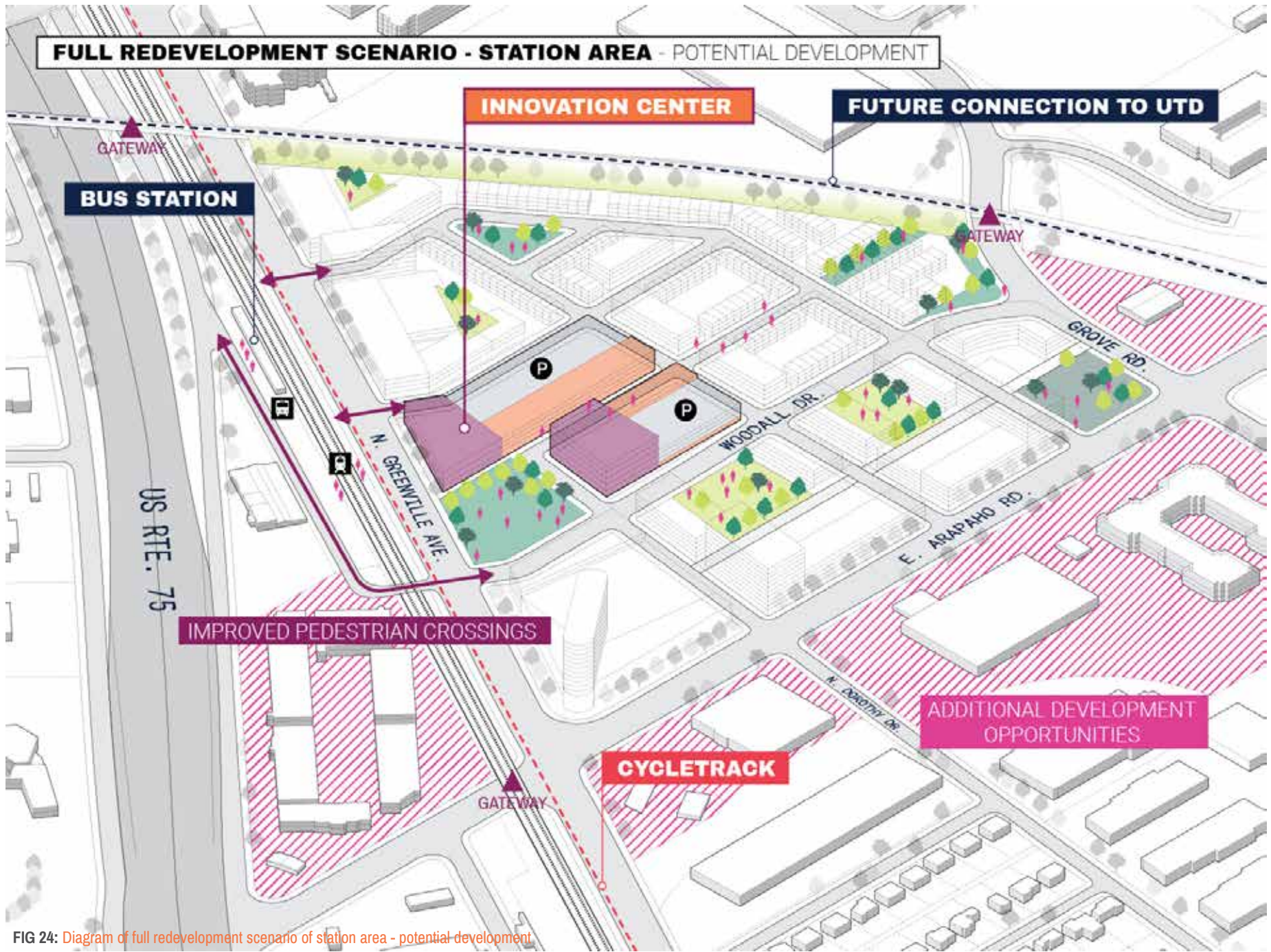
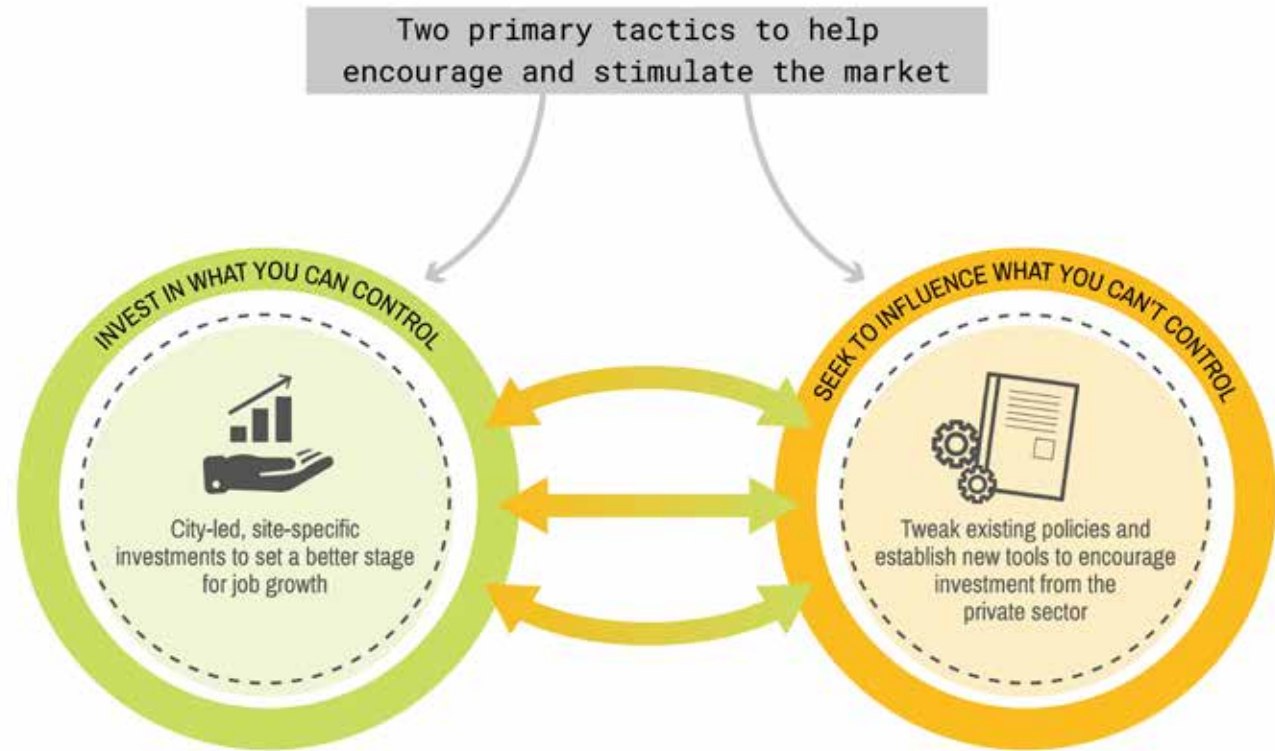


FIG 24: Diagram of full redevelopment scenario of station area - potential development



Moving Forward

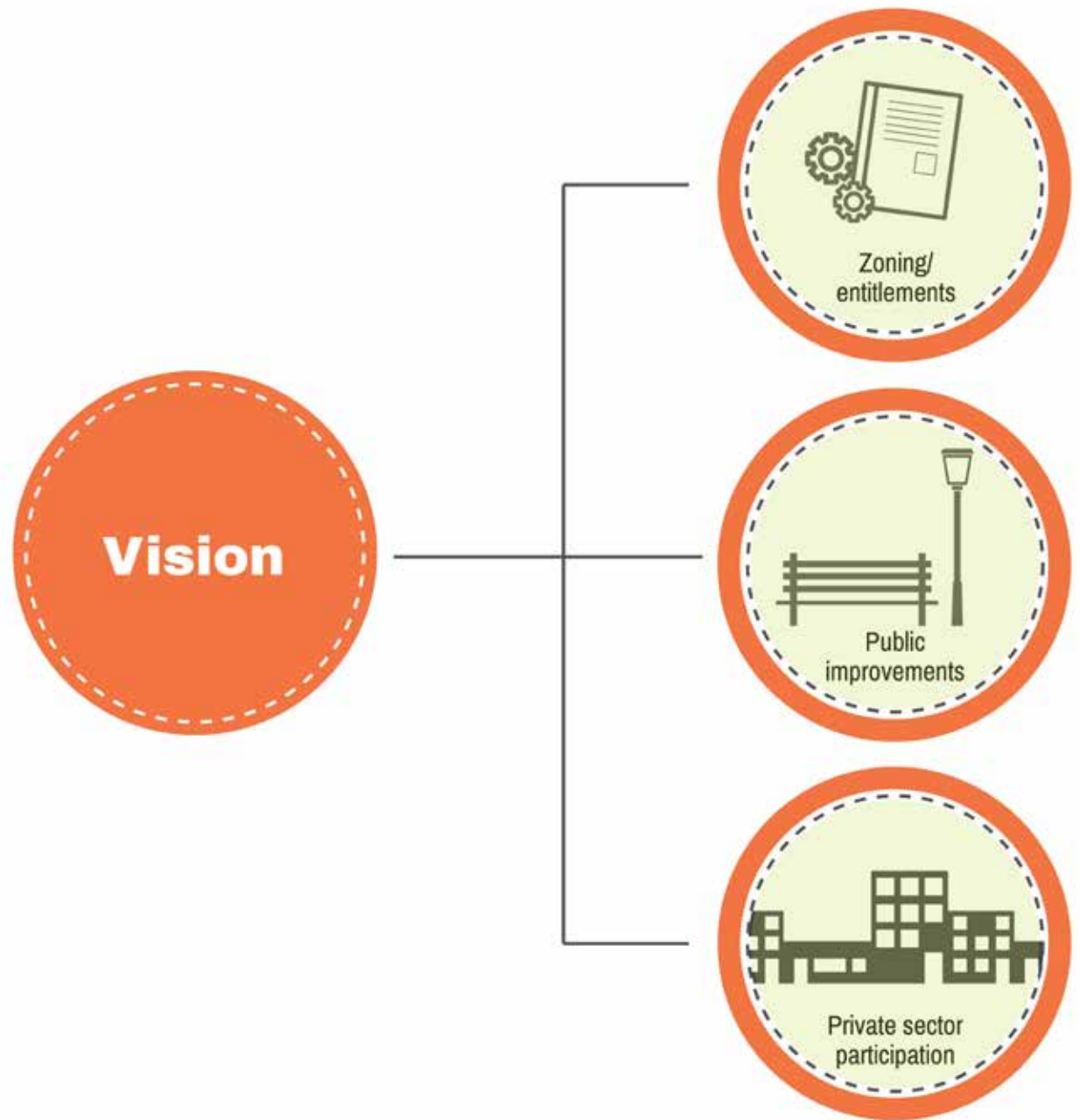
This document sets forth the vision for the Collins-Arapaho District and offers options for implementation. The next steps will be to further refine the strategies by choosing which potential actions make the most sense to pursue and elaborate. While the redevelopment of the Arapaho Center Station area is a key opportunity in the transformation of the District, it is also a complex process involving many moving parts, including many partners and the real estate market. The City of Richardson and Chamber of Commerce can be working on various strategies, some sequentially and others concurrently, to advance the vision and ensure that progress is being made on various fronts regardless of external circumstances.



Next steps for 2019

Moving forward, the vision will guide and inform future initiatives such as zoning entitlements, public improvements, and private sector participation. As part of this process, continued outreach with stakeholders and potential partners will be important to continue the momentum of 2018 efforts into 2019. The following are key tasks for 2019:

- Refine strategies and options for implementation by working with the Richardson Chamber of Commerce
- Continue building awareness of the District vision by meeting with interested stakeholders
- Continue discussions with institutional partners, including UT-Dallas, Richland College, DART, and the Richardson Chamber of Commerce
- Provide assistance to businesses and property owners who have interest in upgrading buildings within the District
- Begin entitlement process to reduce barriers for redevelopment and encourage investment from the private sector





DFW

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DART

