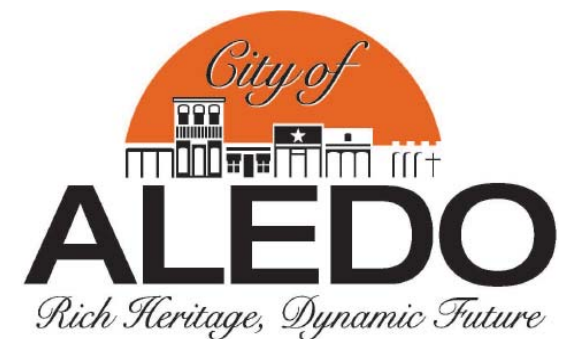




# City of Aledo Strategic Plan

*Creating Aledo's Future*



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## Acknowledgement

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### Mayor and City Council

**Kit Marshall**  
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**Jean Bailey**  
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**Bill R. McLeRoy**  
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**Randy Watkins**  
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### Stakeholders

**Citizens of Aledo**

**Aledo Independent School District**

**City of Aledo Businesses and Churches**

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## Executive Summary

In September of 2009, the Aledo Economic Development Corporation (AEDC) sent out a request for proposal to help select a consulting firm to guide and conduct a strategic planning process for the City of Aledo. Strategic Planning was identified as the most pressing need during a 2009 Needs Assessment conducted by the City of Aledo and the AEDC. The AEDC selected the planning, architectural and engineering firm Freese and Nichols, Inc. to develop plans, programs and activities to achieve the following results:

- Reinforce Aledo citizens' strong sense of community
- Preserve and perpetuate Aledo's distinct historic character
- Leverage educational excellence in the context of a healthy lifestyle and a higher quality of life
- Involve the business community in the attraction and retention of quality developments and investments
- Optimize the uses of limited land and natural resources.

This Strategic Plan provides a process and a planning tool to stimulate economic development, manage growth in an orderly fashion, promote Aledo's character, preserve Aledo's past and guide development of the physical environment. It provides citizens, City staff, elected officials and developers a clear guide to make informed decisions. It creates a vision of what the community will become and is a public policy action plan for both short-term and long-term strategies. The City and its elected officials are stewards of the plan, and should regularly refer to for guidance.

The strategic planning process was conducted in three phases: Community Involvement and Visioning, Analysis, and Recommendation phases. During the Community Involvement and Visioning phase, the planning team compiled data to provide essential baseline information. The planning process engaged the public and major stakeholders to build consensus on opportunities and constraints for Aledo. Building on public insight and issue identification, the vision statement and

goals were formed. The Analysis phase prepared specific strategies to help reach goals and which were refined during further public input. The information gathered during the Analysis phase was used to develop solutions during the Recommendation phase. A preliminary Strategic Plan draft was presented to the city and AEDC for review and comments. After further collaboration, this final Strategic Plan was presented for Aledo City Council adoption.

The Strategic Plan contains a vision statement, goals and strategies, and an implementation guide. The implementation guide provides a more specific plan of action in the form of a matrix of goals, strategies, partners, timeline and potential resources.



***"Leadership is the capacity to translate vision into reality."***

**-Warren G. Bennis**

## VISION

## GOALS

## STRATEGIES

### Vision Statement:

*"Aledo is a community with a rich heritage and dynamic future. We will continue to be recognized as a community of excellence with solid family values, high-quality schools, a business-friendly atmosphere, and strong sense of community that envisions sustainable growth, increases quality of life, and ensures a growing and vibrant local economy."*

## Goals and Strategies:

### Transportation

- Provide mobility with a safe and efficient vehicular transportation system.
- Provide a network of multi-modal transportation options.

### Economic Development

- Make the City's sales tax revenue equal the City's property tax revenue.
- Position Aledo to be competitive in attracting new businesses, new investments and quality developments.
- Optimize the use of limited land.

### Downtown

- Enhance downtown's character and functionality.
- Make downtown a destination with community gathering spaces.
- Increase business development in downtown.

### Housing and Neighborhoods

- Create great neighborhoods that foster family and community.
- Provide opportunities for additional housing developments.

### Parks and Recreation

- Provide a variety of recreational opportunities for all ages and user groups.

### Community Identity and Aesthetics

- Enhance Aledo's identifiable image and increase community aesthetics.
- Attract new and return visitors by promoting Aledo.

### Quality of Life

- Ensure the infrastructure needs of existing and future residents and businesses are met.
- Foster a positive, ongoing relationship with public entities, neighboring cities, the school district and private entities.



## Vision Statement, 2010

***“Aledo is a community with a rich heritage and dynamic future. We will continue to be recognized as a community of excellence with solid family values, high-quality schools, a business-friendly atmosphere, and strong sense of community that envisions sustainable growth, increases quality of life, and ensures a growing and vibrant local economy.”***

Identifying and establishing a community vision is an important step in guiding future decisions. Aledo’s visions statement is a synthesis of critical themes provided by citizens and ideas identified during the Strategic Plan Focus Group meeting and answers questions about who we are, what we value and what we envision for the future. The vision statement has been used to guide the establishment of strategic plan goals and as a basis for determining strategies and implementation plans.



## Goals and Strategies

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## Goals and Strategies

In order to make the vision statement a reality, Aledo set goals to guide and reach the community's vision and strategies to reach those goals through measurable action items.

## Transportation

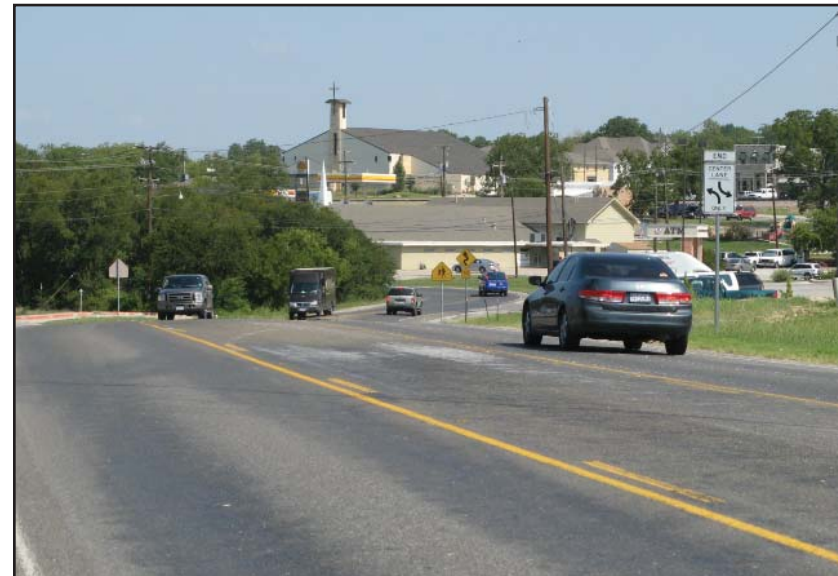
**Goal: Provide mobility with a safe and efficient vehicular transportation system.**

### Strategies:

- Update the road network plan found on the existing Future Land Use Plan or create a new Master Transportation Plan. A transportation plan is needed to address mobility at a city-wide level. Having a clearly stated transportation plan will aid in identifying future projects and create better funding opportunities associated with bond programs and grants. An updated road network plan for the revised Future Land Use Plan or a new Master Transportation Plan should:
  - Identify functional street classification from thoroughfares to collectors. The updated Plan should clearly illustrate existing roadways versus proposed roadways.
  - Update the downtown area to include the proposed couplet.
  - Limit crossing of floodplains and extensive roadway lengths within floodplains.
  - Reroute roads that currently are shown to bisect known subdivisions.
  - Identify a north-to-south major roadway west of FM 1187 to better serve the western portions of the City and ETJ. While funneling traffic to downtown is important, a downtown couplet is not the solution for the entire roadway network. Downtown will continue to have high traffic counts due to FM 1187, surrounding residential and existing schools. Also, a north-to-south route should be identified prior to any future

master planned development for Right-of-Way dedication purposes and to prevent future circulation and development issues.

- Identify a location for a grade separated railroad crossing for north-to-south traffic.
- Consider regional connectivity.
- Address future roadway connections to the proposed outer loop. Identify major roadway connections to downtown from the proposed outer loop.
- Coordinate with Parker County transportation plan prepared by NCTCOG.
- Coordinate with future development plans associated with large master planned ranches in the City and surrounding area.
- Develop a transportation capital improvement priority list.



FM 1187 south of downtown.



*For increased pedestrian safety downtown, add a fence along the active rail line.*

- Widen FM 1187 from I-20 to downtown. The new roadway section should include four lanes divided with new turn lanes, a median for access management, shared driveways, sidewalks, potential bike lanes and new signals. (Included in current Parker County Transportation Bond Program)
- Widen FM 1187 from downtown to FM 5, providing intersection enhancements to improve traffic flow and increase safety. This roadway project should include an intersection and turn lane study at FM 1187 and FM 5.
- Build a one-way couplet in downtown to relieve traffic congestion. The new couplet should be coordinated with Union Pacific Railroad and TxDOT. It should include a new railroad crossing and should plan for future pedestrian circulation and streetscape enhancements. (Included in current Parker County Transportation Bond Program)

- Provide street lighting along Champions Drive, Bailey Ranch Road, FM 1187 and any future major roadways.
- Work with North Central Texas Council of Government (NCTCOG) and the County to ensure regional issues are being addressed with City input. The City should consistently work with Parker County and NCTCOG in order to have Aledo's best interest considered on issues such as bond programs and the proposed outer loop.
- Pursue grants and TxDOT funding for transportation improvements.
- Look for public/private partnerships to help in receiving sustainable development funding.

### ***Goal: Provide a network of multi-modal transportation options.***

#### **Strategies:**

- Create a Master Trails Plan. The Master Trails document may be part of a Parks Master Plan and should:
  - Include a public process in its development in order to be eligible for NCTCOG and Texas Parks and Wildlife Department (TPWD) funding.
  - Update and further study the trail connections identified on the existing Future Land Use Plan.
  - Identify trail types including major pedestrian routes, greenbelt trails and multi-purpose trails.
  - Connect residential neighborhoods to surrounding schools, downtown, parks and major retail areas.
  - Take advantage of the floodplain area in providing connections.
  - Identify major pedestrian routes through downtown.
  - Include a development plan in order to implement the new projects.
  - Incorporate future NCTCOG regional bike trails.
- Link multiple user groups to all portions of the community.
- Update the Future Land Use Plan to identify a commuter rail station location in southeast downtown.

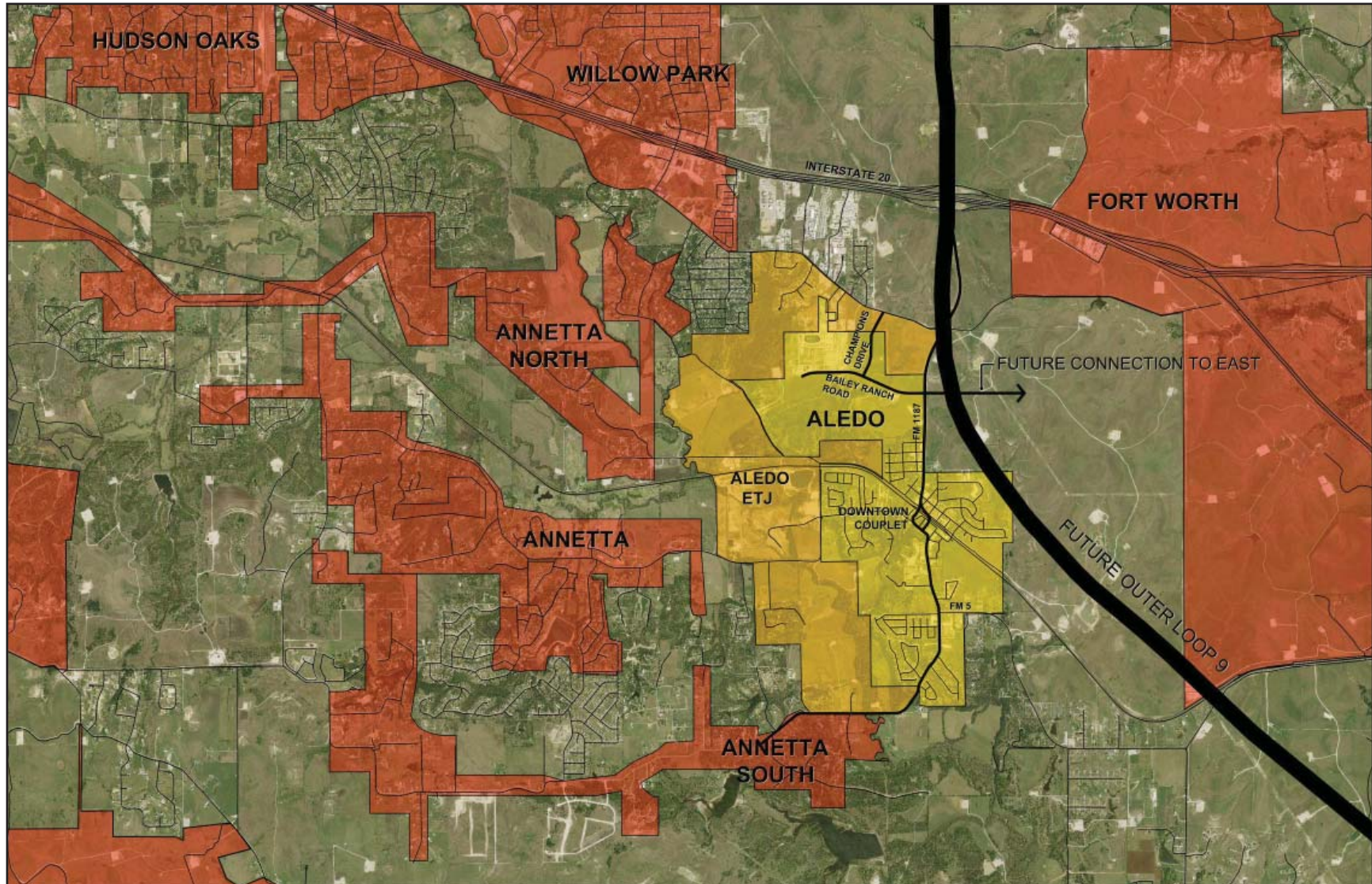
- Provide a fence along the railroad track through downtown to discourage unsafe pedestrian crossings. (Included in Parker County Transportation Bond Program)
- Reserve land for a Transit Oriented Development (TOD) and rail station.
- Identify and pursue all potential funding sources and implement an aggressive grant writing plan.
  - Use the existing Safe Routes to School plan to annually pursue TxDOT Safe Routes to Schools funding.
  - Pursue TxDOT Enhancement Program, other TxDOT/HUD funding, or other funding programs for pedestrian and bicycle facilities and beautification.
  - Pursue TPWD grant funding. These grants may provide for trails and pedestrian circulation in conjunction with a new Master Trails plan, map or report.
  - Partner with Texas Local Option Transportation Act, NCTCOG and The T to advocate a commuter rail station for Aledo. Consistently be aware of future commuter rail plans to ensure Aledo is considered for a commuter rail station. Attend NCTCOG meetings and have plans in place that indicate a commuter rail station in downtown and TOD around the station which a walkable downtown would accommodate. Leverage Aledo's historic past with rail lines, proximity of intersection of rail line, the future outer loop proposals, and emphasize that Aledo is a logical stop between Weatherford and Fort Worth.
- Promote a bicycle community.
  - Develop a Bike Route plan to identify bike routes through Aledo in order to pursue NCTCOG partnerships and funding.
  - Consider restrooms and parking facilities to encourage cyclists to shop or eat.
  - Explore hosting additional annual cycling events to bring additional visitors.



*A Master Trails Plan should identify major pedestrian routes.*



## Regional Map



## Economic Development

**Goal: Make the City's sales tax revenue equal the City's property tax revenue.**

### Strategies:

- Develop a commercial/retail business strategy. The program should be based on a Leakage and Surplus Analysis and demographics, income and education attainment levels. The program should identify further target industries. Business recruitment should target high tax generators that offer the best use of limited commercial space.
- Increase commercial lease space.
- Provide City services to future commercial developments in the City's Extraterritorial Jurisdiction (ETJ) only if an annexation agreement is reached. Because Aledo is a general law city, it cannot annex property without the owner's agreement.
- Ensure new businesses are compatible with and complementary to residential neighborhoods.
- Encourage residents who live around Aledo to shop, eat, play and do business within Aledo. Attract businesses that will draw to people to Aledo.
- Capitalize on groups that currently visit Aledo. Offer services or events targeted at community user groups that currently travel through the City. Such services could include restaurants for visiting sports fans and amenities for cyclists.
- Attract weekday and daytime visitors. Target those individuals who will use services and shop during non-peak shopping times. Encourage local businesses to offer services during early hours or on Sunday.
- Consider recruiting a small grocery store.
- Target businesses for downtown that support a small-town image. Examples include locally owned businesses, professional offices, boutique-style retail, restaurants, specialty shops and bed-and-breakfasts.
- Be selective on commercial and industrial uses that will be better served along major roadways and freeway frontage. With limited land, smaller, speciality stores and restaurants are more appropriate for downtown.
- Target franchised businesses. Quality franchise operations can provide management, marketing and sourcing skills. Franchise operations have become successful for communities that have developed special incentives to encourage local citizens to operate businesses targeted at community needs.
- Support non-residential developments along FM 1187, north and south of downtown to encourage new businesses. As new development occurs, consider pedestrian-friendly sidewalks and vehicular access management such as curbs and shared driveways.
- Provide a non-residential development at the intersection of FM 1187 and Bailey Ranch Road. This area may be the last non-residential node left in the current city limits. Its future development holds opportunity to serve as a gateway or link to residential developments west of FM 1187.



Existing businesses along FM 1187



***Goal: Position Aledo to be competitive in attracting new businesses, new investments and quality developments.***

**Strategies:**

- Create incentive programs that target specific types of retail and commercial businesses within desired areas of the city.
- Develop a catalyst incentive policy. Target a specific key business or restaurant to serve as a catalyst project to capture sales leakage and to spawn new developments.
- Create marketing materials designed to promote Aledo in the business community. The materials should be easily available to potential investors, developers, realtors and future business owners. Work with commercial property owners to promote individual tracts. The marketing materials should include:
  - Description of Aledo
  - Description of the downtown vision
  - Demographics based on the latest census data
  - Trade area segmentation
  - Description of the incentive package and resources
  - Traffic counts
  - Available properties
  - Description of existing businesses and potential goods and services needed
- Streamline the development process. Create a simple and consistent process for developers and entrepreneurs.
- As Aledo's population grows, add to the planning staff or consider outsourcing to obtain experienced consultants to help regulate planning and development. The new staff or consultants should aid in the oversight of land use and development policies, aid capital improvement projects and implement applicable Aledo Strategic Plan strategies while facilitating the development process.
- Set aside financial resources for matching funds. Much of the strategic plan funding includes state and federal grants, which require local matching funds to participate.

- Aggressively pursue grants. Annually, Aledo should be involved with grant writing on state and federal levels.
- Position AEDC to serve as lead on business recruitment and retention.



## ***Goal: Optimize the use of limited land.***

### **Strategies:**

- Update the Future Land Use Plan. In conjunction with other goals and strategies found throughout the Strategic Plan, the updated Future Land Use Plan should involve the following:
  - Provide opportunities for economic development.
  - Be selective in land use designation and location by ensuring the highest and best uses of limited developable lands.
  - Provide more appropriate land use patterns by creating nodes of denser development with compatible land uses adjacent to one another.
  - Preserve an area southeast of downtown for a TOD and identify a commuter rail station location.
  - Provide more opportunities for housing product types and ranges of housing densities.
  - Provide additional housing density in and near downtown, ranging from small, single-family lots to multi-unit structures. People within walking distance will help to support the downtown businesses.
  - Reduce commercial land use areas spread out along corridors.
  - Concentrate commercial and retail uses in nodes to create critical mass and better align with population capacities.
    - a. Create commercial nodes located at FM 1187 and Bailey Ranch Road, downtown, and at the intersection of FM 1187 and FM 5. In addition, potentially identify a fourth commercial node at the intersection of future major roadways located in the western ETJ.
    - b. Discourage linear patterns of commercial uses along future roadways or in inaccessible areas adjacent to the rail corridor.
  - Limit industrial uses, especially across from the new Aledo High School.
  - Protect large areas of open space and better identify park and recreational uses.
- Elect home rule status once the population exceeds 5,000. Upon election, develop an annexation master plan and strategies in coordination with city services and economic development.
- Pursue an annexation agreement upon future development with the property owner(s) for the lands along FM 1187, north of the current city limit all the way to the ETJ boundary.
- Review the subdivision ordinance to ensure it meets the Strategic Plan's vision, goals and strategies. Amend the subdivision ordinance as recommended by the study.
- Review the zoning ordinance to ensure it meets the Strategic Plan's vision, goals and strategies. Amend the zoning ordinance as recommended by the study.

## Downtown

### ***Goal: Enhance downtown's character and functionality.***

#### **Strategies:**

- Revise the Downtown Business Zoning District design standards or create an overlay zoning district. The Downtown Business District zoning effectively allows for base land uses, but will benefit from additional regulations.
  - Regulate Downtown Business District further in these areas:
    - a. Architectural style, design and forms
    - b. Material standards
    - c. Sign standards
    - d. Landscape standards
    - e. Sidewalks, pedestrian routes and public realm
    - f. Front yard requirements, build-to-lines and setbacks
    - g. Site furnishings
    - h. Historic preservation
  - Revise the Downtown Business District's allowable land uses found in Section 22 of the Zoning Ordinance. Due to the valuable and limited land for commercial uses within Aledo, it is suggested that the following uses be deleted from the Allowable Use Chart within the Downtown Business District area:
    - a. Continuing care facilities
    - b. Rehabilitation care facilities
    - c. Rehabilitation care institutions
    - d. Gas and oil wells
- Renovate the historic depot as a museum and community event space. The train depot could serve as an amenity to a public space, potentially located at a downtown park or as a feature in a future commuter rail station. Provide signage with historic photographs and description of the history, and significant people. The depot could also be used as rental space for events.

- Develop a facade enhancement and historic preservation/restoration program. This would encourage non-historic existing structures in the downtown area to renovate existing facades to reflect a historic image. The new program should also provide funding or incentives for restoration of historic downtown buildings by identify and pursuing Texas Downtown Association programs and grants.
- Ensure no structures are removed from downtown without the approval of the Downtown Business District Committee.
- Develop an Aledo historic organization. The organization should discover, collect and preserve data, records and items relating to Aledo's history. The organization could work directly with the library system and could provide acknowledgement of historic locations and structures through signage and entry into the historical registry with the Texas Historical Commission.
- Pursue Texas Historical Commission funding for downtown projects. Texas Historical Commission funding sources include Main Street Program, grants, loans and marketing program assistance.

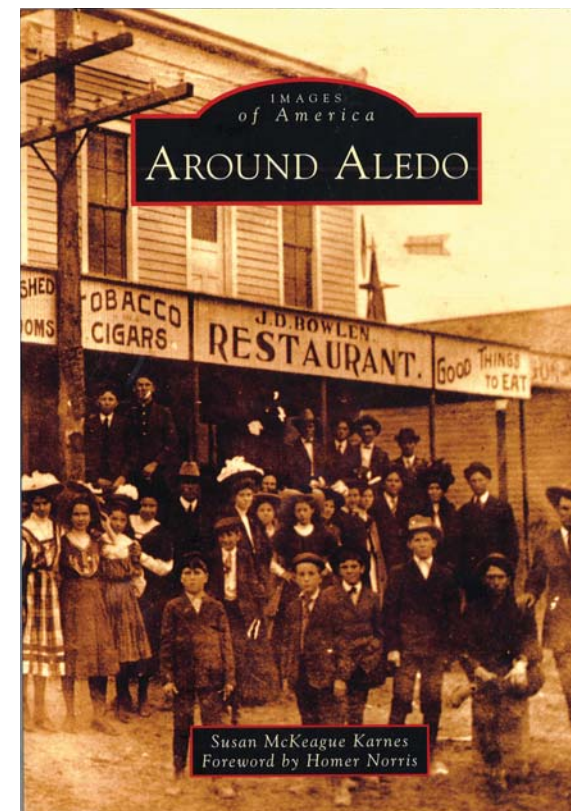


*The existing historic train depot could be used as a downtown amenity.*

- Develop signage downtown as part of Community Identity and Aesthetic goals. Place directional signage near and throughout downtown indicating historic buildings, places of interest, a downtown park and city facilities. This should also include signage on street poles, signal light poles and as district markers.
- Develop attractive streets in downtown through a streetscape improvement plan in conjunction with the Master Transportation Plan. Streets should create a pedestrian environment and be defined as walkable. Streetscapes may include on-street parking, new sidewalks and ramps, new curbs, landscaping, street trees, enhanced crosswalks, architectural light poles, banner poles and banner signs. Buildings will help to form the pedestrian environment and should be located with small setbacks or build-to-lines. Streetscape elements, such as poles and plant species, should be chosen cautiously to prevent the nuisance associated with a heavy population of birds.
- Preserve the existing structures at the corner of Oak Street and FM 1187 for retail or as a gateway to downtown. The corner should serve to set the tone for downtown's retail district. The houses should be developed into boutique-style businesses so the corner parcels do not developed as parking.
- All architecture in downtown should be traditional in its style and reflect the historic components in old town designs. Storefronts with awnings and unique signage are encouraged.

***"A healthy and vibrant downtown boosts the economic health and quality of life in a community. Specifically, it creates jobs, incubates small businesses, reduces sprawl, protects property values, and increases the community's options for goods and services. A healthy downtown is a symbol of community pride and history."***

**-The Pew Partnership of Civic Change**



*The book, Around Aledo (Images of America Series) by Susan McKeague Karnes provides a historic perspective of Aledo.*

**Goal: Make downtown a destination with community gathering spaces.**

**Strategies:**

- Make downtown the major destination for Aledo's residents and the greater community. Focus on retail, restaurants, events and social gathering spaces in downtown.
- Create a community park to provide passive and active event spaces. Consider amenities that attract people such as water fountains, an amphitheater, a skate park, an outdoor movie theater, a sculpture garden and an open lawn for events.
- Arrange for events that bring people to downtown such as concerts, bicycle races, 5K runs, holiday parades, Friday night football events and organization activities.
- Capture the historic look and feel of downtown through architecture and streetscapes that help create a sense of place. Maintain the small town image through historic preservation while integrating new development and similar designs.
- Create critical mass in downtown. Expand business space, public/civic spaces and residential units in or near downtown, and concentrate development within this district.
- Prioritize downtown development and redevelopment efforts in a phased approach. Concentrate resources into completing major components of the downtown vision one at a time. Projects that are dependent on the roadway couplet should be implemented as later phases.
- Develop a main street area. This is a key component to the strategic plan and downtown goals. The main street area will include three blocks along E. Oak Street (from FM 1187 to Mesquite Trail), one block along historic N. Front Street, two blocks along Elm Street (just north of FM 1187) and one block along Mesquite Trail (north of N. Front Street).
  - Ensure the main street area is walkable.
  - Create an enhanced intersection at FM 1187 and Oak Street to serve as the gateway to downtown Aledo and the main street area.

- Define the streetscape with building masses located along the street and include sidewalks, pedestrian spaces, on street parking and site furnishings.
- Maintain and expand upon the boutique-style businesses along the northern portions of Elm Street and along the north side of Oak Street between Elm Street and Mesquite Trail.
- Preserve and renovate the buildings along N. Front Street and continue to encourage retail, office, services and restaurants.
- Develop restaurant, retail, office and service businesses along Oak Street between Elm Street and Pecan Drive.
- Partner with businesses and organizations to develop restaurant, retail, office and service businesses along the north side of Oak Street between Walnut Street and Elm Street. This area is currently a parking lot. The site plan should locate new buildings facing Oak Street with parking behind that would serve the church, new businesses and existing Elm Street businesses. These projects should have traditional architecture styles that reflect historic downtown storefronts.



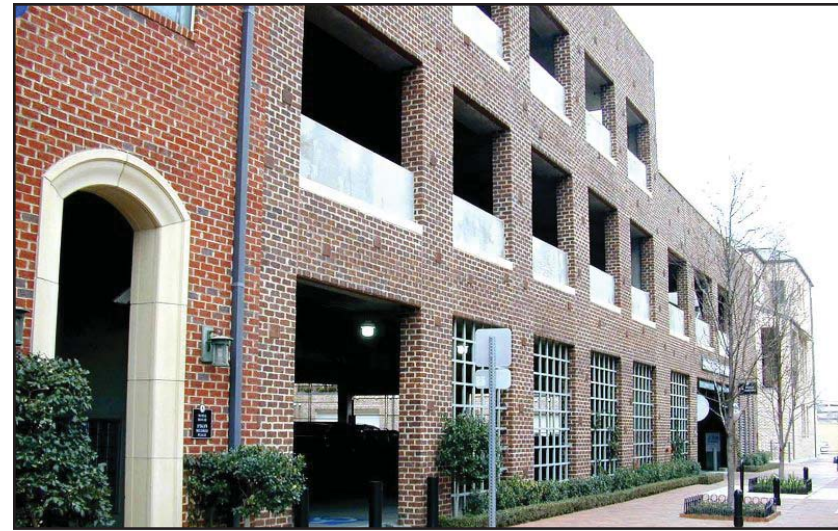
*Example of downtown improvements, which include maintaining the existing structures. Improvements shown include lighting, signage, landscaping, parking and street improvements.*



- Develop restaurant, retail, office and service businesses along Elm Street across from the local church. This area may include a parking structure with first-floor, non-residential spaces.
- Require shared parking in downtown.
  - Consider a shared public parking facility/garage, possible using one of the existing parking lots. The parking garage could have first floor retail space.
  - Amend the zoning ordinance to require access management.
  - Coordinate downtown shared parking facilities with local businesses and churches to be used during community events. Shared parking facilities will be essential for new development and redevelopment efforts.
  - Discourage large parking lots along primary roads on main streets.
  - Use garages to help frame the public streetscape with street-facing facades that mimic historic buildings. Ground floor retail could be required.
- Expand City Hall/Municipal Building in downtown to update the existing, overcrowded building. Redesign the existing City Hall expansion floor plans to consider the couplet's alignments, downtown open space and circulation. The new or renovated City Hall should have its front building facade face the new open space in the center of the couplet. The City Hall building and grounds should have a strong visual connection or axial relationship. The facility should house city departments, meeting rooms and the council chambers.
- Design and develop a designated space for a farmer's market near downtown, within the future couplet or near City Hall. Consider pursuing Farmers Market Promotion Program grants.
- Develop open space in the center portions of the future couplet. (See Parks and Recreation section for further details.)
- Create restaurant, retail and office space along the existing S. Front Street. This project should include the coordination of parking facilities with the existing S. Front Street businesses and the existing church.



*Example of parking garage entrance in line with retail building facades. Parking is located behind non residential facades.*



*Example of parking garage facade that mimics adjacent buildings' architectural styles.*

- Continue to develop Maverick Street as small speciality businesses. This area should be similar to the boutique-style retail on Elm Street with businesses located in cottage-style buildings.
- Maintain the existing structures and businesses currently located in the center of the future couplet along Maverick Street and FM 1187. The existing businesses should take advantage of the adjacent open space recommended within the couplet. The existing and future businesses in these areas must work together to provide shared parking and pedestrian spaces behind the buildings.
- Designate a TOD site near downtown. This is a long-term strategy that will preserve lands for a future commuter rail station, parking and appropriate surrounding commercial and residential developments. An optimal TOD site would be the large undeveloped area southeast of downtown, zoned industrial on the current Aledo zoning map.
- Create and coordinate public art initiatives. Such projects could include murals on downtown buildings or bronze statues.



*Example of public art statues.*

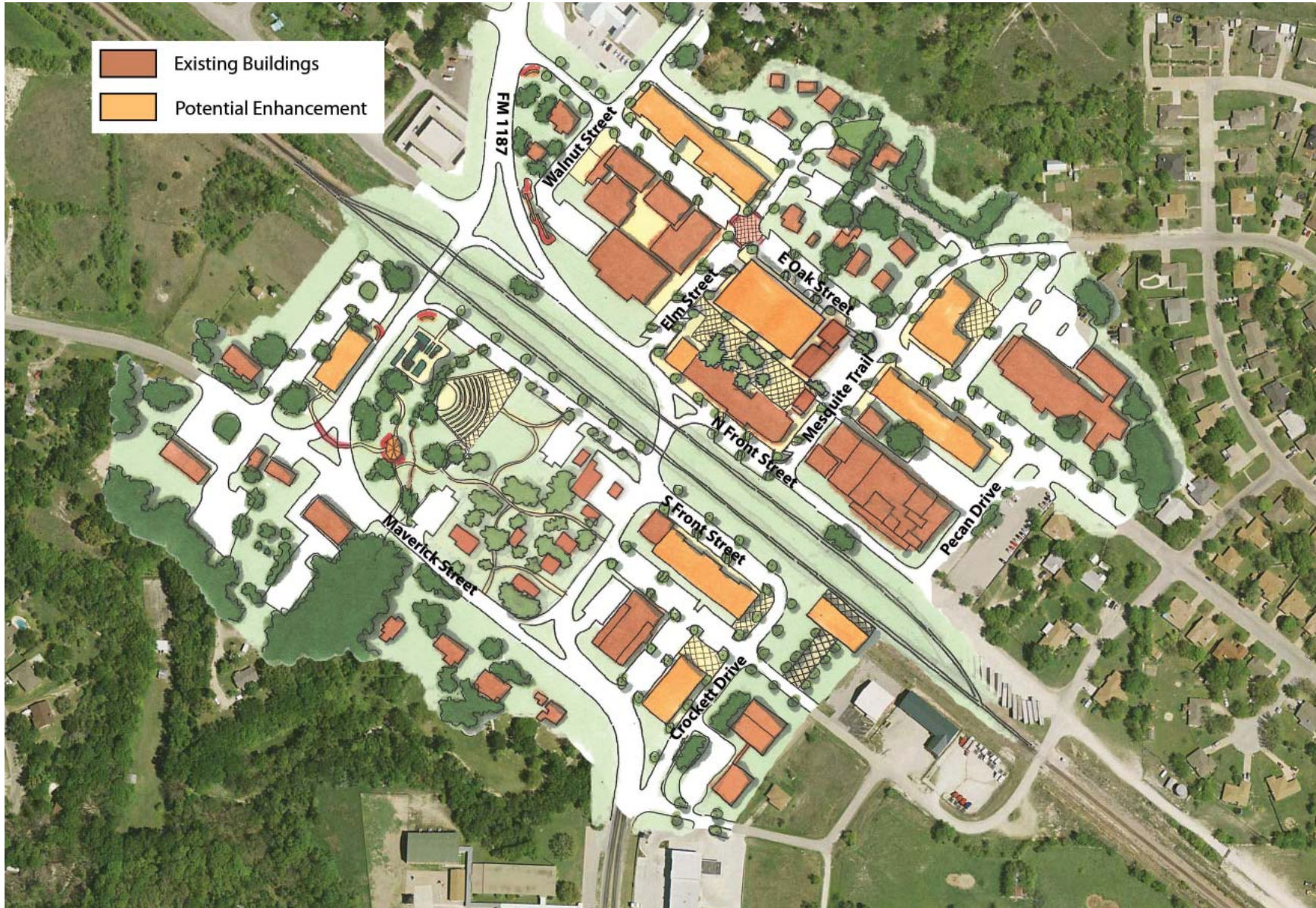
### ***Goal: Increase business development in downtown.***

#### **Strategies:**

- Develop a business incentive package to encourage development in the downtown area.
- Develop a recruitment program to attract speciality businesses.
- Promote businesses that attract people. Market target industries, locally owned businesses, boutiques, speciality retail, restaurants, museums and entertainment businesses.
- Develop a marketing campaign to promote the downtown experience. Advertise in area media.
- Use downtown organizations to serve as a resource and advocate for downtown businesses and property owners. The organizations should promote themselves, raise funds, and lead the continuing evolution of downtown and host events.
- Secure funding sources to finance downtown's revitalization.
- Foster public/private partnerships with future and current downtown business owners.
- Work with developers and property owners to identify and pursue a specific catalyst project on the main street area in downtown. This should be a public/private partnership and should be an active, highly utilized project to bring people downtown.
- Consider restricting the name of future commercial developments in Bailey Ranch or other future developments that will compete with downtown as the heart of the city. Future commercial developments should not be named with phrases such as "center," "square" or "town center."

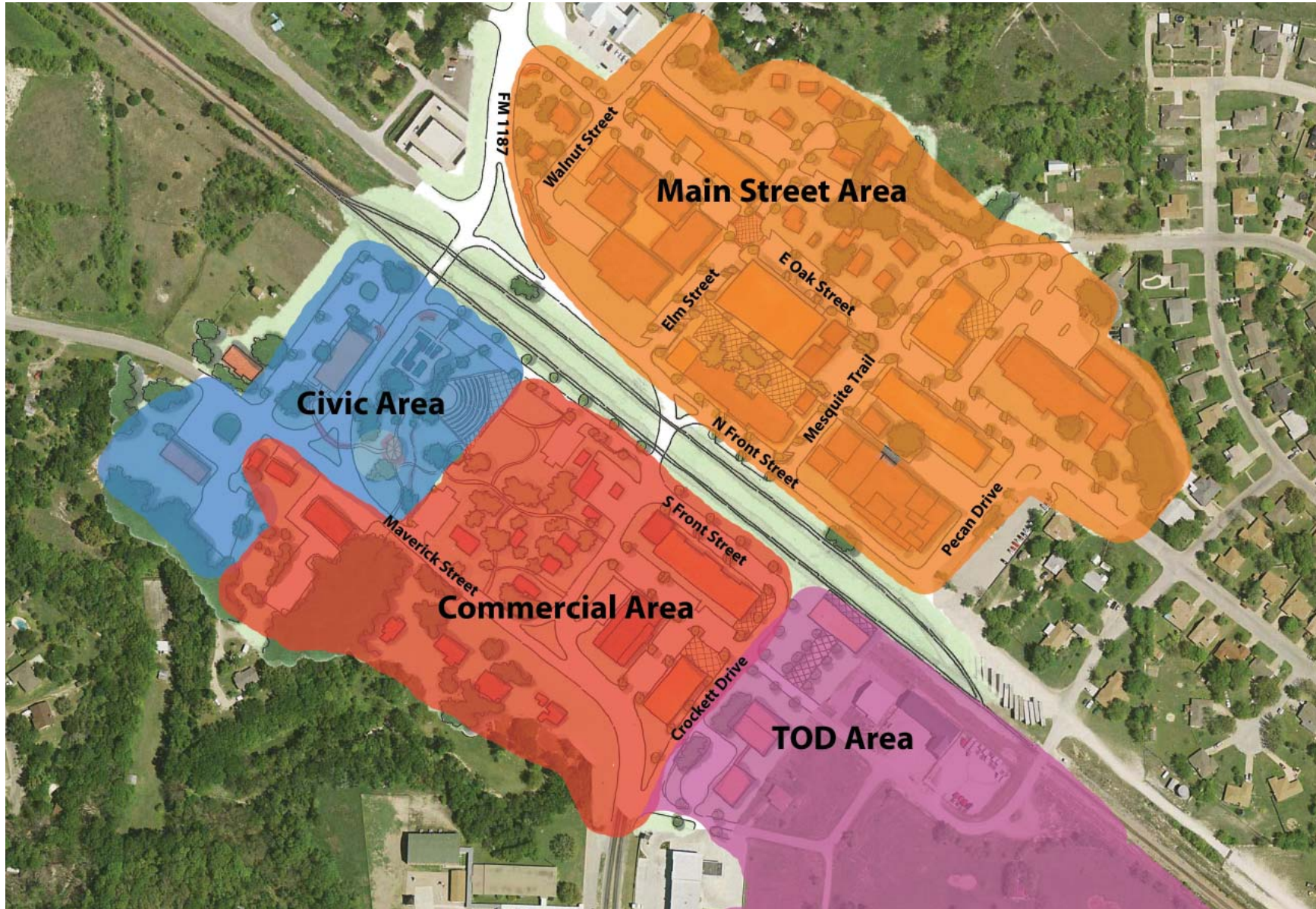


## Conceptual Downtown Plan





## Conceptual Downtown Plan with Development Areas





## Housing and Neighborhoods

**Goal: Create great neighborhoods that foster family and community.**

### Strategies:

- Develop additional, high-value, large-square-footage homes. Consider high-value homes as an economic development strategy. The future Bailey Ranch development will provide a significant number of housing units, currently targeting 900. This project will provide a great opportunity to enhance Aledo's livability with quality housing. As this development progresses, its residents will provide an additional customer base to support Strategic Plan retail and commercial strategies.
- Target residential infill projects that provide additional quality housing which supports Aledo's vision. These projects should be located where smaller parcels are available and should be integrated and complementary to adjacent developments. Other areas to consider for new development are existing neighborhoods or subdivisions that have available lots or undeveloped areas. These projects may include a mix of sizes of single-family homes, as well as a variety of housing products such as quality duplex, townhomes or rowhomes.
- Provide a variety of housing types in appropriate areas. Limit the location of stand-alone, isolated, multi-family sites. Develop high-



*Examples of high-value, large-square-footage homes.*

density housing products near commercial nodes as part of TOD sites in and near downtown or as part of mixed-use sites only.

- Create a TOD zoning district. In terms of residential uses, the new TOD district should:
  - Provide for mixed-use style residential units located above non-residential uses.
  - Create tiers of residential density patterns with the highest density located nearest a future commuter rail station and the least dense located at the edges of the TOD district farthest from the station. Housing types should vary to offer high-quality, affordable condominiums to rowhouses.
  - Create an interesting, pedestrian-friendly street scene.
- Require new master planned communities to have high architectural standards and provide quality housing, landscaping and connectivity to parks, open space, schools and retail areas. Work with area housing developers to ensure high-quality design guidelines for future residential and planned developments.
- Do not extend or provide city services to future residential developments in the City's ETJ unless an annexation agreement is reached. Because Aledo is a general law city, it has limited annexation authority.
- Ensure the subdivision regulations support the strategic plan goals. An assessment should identify desirable neighborhood patterns and review the existing regulations and make amendments based on deficiencies in open space standards, landscape standards and connectivity standards.



*Examples of quality duplex and townhomes appropriate for infill projects.*

***Goal: Provide opportunities for additional housing developments.***

**Strategies:**

- Provide high-quality housing options for single residents, young families, empty nesters, retirees and those needing assisted living. Often empty nesters and retirees choose to downsize housing square footage while continuing to live in the same community. Providing housing options will allow a diverse customer base for local businesses. Housing diversity is important but is only appropriate in situations involving TOD sites, as part of a mixed-use development or in a planned development.
- Identify areas appropriate for senior housing and/or retirement neighborhoods. Target developers of these types of neighborhood projects and work with them to create product options within Aledo. Developments could include small subdivisions with single-family and attached homes or apartment-style living complexes.
- Consider changes to the Future Land Use Plan that better reflect goals of the Strategic Plan.
  - Place additional, but limited, PD MF-(Multifamily) uses that would be targeted at expanding R-3 zoning districts. Concentrate these uses only within the future TOD sites.
  - Update the northwest portion of the Future Land Use Plan to have fewer non-residential and more Residential-(Single Family) uses.
  - Continue to provide R-1 Single Family Residential style low-density development opportunities in the City.
  - Place Residential-(Medium Density) uses surrounding a new non-residential node at the intersection of FM 1187 and Bailey Ranch Road.
  - Place Residential-(Medium Density) uses on the area outside of downtown, north of the Union Pacific rail line and east of FM 1187.
- Consider updates to the zoning map that better reflect the goals of the Strategic Plan.
  - Place additional but limited Planned Development Two Family Residential Districts-(PD-R3) uses targeted at expanding R-3 zoning districts. Concentrate these districts around non-residential nodes and downtown.
  - Place Single-Family Residential Districts (R-2) in the area outside of downtown, north of the Union Pacific rail line and east of FM 1187.
  - Maintain primarily R-1 zoning districts on the zoning map south of downtown.
  - Zone parcels as R-1 districts, as new portions of the ETJ are annexed south of the Union Pacific rail line and west of the current city limits.
  - Amend the existing residential zoning districts' development standards. Conduct a study to ensure residential zoning districts design standards support the vision statement and community values. The study should identify sustainable development standards, review the existing development standards and make zoning amendment recommendations based on the deficiencies in perimeter treatments, entrances, setbacks, facade requirements, front yard requirements, landscaping, streetscapes, walks and architectural features.
  - Amend Section 23 Table 2-Residential Uses of the Zoning Ordinance to prohibit Single-Family Dwelling, Attached in the RE and R1 districts.
  - Consider only zoning map amendments consistent with the Future Land Use Plan.

## Parks and Recreation

**Goal: Provide a variety of recreational opportunities for all ages and user groups.**

### Strategies:

- Create a community event space within the new couplet. The open space should include both active and passive recreation opportunities. In addition, the area should be designed to include features such as monuments, an amphitheater, picnic areas, benches, gardens, walks and fountains. These features should be phased into the area's design to encourage organizations to sponsor the funding and construction of the open space. The space should serve as an icon to downtown and have a strong visual connection to Aledo City Hall.
- Renovate the existing Aledo Community Center building to provide updated facilities for citizens and new revenue potential for the City. The grounds hold great potential and should include programming events to increase the utilization of the park and center. Take advantage of the existing vegetation and topography to create interesting spaces, features and views.
- Partner with appropriate entities to provide a new regional park within Aledo's ETJ. Use the future facility to host regional youth sports tournaments or adult sports leagues. This park could be located in the City's western ETJ and take advantage of the large floodplain areas. The future park will allow Aledo to capitalize on additional visitors in or near Aledo.
- Increase funding resources for park renovations and continued maintenance programs for existing parks. The increased funding should cover site amenities as well as increased landscaping. Park updates and continued maintenance will ensure a positive image of Aledo as well as provide high-quality facilities for its residents.



*Example of civic space with site furnishings, dedicated event space, landscaping and a strong visual axis which connects to a municipal building.*

- Pursue Texas Parks and Wildlife Department (TPWD) grant funding for new parks and park renovations. TPWD grants require a parks plan. Conduct a Parks Master Plan that:
  - Includes a public process.
  - Includes a park inventory and needs assessment.
  - Establishes goals and objectives.
  - Recommends new parks based on a park service standard which includes a hierarchy of park sizes and associated service areas.
  - Identifies new amenities for community parks such as a skate park and community pool.
  - Provides park phasing and implementation.

- Update the Subdivision Regulation's Park Land Dedication requirements. Based on the requirements of surrounding comparable communities, Aledo should require more park land per residential unit. This will also aid in protecting the rural, open space image of Aledo.
- Create a plaza or small park at the north end of Elm Street. Use the donated small triangle tract on Elm Street to enhance the historic theme of the area and to provide a pedestrian space with public art and seating. This area could be designed as an amenity to the cottage atmosphere of existing small businesses on Elm Street.



*Example of community park.*

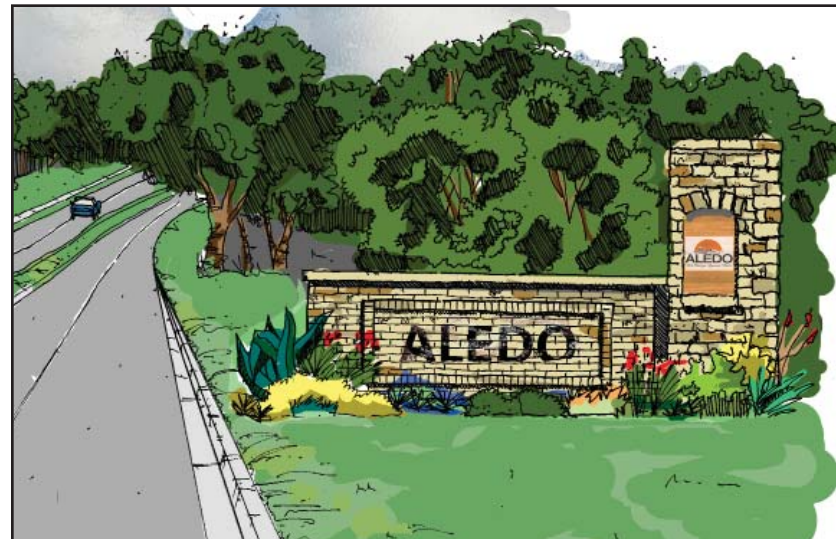


## Community Identity and Aesthetics

**Goal: Enhance Aledo's identifiable image and increase community aesthetics.**

### Strategies:

- Provide streetscape improvements along major roadways including FM 1187, Bailey Ranch Road, FM 5 and the future major roadway connecting to the proposed outer loop. Improvements should be consistent from one roadway to another to foster community identity. Recommended elements include:
  - Intersection enhancements
  - Pedestrian lighting
  - Signal light enhancement
  - Enhanced crosswalks
  - Parkways, street trees and landscape improvements
  - Banner signage
  - Site furnishings when appropriate, e.g., benches and waste receptacles
  - Public art
- Create a hierarchy of signage throughout the city. Signage should include gateway monuments, park signage, streetscape signage, building signage, banners, directional signage and historical markers. New signage should include Aledo's logo, slogan and colors. Signs should be easy to read and create continuity. While creating a positive image is important, sign placement and sign counts should be considered so as to have an appropriately designed theme that is not distracting. Specific suggestions include:
  - Provide multi-tenant signs downtown. The City, AEDC or a downtown organization could sponsor the sign and sell spaces to local businesses to aid in decreasing potential visual cluster
  - Place gateway signage at the north and south city limits along FM 1187, and the south city limits along FM 5.
  - Place signage, the city logo and/or city slogan at or on new city facilities such as new buildings, utility services or water towers to expand the community's image and branding efforts.
  - Place new park identification signage at all existing city parks and at future parks and trailheads.
  - Place directional signage at FM 1187 and Bailey Ranch Road. The sign should direct traffic leaving Bailey Ranch Road towards downtown destinations.
  - Place directional signage at FM 1187 and FM 5 directing traffic to "Historic Downtown" and City facilities.
  - Place new district or directional signage at major intersections on signal lights and on top of local street signs (see district sign on page 28).
- Ensure the zoning ordinance provides appropriate landscape, buffer and screening standards to support the vision statement. The zoning ordinance should create standards for increased landscape in required setbacks, parking lots and buffering areas.



*Example of gateway signage along FM 1187 used to identify Aledo's boundaries and set community identity. Example shown uses materials found in existing Aledo organization and business signs.*

Consideration should be given to ensure recommendations on landscape standards do not discourage economic development and provide the City with negotiation opportunities.

- Consider creating additional usage standards for the existing Aledo logo and graphics.

***Goal: Attract new and return visitors by promoting Aledo.***

**Strategies:**

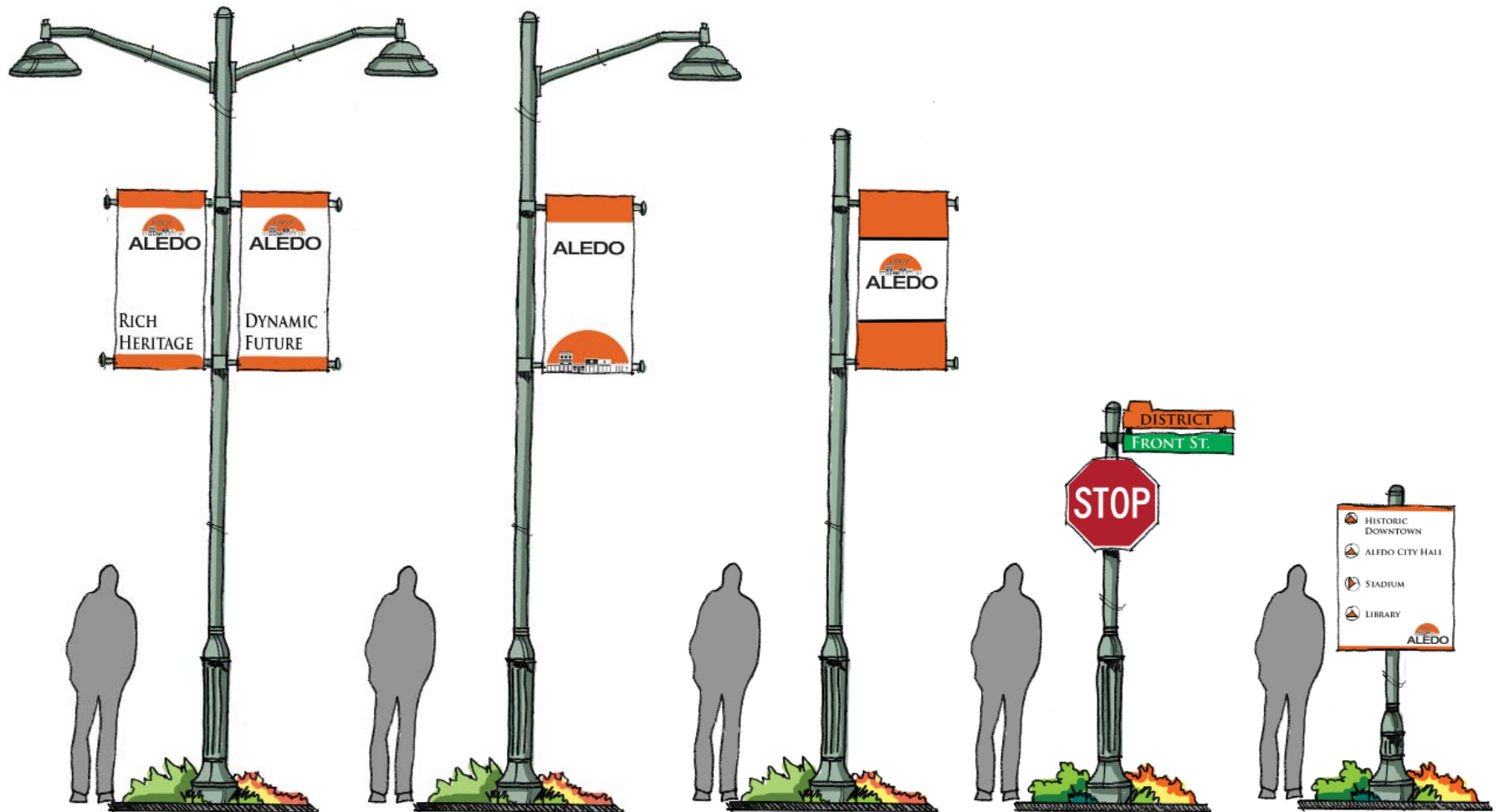
- Develop a marketing campaign. AEDC will develop and oversee a continued marketing campaign to promote Aledo's image, school district, community events and businesses. A marketing campaign may include a variety of media including newspaper ads, radio promotions, websites, interstate signage and signage along the proposed outer loop.
- Host community events. Form a committee to develop, organize, identify funding sources and host annual community events. Such events should include coordination with local businesses, local organizations, AISD, local churches and citizens. The events should include a wide range of activities to promote economic development and attract new visitors. Such events could include a 4th of July festival, various holiday parades or festivals, bicyclist and motorcyclist events, arts or crafts festivals, historic day themes, Aledo themes, downtown shopping events, concerts or contests.
- Capitalize on Aledo's youth population. Partner with AISD, local youth groups and organizations to create events targeted at school-age citizens. Such programs could include dances, concerts, contests, social gatherings or events working in conjunction with local sports events.
- Provide maintenance funding for city streetscape improvements by allotting funds to provide maintenance. Include painting, litter collection, and other beautification measures to ensure a positive image of Aledo.



*Example of community events. Aledo should develop and host annual events and festivals to foster community pride and attract new and return visitors.*

## Community Signage Examples

Below is a series of additional signage and lighting examples used to create a sense of continuity to reinforce community identity.



## Quality of Life

**Goal: Ensure the infrastructure needs of existing and future residents and businesses are met.**

### Strategies:

- Improve fire flow capacity in portions of the City.
- Continue with plans to improve and expand the current wastewater facility plant.
- Continue with plans for water system improvements to connect to City of Fort Worth water supply.
- Create and fund a recycling program. This program may be part of the existing trash services and/or City-wide drop off areas. Promote the new recycling program through local media.
- Review all City services annually to ensure citizens' needs are being met.
- Provide adequate emergency, police and fire coverage.
- Maintain strong code enforcement policies and implementation. Creating new standards will only be successful if they are regulated.

**Goal: Foster a positive, ongoing relationship with public entities, neighboring cities, the school district and private entities.**

### Strategies:

- Promote Aledo school accomplishments through area media as part of a marketing campaign for the City.
- Coordinate applicable City activities with AISD. This could involve school organizations performing downtown or during community events.
- Partner with local organizations such as social, downtown or non-profit organizations to identify private funding, fund raising opportunities and sponsorships for Strategic Plan action items.
- Create a relationship with developers and owners of future large developments such as Bailey Ranch or any other development that will utilize AISD or City services. The City should be involved with master planning early and often in the process. The City should create a public-private partnership to ensure involved parties a successful project.
- Create and maintain positive relationships with surrounding communities. Provide partnerships in county planning, utilities services, library services and community events. Aledo has potential revenue opportunities in providing services to surrounding communities.

# Implementation

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## Implementation

Implementation is key to the successful development of any planning exercise. In order to successfully realize the vision set forth in this plan, deliberate actions must be taken. Prioritization of the recommendations is important since every item cannot be undertaken at one time. Strategies should be implemented incrementally over time or as funding is available. Upon City Council approval of this Strategic Plan, the AEDC should establish a prioritization process to review the goals and strategies. The prioritization process should further develop the implementation guide to provide a suggested time frame and priority in terms of critical, important, or beneficial.

The implementation guide on the following pages provides an organized action plan to implement the Strategic Plan. The implementation guide is a matrix divided into strategic plan categories with their associated goals and strategies located in the first two columns. The third column entitled partner(s) identifies those individuals or organizations who should take the lead in implementing a particular goal and strategy. Finally, the guide contains potential resource(s) to be drawn upon in implementing the strategies. For each strategy, an AEDC established prioritization process should identify a target timeline and priority.

While the implementation guide provides specific direction, not all Strategic Plan strategies and recommendations are contained within. The goals and strategy section of this document contains detailed explanations and recommendations for ongoing methodology, philosophical approaches and support items. When making informed decisions regarding the future direction or actions within Aledo, the entire Strategic Plan and vision should be considered as a whole.

The following are key implementation components:

- Post Strategic Plan updates and progress annually via the local newspaper, on the City's website and/or periodically as flyers with City utility bills.
- Evaluate the progress of the Strategic Plan annually to ensure the strategies are current and continue to fit the community's needs.
- Identify Strategic Plan champions to help implement and oversee the strategies.



## STRATEGIC PLAN IMPLEMENTATION GUIDE- TRANSPORTATION

		Short Term Actions (1-2 YEARS)		Intermediate Actions (2-5 YEARS)		Long Term Actions (5 YEARS +, ongoing)
GOAL	STRATEGIES		PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)	
<b><i>Provide mobility with a safe and efficient vehicular transportation system.</i></b>	Update the road network plan found on the existing Future Land Use Plan or create a new Master Transportation Plan.		City		General funding	
	Develop a transportation capital improvement priority list.		City		General funding	
	Widen FM 1187 from I-20 to downtown.		City, TxDOT, Parker County	Aug. 2011 (2 year construction; Design- 2009)	Parker County Transportation Bond	
	Widen FM 1187 from downtown to FM 5. Enhance intersection at FM 1187 and FM 5.		City, TxDOT, Parker County	Next Bond, 2015-2020	Parker County Transportation Bond	
	Build a one-way couplet in downtown to relieve traffic congestion.		City, TxDOT, Parker County	Summer 2011 (10 month construction; Design- 2010)	Parker County Transportation Bond	
	Provide street lighting along Champions Drive, Bailey Ranch Road and FM 1187.		City, developers		General funding, developer agreements	

## STRATEGIC PLAN IMPLEMENTATION GUIDE- TRANSPORTATION

	Short Term Actions (1-2 YEARS)	Intermediate Actions (2-5 YEARS)	Long Term Actions (5 YEARS +, ongoing)	
GOAL	STRATEGIES	PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)
	Provide street lighting on all future major roadways.	City, developers		Grants, bond, assessment districts, developer agreements, impact fees, general funding
	Work with North Central Texas Council of Government (NCTCOG) and the County to ensure regional issues are being addressed with City input.	City, TxDOT, Parker County, NCTCOG		
	Pursue grants and TxDOT funding for transportation improvements.	City, Parker County, NCTCOG		

## STRATEGIC PLAN IMPLEMENTATION GUIDE- TRANSPORTATION

		Short Term Actions (1-2 YEARS)		Intermediate Actions (2-5 YEARS)		Long Term Actions (5 YEARS +, ongoing)
GOAL	STRATEGIES		PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)	
<i><b>Provide a network of multi-modal transportation options.</b></i>	Create a Master Trails Plan.		City, Parker County, NCTCOG		TPWD Grants, general funding, NCTCOG grants	
	Provide a fence along the railroad track through downtown to discourage unsafe pedestrian crossings.		City, Parker County			
	Use the existing Safe Routes to School plan to annually pursue TxDOT Safe Routes to Schools funding.		City, TxDOT, Parker County		General funding, TxDOT grants	
	Pursue TxDOT Enhancement Program, other TxDOT/ HUD funding, or other funding programs for pedestrian and bicycle facilities and beautification.		City, TxDOT, Parker County		General funding, AEDC, TxDOT grants	



## STRATEGIC PLAN IMPLEMENTATION GUIDE- TRANSPORTATION

	Short Term Actions (1-2 YEARS)	Intermediate Actions (2-5 YEARS)	Long Term Actions (5 YEARS +, ongoing)	
GOAL	STRATEGIES	PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)
	Pursue TPWD grant funding.	City, local organizations		General funding, private funding, AEDC
	Partner with Texas Local Option Transportation Act, NCTCOG and The T to advocate a commuter rail station for Aledo.	City		
	Develop a Bike Route plan.	City, Parker County, NCTCOG		General funding, NCTCOG grants, TPWD grants
	Provide restrooms and parking for cyclists.	City, AEDC, local organizations		Grants, bond, assessment districts, general funding, private funding, AEDC
	Develop and host additional annual cycling event.	City, AEDC, local organizations		General funding, private funding, volunteer services, AEDC

## STRATEGIC PLAN IMPLEMENTATION GUIDE- ECONOMIC DEVELOPMENT

		Short Term Actions (1-2 YEARS)		Intermediate Actions (2-5 YEARS)		Long Term Actions (5 YEARS +, ongoing)
GOAL	STRATEGIES		PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)	
<i><b>Make the City’s sales tax revenue equal the City’s property tax revenue.</b></i>	Develop a commercial/retail recruitment strategy.		City, AEDC, local organizations, developers, business owners		General funding, private funding, AEDC	
	Increase commercial lease space.		City, AEDC, developers, business owners		General funding, private funding, AEDC	
	Provide city services to future commercial developments in the City’s Extraterritorial Jurisdiction (ETJ) only if an annexation agreement is reached.		City, developers, property owners			
	Attract businesses that will draw to people to Aledo.		City, AEDC, business owners, developers			
	Encourage residents who live around Aledo to shop, eat, play and do business within Aledo.		City, AEDC, business owners			
	Offer services or events targeted at community user groups that currently travel through the City.		City, AEDC, local organizations, business owners			

## STRATEGIC PLAN IMPLEMENTATION GUIDE- ECONOMIC DEVELOPMENT

		Short Term Actions (1-2 YEARS)		Intermediate Actions (2-5 YEARS)		Long Term Actions (5 YEARS +, ongoing)
GOAL	STRATEGIES		PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)	
	Target those individuals who will use services and shop during non peak shopping times. Encourage local businesses to offer services during early hours or on Sunday.		City, AEDC, local organizations, business owners		General funding, private funding, AEDC	
	Recruit a small grocery store.		City, AEDC, developer, property owners		General funding, AEDC	
	Target businesses for downtown that support a small-town image such as locally owned businesses, professional offices, boutique-style retail, restaurants, specialty shops and bed and breakfasts.		City, AEDC, local organizations, developer, business owners		General funding, private funding, AEDC	
	Target franchised businesses.		City, AEDC		General funding, AEDC	
	Support non-residential developments along FM 1187, north and south of downtown.		City, property owners developer		Private funding	
	Provide a non-residential development at the intersection of FM 1187 and Bailey Ranch Road.		City, property owners, developer		Private funding	



## STRATEGIC PLAN IMPLEMENTATION GUIDE- ECONOMIC DEVELOPMENT

		Short Term Actions (1-2 YEARS)		Intermediate Actions (2-5 YEARS)		Long Term Actions (5 YEARS +, ongoing)
GOAL	STRATEGIES		PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)	
<i>Position Aledo to be competitive in attracting new businesses, new investments and quality developments.</i>	Create incentive programs.		City, AEDC		General funding, AEDC	
	Develop a catalyst incentive policy.		City, AEDC		General funding, AEDC,	
	Create marketing materials designed to promote Aledo in the business community.		City, AEDC, business owners		General funding, AEDC, private funding	
	Streamline the development process.		City		General funding	
	Add to the planning staff or consider outsourcing to obtain experienced consultants to help regulate planning and development.		City		General funding	
	Secure financial resources for matching funds.		City, AEDC, Parker County, NCTCOG		General funding, AEDC, private funding	
	Identify and pursue all available grant funding.		City, AEDC, Parker County, NCTCOG			

## STRATEGIC PLAN IMPLEMENTATION GUIDE- ECONOMIC DEVELOPMENT

	Short Term Actions (1-2 YEARS)	Intermediate Actions (2-5 YEARS)		Long Term Actions (5 YEARS +, ongoing)
GOAL	STRATEGIES	PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)
<i>Optimize the use of limited land.</i>	Update the Future Land Use Plan to incorporate the Strategic Plan’s strategies.	City		General funding
	Elect home rule status once the population exceeds 5,000.	City		
	Pursue an annexation agreement upon future development with the property owner(s) for the lands along FM 1187, north of the current city limit all the way to the ETJ boundary.	City, developer, property owners		
	Review and amend if necessary, the subdivision ordinance to ensure it better meets the Strategic Plan’s vision, goals and strategies.	City		General funding
	Review and amend if necessary, the zoning ordinance to ensure it meets the Strategic Plan’s vision, goals and strategies.	City		General funding

## STRATEGIC PLAN IMPLEMENTATION GUIDE- DOWNTOWN

	Short Term Actions (1-2 YEARS)	Intermediate Actions (2-5 YEARS)	Long Term Actions (5 YEARS +, ongoing)	
GOAL	STRATEGIES	PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)
<b>Enhance downtown's character and functionality.</b>	Revise the Downtown Business Zoning District design standards or create an overlay zoning district.	City		General funding
	Renovate the historic train depot.	City, AEDC, local organizations		General funding, grants, private funding, volunteer services
	Develop a facade enhancement and historic preservation/restoration program.	City, AEDC, business owners		General funding, historic preservation grants, assessment district
	Develop an Aledo historic organization.	City, local organizations		General funding, private funding, volunteer services
	Pursue Texas Historical Commission funding for downtown projects.	City, AEDC		General funding, AEDC



## STRATEGIC PLAN IMPLEMENTATION GUIDE- DOWNTOWN

	Short Term Actions (1-2 YEARS)	Intermediate Actions (2-5 YEARS)	Long Term Actions (5 YEARS +, ongoing)	
GOAL	STRATEGIES	PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)
	Develop and implement signage for downtown.	City, AEDC, business owners		General funding, private funding, AEDC
	Develop a streetscape improvement plan for downtown in conjunction with the Master Transportation Plan.	City		General funding

## STRATEGIC PLAN IMPLEMENTATION GUIDE- DOWNTOWN

		Short Term Actions (1-2 YEARS)		Intermediate Actions (2-5 YEARS)		Long Term Actions (5 YEARS +, ongoing)
GOAL	STRATEGIES		PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)	
<i><b>Make downtown a destination with community gathering spaces.</b></i>	Develop retail, restaurants, events and social gathering spaces in downtown.		City, AEDC, developer, property owners, business owners, local organizations		General funding, private funding, grants, AEDC	
	Create a community park in downtown.		City, AEDC, developer, property owners, business owners, local organizations		General funding, private funding, assessment district, bond, TPWD grants, private funding, volunteer services, AEDC	
	Develop and host events in downtown such as concerts, bicycle races, 5K runs, holiday parades, Friday night football events and organization activities.		City, business owners, local organizations		General funding, private funding, volunteer services	
	Create critical mass in downtown.		City, AEDC, developer, property owners, business owners		General funding, private funding, AEDC	

## STRATEGIC PLAN IMPLEMENTATION GUIDE- DOWNTOWN

	Short Term Actions (1-2 YEARS)	Intermediate Actions (2-5 YEARS)	Long Term Actions (5 YEARS +, ongoing)	
GOAL	STRATEGIES	PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)
	Create a priority list for downtown development and redevelopment efforts in a phased approach.	City, AEDC		
	Develop a main street area.	City, AEDC, developer, local organizations, property owners, business owners		General funding, private funding, assessment district, grant, AEDC
	Provide sidewalks in downtown along the main street area.	City, AEDC, property owners, business owners, developers		General funding, private funding, assessment district, grant, AEDC



## STRATEGIC PLAN IMPLEMENTATION GUIDE- DOWNTOWN

		Short Term Actions (1-2 YEARS)		Intermediate Actions (2-5 YEARS)		Long Term Actions (5 YEARS +, ongoing)
GOAL	STRATEGIES		PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)	
	Create an enhanced intersection at FM 1187 and Oak Street.		City		General funding, assessment district, bond, grant	
	Maintain and expand upon the boutique-style business along the northern portions of Elm Street and along the north side of Oak Street between Elm Street and Mesquite Trail.		City, AEDC, developer, property owners, business owners		General funding, private funding, AEDC	
	Preserve and renovate the buildings along N. Front Street.		City, AEDC, developer, property owners, business owners		General funding, private funding, assessment district, grant, AEDC	
	Develop restaurant, retail, office and service businesses along Oak Street between Elm Street and Pecan Drive.		City, AEDC, developer, land owners, business owners		General funding, private funding, AEDC	

## STRATEGIC PLAN IMPLEMENTATION GUIDE- DOWNTOWN

		Short Term Actions (1-2 YEARS)		Intermediate Actions (2-5 YEARS)		Long Term Actions (5 YEARS +, ongoing)
GOAL	STRATEGIES		PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)	
	Develop restaurant, retail, office and service businesses along the north side of Oak Street between Walnut Street and Elm Street.		City, AEDC, developer, land owners, business owners		General funding, private funding, AEDC	
	Develop restaurant, retail, office and service businesses along Elm Street.		City, AEDC, developer, land owners, business owners		General funding, private funding, AEDC	
	Develop a shared public parking facility/garage.		City, AEDC, developer, land owners, business owners		General funding, private funding, AEDC	
	Amend the zoning ordinance to require access management and shared parking.		City		General funding	
	Develop parking guidelines as part of architecture guidelines.		City		General funding	

## STRATEGIC PLAN IMPLEMENTATION GUIDE- DOWNTOWN

	Short Term Actions (1-2 YEARS)	Intermediate Actions (2-5 YEARS)		Long Term Actions (5 YEARS +, ongoing)
GOAL	STRATEGIES	PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)
	Expand City Hall/Municipal Building in downtown.	City		General funding, private funding, bond, grant, AEDC
	Design and develop a designated space for a farmer's market near downtown, within the future couplet or near City Hall.	City, AEDC, local organizations		General funding, private funding, Farmers Market Promotion Program grant, AEDC
	Develop open space in the center portions of the future couplet.	City, AEDC, property owners, local organizations		General funding, private funding, assessment district, bond, TPWD grant, AEDC
	Create restaurant, retail and office space along the existing S. Front Street.	City, AEDC, developer, land owners, business owners		General funding, private funding, AEDC
	Continue to develop Maverick Street as small specialty businesses.	City, AEDC, developer, land owners, business owners		General funding, private funding, AEDC
	Create and coordinate public art initiatives.	City, local organizations		General funding, private funding, volunteer services

## STRATEGIC PLAN IMPLEMENTATION GUIDE- DOWNTOWN

		Short Term Actions (1-2 YEARS)		Intermediate Actions (2-5 YEARS)		Long Term Actions (5 YEARS +, ongoing)
GOAL	STRATEGIES		PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)	
<i>Increase business development in downtown.</i>	Develop a downtown business incentive package.		City, AEDC		General funding, AEDC	
	Develop a recruitment program to attract specialty businesses.		City, AEDC		General funding, AEDC	
	Develop a marketing campaign to promote the downtown experience.		City, AEDC		General funding, AEDC	
	Secure funding sources to finance downtown’s revitalization.		City, AEDC, local organizations, business owners, property owners		General funding, private funding, grant, bond, assessment districts, AEDC	
	Foster public/private partnerships with future and current downtown business owners.		City, AEDC, business owners			
	Identify and pursue a specific catalyst project on the main street area in downtown.		City, AEDC, developer, property owners, business owners		General funding, private funding AEDC	



## STRATEGIC PLAN IMPLEMENTATION GUIDE- HOUSING AND NEIGHBORHOODS

	Short Term Actions (1-2 YEARS)	Intermediate Actions (2-5 YEARS)	Long Term Actions (5 YEARS +, ongoing)	
GOAL	STRATEGIES	PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)
<b>Create great neighborhoods that foster family and community.</b>	Develop additional, high-value, large-square-footage homes.	City, developer, property owners		Private funding
	Target and develop residential infill projects.	City, developer, property owners		
	Revise the Zoning Map and Future Land Use Plan to provide a variety of housing densities in appropriate areas.	City		General funding
	Create a TOD zoning district.	City		General funding
	Work with housing developers of new master planned communities to create architectural standards and quality housing, landscaping and connectivity to parks, open space, schools and retail areas.	City, developer, property owners		
	Assess the subdivision regulations to identify desirable neighborhood patterns and review the regulations and amend based on open space, landscape and connectivity standards.	City		General funding

## STRATEGIC PLAN IMPLEMENTATION GUIDE- HOUSING AND NEIGHBORHOODS

	Short Term Actions (1-2 YEARS)	Intermediate Actions (2-5 YEARS)	Long Term Actions (5 YEARS +, ongoing)	
GOAL	STRATEGIES	PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)
<b><i>Provide opportunities for additional housing developments.</i></b>	Provide high-quality housing options for single residents, young families, empty nesters, retirees and those needing assisted living	City, developer, property owners		Private funding
	Identify areas appropriate for senior housing and/or retirement neighborhood.	City, developer, property owners		
	Update the Future Land Use Plan to incorporate housing and neighborhood strategies.	City		General funding
	Update the Zoning Map to incorporate housing and neighborhood strategies.	City		General funding

## STRATEGIC PLAN IMPLEMENTATION GUIDE- PARKS AND RECREATION

	Short Term Actions (1-2 YEARS)	Intermediate Actions (2-5 YEARS)	Long Term Actions (5 YEARS +, ongoing)	
GOAL	STRATEGIES	PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)
<b><i>Provide a variety of recreational opportunities for all ages and user groups.</i></b>	Create a community event space within the new couplet.	City, AEDC, developer, property owners, local organizations		General funding, private funding, assessment district, bond, grant, AEDC,
	Renovate the existing Aledo Community Center.	City, AEDC, local organizations		General funding, private funding, volunteer services
	Partner with appropriate entities to provide a new regional park within Aledo's ETJ.	City, Parker County		General funding, TPWD grant
	Increase funding resources for park renovations and continued maintenance programs for existing parks.	City		General funding
	Create a parks master plan.	City, local organizations		General funding, TPWD grants

## STRATEGIC PLAN IMPLEMENTATION GUIDE- PARKS AND RECREATION

	Short Term Actions (1-2 YEARS)	Intermediate Actions (2-5 YEARS)	Long Term Actions (5 YEARS +, ongoing)	
GOAL	STRATEGIES	PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)
	Pursue Texas Parks and Wildlife Department grant funding.	City, AEDC, Parker County, NCTCOG		General funding, AEDC, private funding
	Update the Subdivision Regulation's Park Land Dedication requirements.	City		General funding
	Create a plaza or small park at the north end of Elm Street.	City, AEDC, developer, property owners, business owners, local organizations		General funding, private funding, volunteer services



## STRATEGIC PLAN IMPLEMENTATION GUIDE- COMMUNITY IDENTITY AND AESTHETICS

		Short Term Actions (1-2 YEARS)		Intermediate Actions (2-5 YEARS)		Long Term Actions (5 YEARS +, onging)
GOAL	STRATEGIES		PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)	
<b><i>Enhance Aledo’s identifiable image and increase community aesthetics.</i></b>	Provide streetscape improvements along major roadways including FM 1187, Bailey Ranch Road, FM 5 and the future major roadway connecting to the proposed outer loop.		City, AEDC, developer, Parker County, TxDOT		General funding, assessment district, grant, AEDC	
	Design and implement a hierarchy of signage throughout the city. Create usage standards for existing Aledo logo and graphics.		City, AEDC, local organizations		General funding	
	Provide multi-tenant signs downtown.		City, local businesses, local organizations		General funding, private funding	
	Place gateway signage at the north and south city limits along FM 1187, and the south city limits along FM 5.		City, AEDC, local organizations		General funding, private funding	
	Place signage, city logo and/or city slogan at or on new city facilities such as new buildings, utility services or new water towers.		City, AEDC, local organizations		General funding, private funding	

## STRATEGIC PLAN IMPLEMENTATION GUIDE- COMMUNITY IDENTITY AND AESTHETICS

	Short Term Actions (1-2 YEARS)	Intermediate Actions (2-5 YEARS)		Long Term Actions (5 YEARS +, ongoing)
GOAL	STRATEGIES	PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)
	Place new park identification signage at all existing city parks and at future parks and trailhead.	City, AEDC, local organizations		General funding, private funding
	Place directional signage at FM 1187 and Bailey Ranch Road. Place directional signage at FM 1187 and FM 5.	City, AEDC, local organizations		General funding, private funding
	Place new district or directional signage at major intersections on signal lights and on top of local street signs.	City, AEDC, local organizations		General funding, private funding
	Review zoning ordinance to ensure it provides appropriate landscape, buffer and screening standards.	City		General funding
<b>Attract new and return visitors by promoting Aledo.</b>	Develop a marketing campaign.	City, AEDC, local organizations		General funding, AEDC
	Develop and host community events.	City, AEDC, local organizations, business owners		General funding, private funding, volunteer services, AEDC
	Partner with AISD, local youth groups and organizations to create events targeted at school-age citizens.	City, AISD, AEDC, business owners, local organizations		General funding, private funding, volunteer services, AISD, AEDC
	Provide maintenance funding for new city streetscape improvements.	City		General funding

## STRATEGIC PLAN IMPLEMENTATION GUIDE- QUALITY OF LIFE

	Short Term Actions (1-2 YEARS)	Intermediate Actions (2-5 YEARS)	Long Term Actions (5 YEARS +, ongoing)	
GOAL	STRATEGIES	PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)
<b>Ensure the infrastructure needs of existing and future residents and businesses are met.</b>	Improve fire flow capacity in portions of the City.	City	Ongoing- 5 years +, 2012 funding	General funding
	Continue with plans to improve and expand the current wastewater facility plant.	City	2013	General funding, water rates
	Continue with plans for water system improvements to connect to City of Fort Worth water supply.	City	2011-2012	General funding
	Create and fund a recycling program.	City, AEDC, business owners, local organizations		General funding, grant
	Review all City services annually to ensure citizens' needs are being met.	City		
	Provide adequate emergency, police and fire coverage.	City, Parker County		General funding
	Maintain strong code enforcement policies and implementation.	City		

## STRATEGIC PLAN IMPLEMENTATION GUIDE- QUALITY OF LIFE

	Short Term Actions (1-2 YEARS)	Intermediate Actions (2-5 YEARS)	Long Term Actions (5 YEARS +, ongoing)	
GOAL	STRATEGIES	PARTNER(S)	TARGET TIMELINE/ PRIORITY	POTENTIAL RESOURCE(S)
<b><i>Foster a positive, ongoing relationship with public entities, neighborhood cities, the school district and private entities.</i></b>	Promote Aledo school accomplishments through area media as part of a marketing campaign for the City.	City, AISD, local organizations		General funding, AISD
	Coordinate applicable City activities with AISD.	City, AISD		
	Partner with local organizations such as social, downtown or non-profit organizations to identify private funding, fund raising opportunities and sponsorships for Strategic Plan action items.	City, AEDC, developer, local organizations, business owners		General funding, private funding, AEDC, volunteer services
	Create a relationship with developers and owners of future large developments such as Bailey Ranch or any other development that will utilize AISD or City services.	City, AEDC, developer, property owners		
	Create and maintain positive relationships with surrounding communities.	City		





## Background

In September of 2009, the Aledo Economic Development Corporation (AEDC) sent out a request for proposal to help select a consulting firm to guide and conduct a strategic planning process for the City of Aledo. The plan was in response to a 2009 Needs Assessment conducted by the City of Aledo and the AEDC. The Needs Assessment exercise involved citizens who were active on the various City committees and boards. The most pressing need was determined to be Strategic Planning.



*Members of the 2010 Aledo Economic Development Corporation.*

The AEDC selected the planning, architectural and engineering firm of Freese and Nichols, Inc. to develop plans, programs and activities to achieve the following results:

- Reinforce Aledo citizens' strong sense of community
- Preserve and perpetuate Aledo's distinct historical character
- Leverage educational excellence in the context of a healthy lifestyle and a higher quality of life
- Involve the business community in the attraction and retention of quality developments and investments
- Optimize the uses of limited land and natural resources.

## Purpose

This Strategic Plan provides a process and a planning tool to stimulate economic development, manage growth in an orderly fashion, promote Aledo's character, preserve Aledo's past and guide the development of the physical environment. It provides citizens, City staff, elected officials and developers a clear guide to make informed decisions. It creates a vision of what the community will become and an action plan for public policy for both short term and long term strategies. Successful implementation of the Strategic Plan requires the coordination of many individuals, departments, businesses and organizations. The City and its elected officials are stewards of the plan and will regularly refer to it for guidance.

## Process

The strategic planning process was kicked off in February 2010 and spanned a nine month period conducted in three phases: Community Involvement and Visioning, Analysis and Recommendation phases.

### ***Community Involvement and Visioning Phase***

The planning process began with the Community Involvement and Visioning phase in which the planning team and AEDC outlined the work plan. During this phase, the team compiled data to provide essential baseline information. The planning process engaged the public and major stakeholders to build consensus on opportunities and constraints. The phase included community input thorough web site surveys and a focus group meeting. The public process provided insight, issue identification and critical guidance in the formation of the vision statement and Strategic Plan goals.

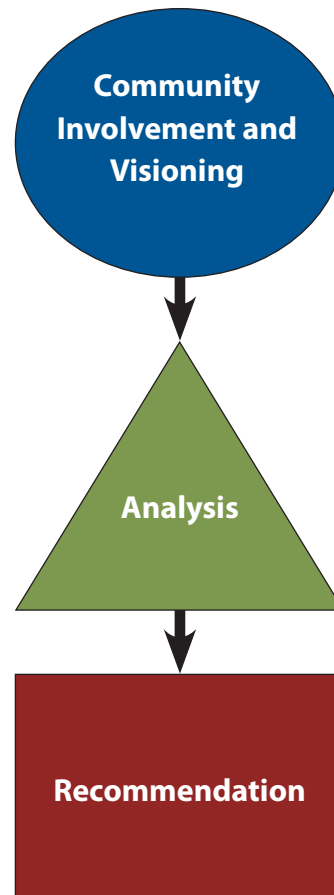
### **Analysis Phase**

During the Analysis phase, the planning team gave thorough consideration to data gathered, the visions statement and goals from the previous phase. The team then prepared specific strategies to help reach the goals. Town Hall Meeting #1 was then conducted to finalize specific goals and present strategies, and receive feedback from the community in regards to additional strategies.

The team then analyzed the Town Hall Meeting #1 results and comments in preparation for a draft plan. The preliminary strategic plan was presented at Town Hall Meeting #2 to again receive feedback from the community and to begin discussions about implementation actions, timelines and funding.

### **Recommendation Phase**

The information developed during the Analysis phase was blended into a set of solutions. A preliminary strategic plan draft was presented to the City and AEDC for review and comments. Upon further collaboration, the team developed an implementation guide that prioritized action items. This final Strategic Plan was presented for Aledo City Council adoption on October 21, 2010.



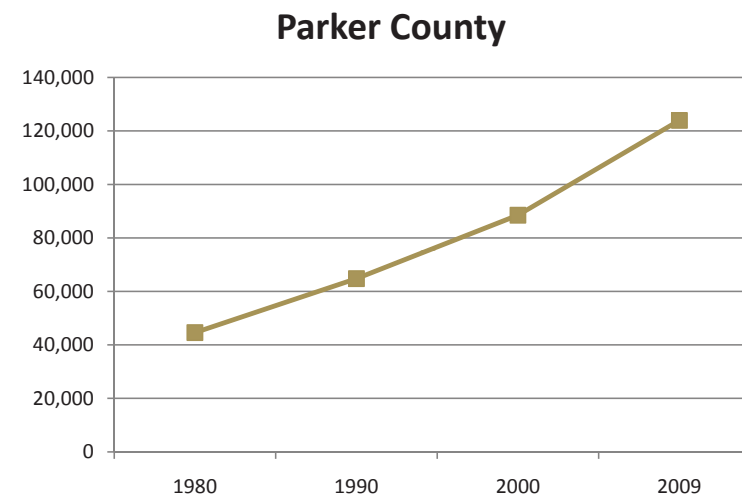
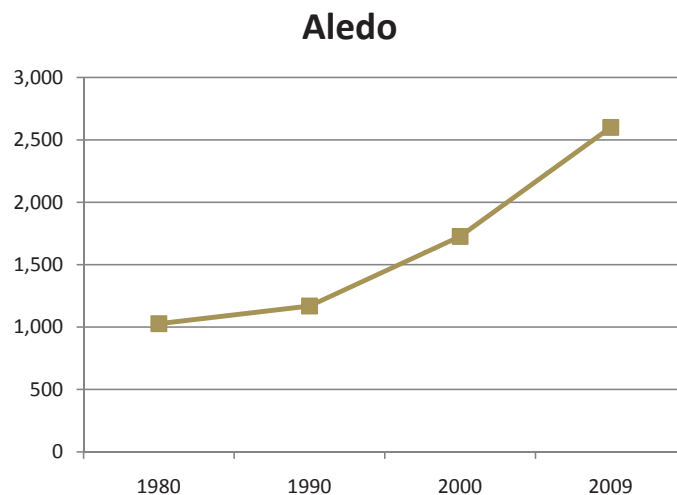
*The Aledo Community Center served as a meeting facility for several strategic plan public meetings .*

## Baseline Data

Baseline data was created by using the most current NCTCOG and U.S. Census data available at the time the Strategic Planning process began. The information was used to generate a snapshot of Aledo's demographics and characteristics. The baseline data was one portion, along with stakeholder input, observations, surveys, public involvement and other information, which helped to form the strategies and goals for the planning document.

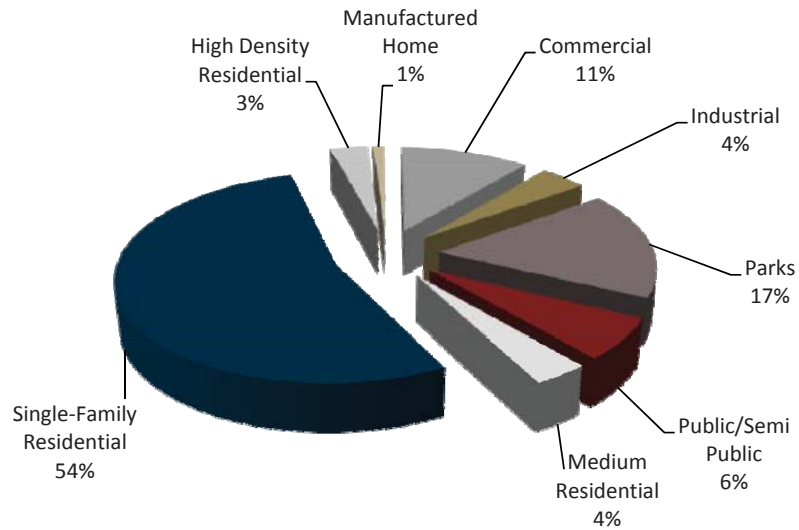
### Population Comparison

Aledo			Parker County		
Year	Population	Percent Change	Year	Population	Percent Change
1980	1027	-	1980	44609	-
1990	1169	13.8%	1990	64785	45.2%
2000	1726	47.6%	2000	88495	36.6%
2009	2600	50.6%	2009	123950	40.1%
CAGR: 3.25 %			CAGR: 3.59		





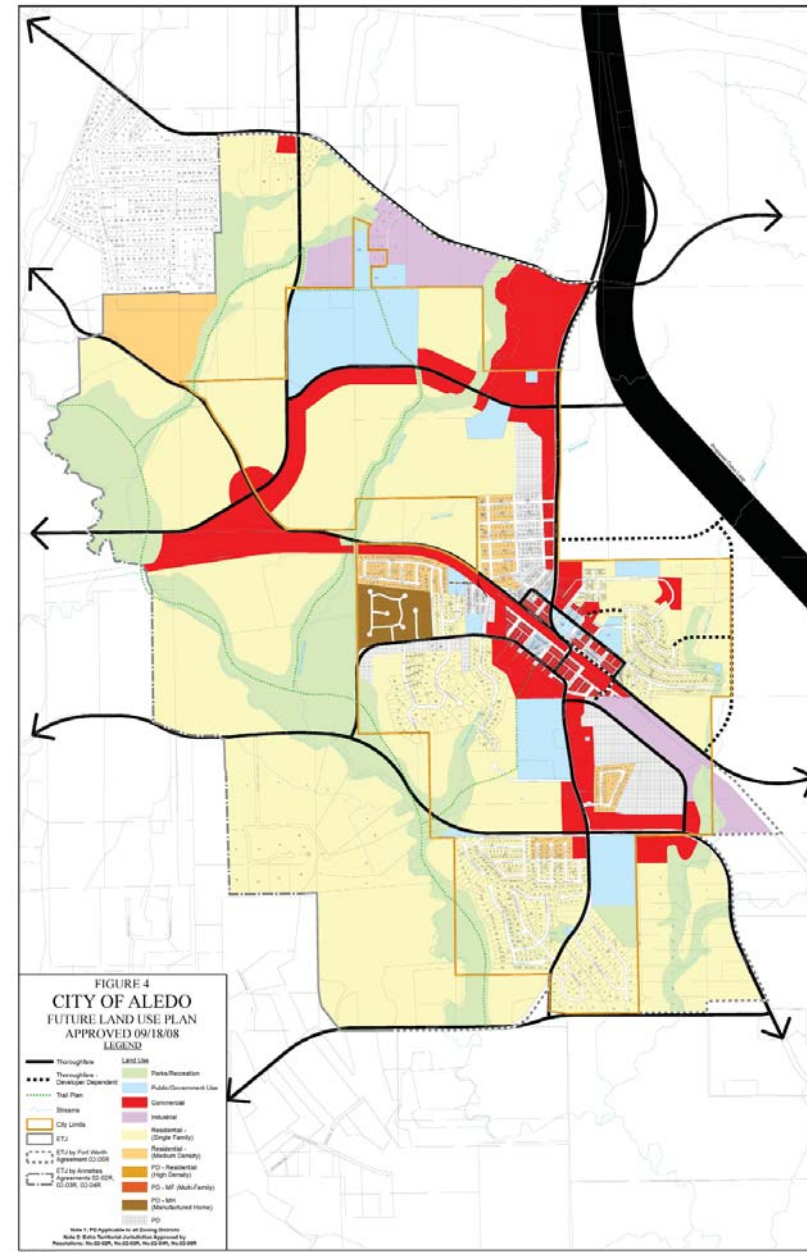
### Existing Future Land Use Map (2010)



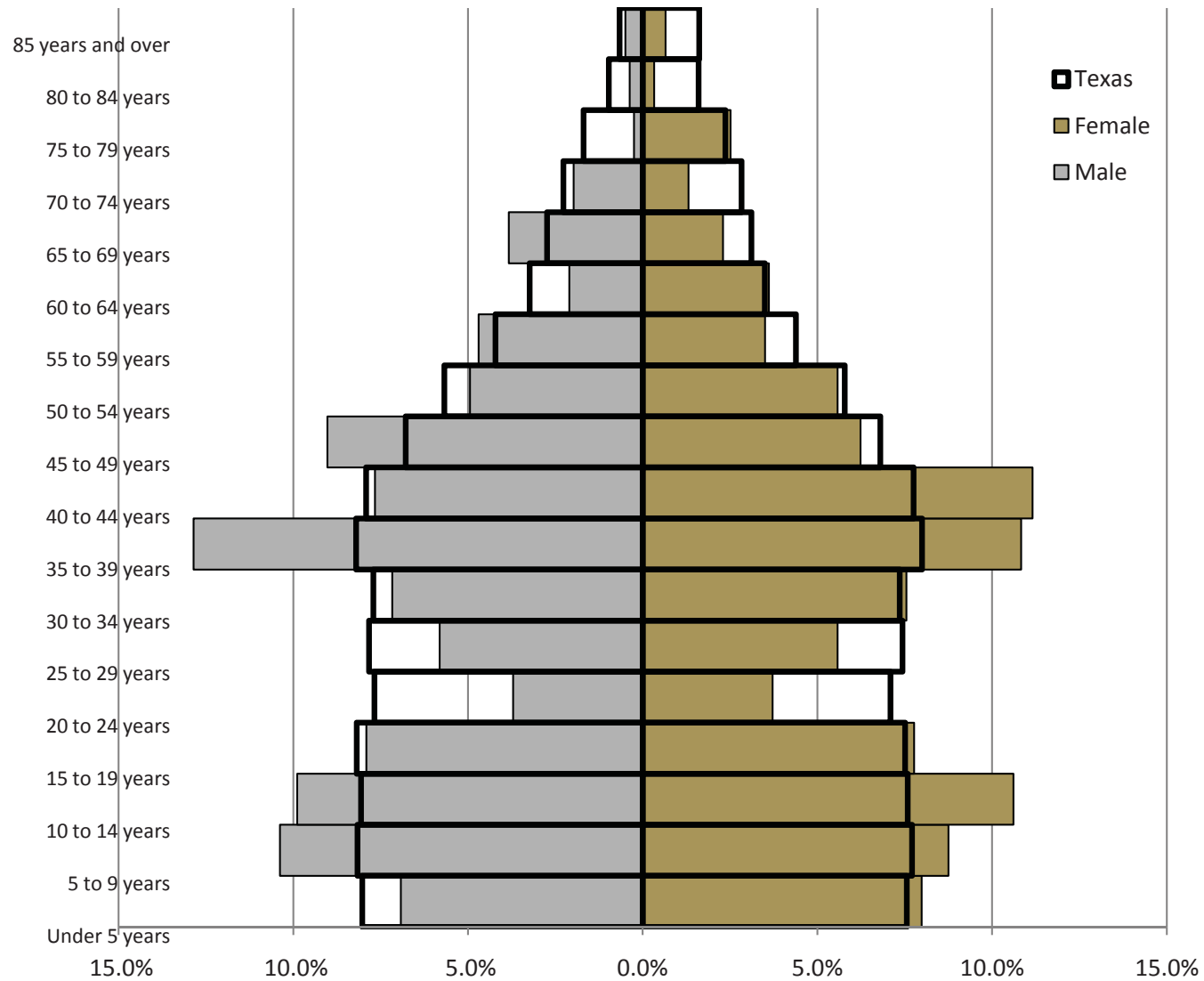
### Aledo Fast Facts (2010):

**Approximate City Limits** 1,625 acres (2.54 square miles)

**Approximate City ETJ** 1,721 acres (2.68 square miles)

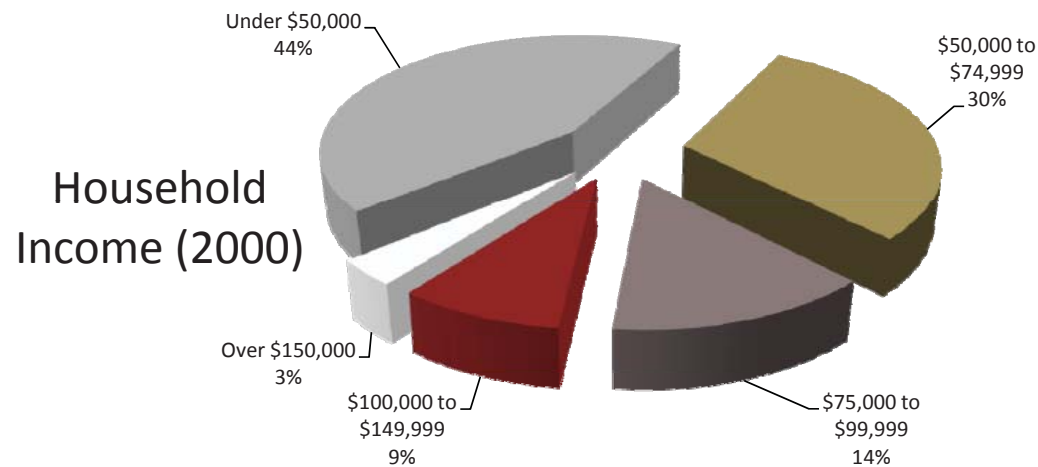


### Age Cohort Pyramid



### Social Characteristics

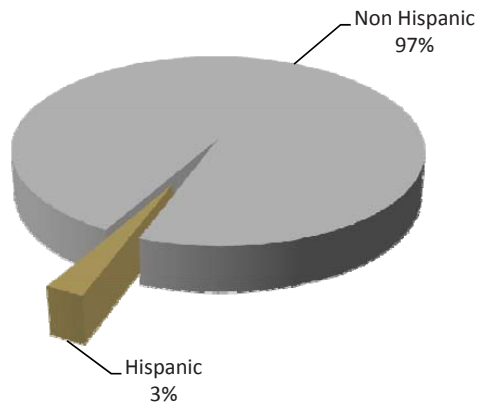
Educational Attainment	1990	2000	Percentage Change	DFW Percent
	Percent	Percent		
Less than 9th grade	7.1%	2.3%	-4.8%	8.6%
9th to 12th grade, no diploma	10.0%	5.9%	-4.1%	11.5%
High school graduate (includes equivalency)	29.5%	29.4%	-0.1%	22.6%
Some college, no degree	30.2%	28.7%	-1.5%	23.3%
Associate degree	7.5%	7.9%	0.4%	5.6%
Bachelor's degree	14.0%	18.0%	4.0%	19.6%
Graduate or professional degree	1.7%	7.8%	6.1%	8.8%



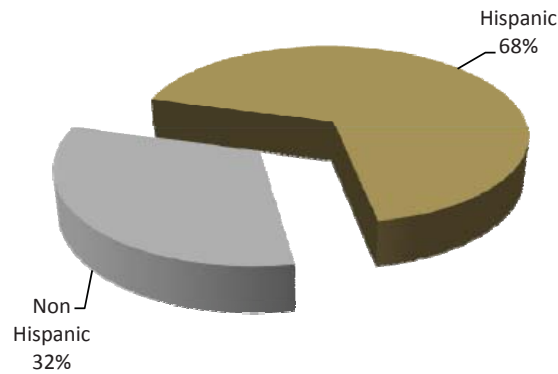
### Social Characteristics

Race and Ethnicity	1990		2000		Percent Change
	Number	Percent	Number	Percent	
White	1151	98.5%	1678	97.2%	-1.3%
Black or African American	0	0.0%	5	0.3%	0.3%
American Indian	9	0.8%	7	0.4%	-0.4%
Asian	7	0.6%	7	0.4%	-0.2%
Some Other Race	2	0.2%	10	0.6%	0.4%
Total	1169		1707		
Ethnicity					
Hispanic	33	2.8%	44	2.6%	-0.2%

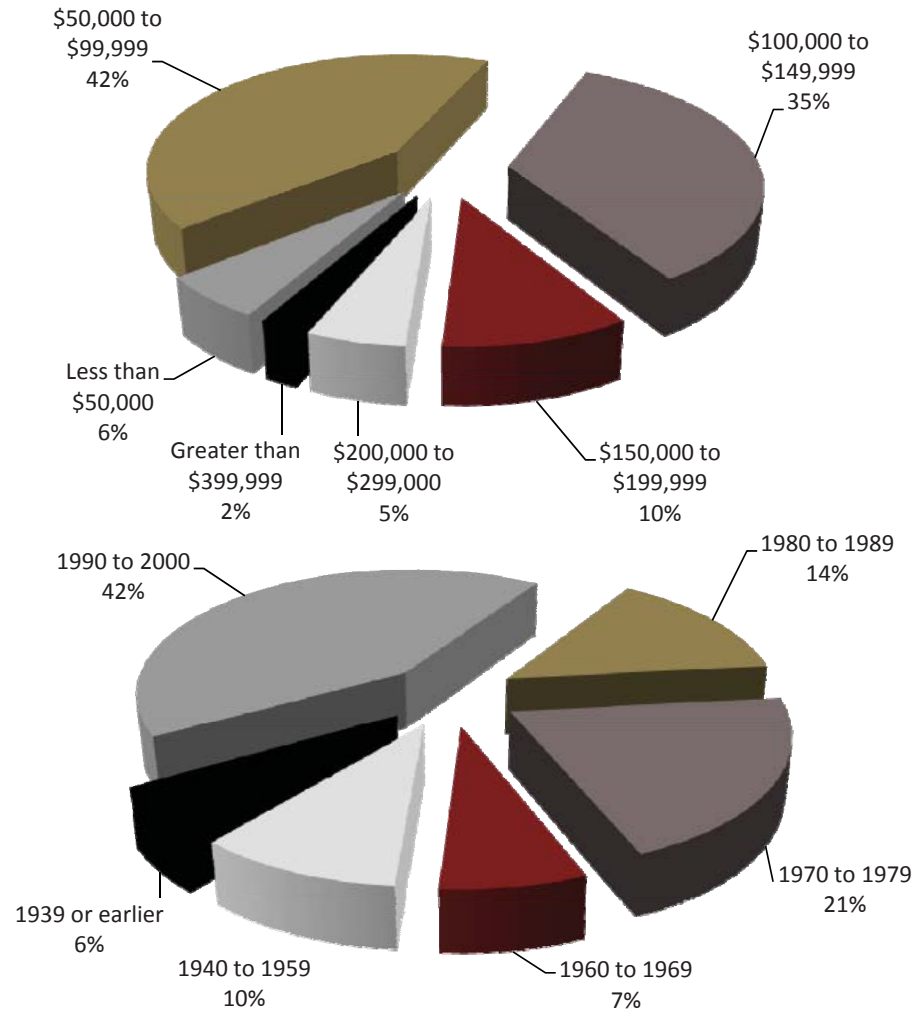
**Aledo**



**Texas**



### Housing Characteristics





## Public Involvement

Public involvement and community support are critical components in the strategic planning process. It is imperative to understand the dynamics from a public and stakeholder's perspective. Public involvement in the City of Aledo's Strategic Plan was an integral part of the planning effort to help build consensus among stakeholders.

### Strategic Plan Focus Group Meeting

The focus group meeting allowed input from Aledo's leadership and citizens.

**Date:** April 24, 2010

**Time:** 9:00 A.M.

**Location:** Aledo Community Center

**Attendees:** 37

<b>Bill Shelton</b>	<i>AEDC</i>
<b>Stanton Pearce</b>	<i>Planning and Zoning</i>
<b>Freddy Detherage</b>	<i>Resident</i>
<b>Mark Farmer</b>	<i>Planning and Zoning</i>
<b>Frances Fuentes</b>	<i>Resident</i>
<b>Lupe Fuentes</b>	<i>Resident</i>
<b>Pastor Peter Couser</b>	<i>The Summit</i>
<b>Dan Manning</b>	<i>Aledo I.S.D.</i>
<b>Steve Bartley</b>	<i>Aledo National Bank</i>
<b>Pam Flowers</b>	<i>Chattel</i>
<b>Zan Thorp</b>	<i>Aledo I.S.D.</i>
<b>Shelley Gipson</b>	<i>Aledo I.S.D.</i>
<b>John Lewis</b>	<i>City Council</i>
<b>Scott Mitchell</b>	<i>Aledo Fire Chief</i>
<b>Andy Edwards</b>	<i>Planning and Zoning</i>
<b>Randy Keck</b>	<i>AEDC</i>
<b>Chuck Mooney</b>	<i>Resident</i>
<b>Knox Ross</b>	<i>Aledo Christian Center Church</i>

<b>Warren Pearson</b>	<i>Parsons Table</i>
<b>Kim Hiebert</b>	<i>Parks Board</i>
<b>David Shaw</b>	<i>Resident</i>
<b>Matt Casey</b>	<i>City Council</i>
<b>Pam Snowden</b>	<i>Realty World Professionals</i>
<b>Sandy Bailey</b>	<i>Bailey Ranch</i>
<b>Mayola Lasater</b>	<i>Resident</i>
<b>Kenton Harvey</b>	<i>Church of Christ</i>
<b>Kit Marshall</b>	<i>Mayor, City of Aledo</i>
<b>Ken Pfeifer</b>	<i>City Administrator, City of Aledo</i>
<b>Kathleen Wedell</b>	<i>City Secretary</i>
<b>Lisa Flowers</b>	<i>East Parker Chamber</i>
<b>Cody Richardson</b>	<i>Freese and Nichols, Inc.</i>
<b>Wendy Shabay</b>	<i>Freese and Nichols, Inc.</i>
<b>Brandon Gonzales</b>	<i>Freese and Nichols, Inc.</i>
<b>Dan Sefko</b>	<i>Freese and Nichols, Inc.</i>
<b>Chris Bosco</b>	<i>Freese and Nichols, Inc.</i>
<b>Will McDonald</b>	<i>Freese and Nichols, Inc.</i>



Participants in the Strategic Plan Focus Group began with a sign-in and breakfast.

## Meeting Items

The meeting was opened with a welcome from Mayor Kit Marshall who reviewed the City's recent accomplishments. Mayor Marshall also spoke about the Urban Land Institute (ULI) workshop, needs assessment and volunteerism.

Wendy Shabay of Freese and Nichols, Inc. shared the purpose of the meeting and that the end goal would be to help formulate the City's vision for the plan. An icebreaker exercise was conducted to help citizens think about what Aledo means to them.

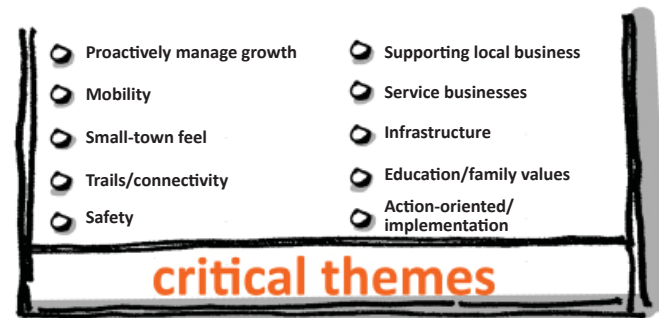


*Focus group exercises and comments were recorded by the planning team.*

The first of two exercises allowed citizens to give input on the vision statement for the City. Citizens were asked to think of qualities they wanted to maintain and what defines them as a city. The second exercise went into more depth, prompting participants to share their goals and objectives for economic development, aesthetics, transportation, housing/neighborhoods, parks and recreation, quality of life and downtown.

The meeting was concluded with closing comments and thoughts from Freese and Nichols, Inc. and Mayor Marshall. The following are results from the focus group meeting:

## Exercise #1, Vision Statement:



## Exercise #2, Goals and Objectives:

### Transportation

- Connect trails between areas of community
- Comprehensive transportation plan
- Streetscape (lighting/trees)
- Lobbying for funding
- Ease congestion

### Parks and Recreation

- Gathering places for all user groups
- Indoor/outdoor facilities
- Lighting
- Trails and greenspace
- Rock wall, community pool
- Park in couplet, meeting place
- Cleaning and expanding current parks
- Parks in new developments

### Housing/Neighborhoods

- “Small town” style housing
- Traditional neighborhood design
- Housing mix/life-cycle
- Design Standards
- Low Density
- Housing over retail, mixed use

### Economic Development

- Income producing company
- Tourism
- Bed and breakfast
- Upscale retail
- Upscale grocery
- Better signage, exposure
- Business promotion
- Full-service car wash
- Liquor-by-the-drink/restaurant

### Aesthetics/Identity

- Skate park
- Pedestrian amenities
- Walkability
- Fountain/water feature
- Youth activities
- Signage/gateways
- Streetscape
- Community exposure
- Community events

### Quality of Life

- Schools in advance of growth
- More parks and recreation
- Recycling opportunities
- Law enforcement visibility
- Improve retail access and retail opportunities
- Small town feel

## Additional Focus Group Comments and Observations:

The following are additional comments and observations gathered from the focus group meeting:

- Encourage economic development.
- Preserve and enhance downtown Aledo.
- Reinforce citizen's strong sense of community.
- Preserve and perpetuate Aledo's historic and distinct character and include place making.
- Promote high quality of life.
- Promote and preserve educational excellence.
- Attract and retain quality developments and investments.
- Optimize the use of limited land and natural resources.
- More sidewalks would many areas of the City.
- Construct bike lanes to welcome bicyclists.
- Create a City Center on Bailey Ranch, if feasible in the future.
- Pursue the couplet concept, even though there may be some accessibility issues.
- Commended the City leaders for laying a strong foundation for the betterment of the community.
- Host more events and community activities.
- Consider the least disruptive way to initiate City improvements in order to lessen the impact on traffic and businesses.



*Focus group participants were divided into subgroups to discuss strategic Plan categories.*



*Subgroups reported their findings, goals and objectives back to the entire focus group.*



## Town Hall Meeting #1

**Date:** June 15, 2010

**Time:** 6:30 P.M.

**Location:** Aledo Community Center

**Attendees:** 14

Town Hall Meeting #1 was held to present the vision statement, goals and preliminary strategies to residents and businesses. The information presented was developed through analysis of previous meetings and findings. The meeting was kicked off with opening comments from Aledo's Mayor Kit Marshall. Following, members of the consulting team presented the purpose and process of the Strategic Plan. The presentation included a summary of the April 24, 2010 Focus Group findings and also a results review of the Strategic Plan website survey.

Aledo's new vision statement was presented to the Town Hall participants for discussion. Next, goals and preliminary strategies were presented which included the categories: transportation, economic development, downtown, housing and neighborhoods, parks and recreation, community identity and aesthetics and quality of life. The participants discussed in detail, plans for downtown's future and gave feedback for additional strategies. Following this meeting, the consulting team finalized the vision statement and goals and then further refined specific strategies for each goal.

Video of Strategic Plan Progress:

[www.facebook.com/video/video.php?v=584058315912&ref=mf](http://www.facebook.com/video/video.php?v=584058315912&ref=mf)



*The vision statement, goals and preliminary strategies were presented at the Town Hall meeting.*



*Participants in the Town Hall meeting discussed specific action items.*



## Town Hall Meeting #2

**Date:** August 17, 2010

**Time:** 6:30 P.M.

**Location:** Aledo Community Center

**Attendees:** 51

Town Hall Meeting #2 was held to present the final vision statement, goals and strategies to residents and businesses. The information presented included the planning team's recommendations based on analysis and previous public participation. The planning team kicked off the meeting with a presentation. The presentation began with why planning is important for the City and included discussion on population growth, the uniqueness of Aledo and recent accomplishments. Following, a video prepared by The Community News was shown outlining the Strategic Plan's scope, process and vision.

After the video, the planning team outlined the results of the public process including issue identification as a result of a website survey, focus group and town hall meetings. The final segment of the presentation included the Strategic Plan recommendations. Final recommendations focused on transportation, economic development, housing, parks, identity, quality of life and the historic downtown. At the conclusion of the presentation, an open discussion was conducted to allow participants to comment on the Strategic Plan. Also, comment cards were provided to allow for the opportunity for additional remarks.



*Mayor Kit Marshall discusses Aledo's exciting future.*












*Participants in the Town Hall meeting.*

## Strategic Plan Citizen Survey Summary









The following is a the summary of a Citizens Survey for the Strategic Plan. This online survey was open to the public via the City's web site, and its purpose was to solicit input from citizens on their overall perception and desires for the City.



### Survey Results:

1. How long have you lived in the City of Aledo?		
Less than 1 year		24%
1 to 5 years		38%
5 to 10 years		14%
10 to 20 years		8%
Over 20 years		8%
I do not live in the Aledo city limits		8%

2. How would you describe the quality of life in Aledo?		
Excellent		43%
Good		54%
Fair		3%
Poor		0%

## Survey Results:

3. What was the most important factor for you when you decided to move to Aledo?		
Born or raised in Aledo		8%
Affordable housing/land		6%
Clean and attractive		0%
Close to work		3%
Distance to Dallas/Fort Worth		0%
Friends/Family		3%
Tax Rates		0%
Parks		0%
Schools/education		50%
Selection of housing		6%
Small town feel		11%
Safe place to live		8%
Other, please specify		6%

4. Do you think the quality of life in Aledo will improve, stay the same, or decline over the next five years?		
Improve		50%
Stay the same		17%
Decline		22%
Do not know		11%

## Survey Results:

5. What would you consider the greatest single issue facing Aledo today?		
Outside perception		0%
Lack of aesthetic enhancements		0%
Downtown developments	<div></div>	3%
Transportation and pedestrian circulation	<div></div>	33%
Planned developments surrounding the City	<div></div>	8%
Types of residential housing	<div></div>	6%
Existing developments and businesses		0%
City Tax Revenue	<div></div>	11%
Resistance to Growth	<div></div>	8%
Inaction	<div></div>	6%
Do not know	<div></div>	6%
Other, please specify (see response below)	<div></div>	19%

### Responses:

- Lack of amenities (i.e.. public pool, grocery stores, restaurants)
- Lack of community events, gathering spaces and family activities
- Fast pace city growth
- Vehicular traffic and water supply

## Survey Results:

6. Would you rate the City of Aledo as Excellent, Good, Fair, or Poor in terms of aesthetics and general appearance?		
Excellent	<div></div>	6%
Good	<div></div>	49%
Fair	<div></div>	34%
Poor	<div></div>	11%
Do not know		0%

7. For each of the services provided by the City, please rate the service as Excellent, Good, Fair, or Poor.					
	Excellent	Good	Fair	Poor	No Opinion
Street Maintenance	5%	32%	54%	5%	3%
Recreational Programs	8%	22%	27%	27%	16%
Storm Water Drainage	6%	58%	25%	6%	6%
Law Enforcement	14%	25%	33%	17%	11%
Fire Department	14%	58%	17%	0%	11%
Emergency Medical Services	6%	31%	31%	6%	28%
Waste Management Services	14%	51%	23%	6%	6%
Water Services	6%	46%	23%	20%	6%
Utilities	17%	53%	19%	3%	8%
Animal Control	3%	33%	25%	8%	31%
Parks	11%	37%	29%	20%	3%



## Survey Results:

8. Please mark if you feel the following are Very Appropriate, Somewhat Appropriate, Somewhat Inappropriate, Very Inappropriate types of development in Aledo.					
	Very Appropriate	Somewhat Appropriate	Somewhat Inappropriate	Very Inappropriate	No Opinion
Small dept. store (ex: Kohls)	11%	17%	36%	28%	8%
Large dept. store (ex: Dillards)	3%	11%	33%	44%	8%
Discount Retailers (ex: Target)	14%	19%	25%	36%	6%
Clothing Retailers	14%	39%	22%	19%	6%
Furniture and Appliance Stores	6%	31%	36%	22%	6%
Florist and Card Shops	31%	44%	14%	6%	6%
Grocery Store	50%	28%	8%	11%	3%
Recreational Supply Stores	17%	39%	19%	19%	6%
Entertainment Venues	19%	39%	11%	31%	0%
Full Service (sit-down) restaurant	44%	42%	11%	3%	0%
Fast food restaurants	25%	36%	22%	14%	3%
Single category food shops (ex: bakery)	36%	42%	14%	8%	0%
Maintenance and repair services	25%	56%	11%	6%	3%

## Survey Results:

9. Please mark if you feel the following are Very Appropriate, Somewhat Appropriate, Somewhat Inappropriate, Very Inappropriate types of development in Aledo.					
	Very Appropriate	Somewhat Appropriate	Somewhat Inappropriate	Very Inappropriate	No Opinion
Upscale housing	47%	44%	6%	0%	3%
Residential - Senior Living	39%	31%	17%	8%	6%
Residential - apartments	3%	11%	25%	61%	0%
Office suites/business parks	11%	39%	31%	17%	3%
Family practice medical offices	33%	50%	8%	6%	3%
Medical Hospitals	11%	31%	39%	17%	3%
Medical Clinics	28%	56%	8%	6%	3%
Light Industrial	0%	42%	25%	33%	0%
Heavy Industrial	0%	6%	22%	72%	0%

## Survey Results:

10. How important or unimportant are the following to you in terms of Aledo's quality of life?					
	Very Important	Important	Unimportant	Very Unimportant	No Opinion
A trail system	50%	33%	14%	3%	0%
Appearance of the City	53%	44%	3%	0%	0%
Attractive streetscapes	40%	49%	6%	3%	3%
Availability of apartments	3%	6%	25%	67%	0%
Availability of townhomes	3%	17%	37%	43%	0%
An effective roadway network	72%	25%	0%	3%	0%
Employment opportunities	11%	39%	22%	22%	6%
Enhancing the City's identity	22%	44%	17%	14%	3%
Establishing community focal points	22%	47%	17%	6%	8%
Mixed use developments (places where one can shop/live/work)	22%	28%	28%	19%	3%
Recycling	61%	31%	6%	3%	0%
Open space	66%	29%	3%	0%	3%
Parks	67%	33%	0%	0%	0%
Outdoor recreation (ex: skate park)	54%	14%	23%	3%	6%
Outdoor event spaces (ex: amphitheater)	42%	31%	14%	11%	3%
Walkability	64%	28%	0%	6%	3%

## Survey Results:

**11. If you could select one other City to use as a model for Aledo, what City would that be and why?**

### Responses:

- Grandbury. It has the theater that was very enjoyable. We also liked the restaurants and Saturday shopping at the town square.
- I enjoy the Fort Worth downtown area. Everything seems to be in walking distance.
- Essex, Connecticut. This is smaller town close to the shoreline in Connecticut. I think developing Aledo would take away from why people want to live there. I love going home on the weekends and seeing all the open land and being away from the city. I think it would be such a neat idea for the downtown area to have specialty shops. Essex, CT is such a cute town and is very unique. Here is a link: <http://www.essexct.com/>.
- Marble Falls, outside of Austin. Similar style of landscaping, similar upscale homes on large lots, great schools ... but Marble Falls has also created itself as a “destination” with a vibrant small downtown, handful of upscale hotels ... it is very livable for families, yet quaint enough to attract visitors.
- Williamsburg, Virginia.
- Dalworthington Gardens. The feeling of an island in the midst of a hurried swirl of humanity with an acceptance of mixed zoning with horses next to mansions and next to shacks. An obvious disdain for competition with surrounding Arlington. A frugal city administration.
- I love what towns like Granbury have done with focused/planned investment. You could also say Southlake.
- St. Helena, CA and Half Moon Bay, CA Jackson Hole, WY Breckenridge, CO Fredricksburg, TX, Hico, TX stick out in my mind from past visits as great little towns.
- Gruver, TX.
- Southlake, TX.
- Ellsworth, Hays, or maybe even Dodge City, Kansas: Aledo is just one more Railroad town as these were and are. They have handled their railroad ROW's & crossings by neatly fencing the ROWs off and included pedestrian walkways with point of interest signs along the way that are simple without “re-platting” or distracting from the towns’ the original layout by the railroad.
- I think Aledo is it's own place. We have a beautiful community outside the limits of Fort Worth, with our own distinct values and ideas. We have to be careful that our growth doesn't change our group opinions and traditional values that we are so happy about.
- Grapevine has a wonderful city square type feeling built around the tracks that go through town.
- Westlake Village, CA It's beautiful, even from the freeway. No one driving by on the freeway here would even know that there is a nice community to live in.
- Austin, great city to get around in, healthy thinking, healthy food, beautiful city.
- Salado for quaintness but too artsy; Southlake for signage and commercial development, McKinney downtown for quaintness, Addison for its community events.

## Survey Results:

### 12. What is Aledo's single greatest aspect/quality?

#### Responses:

- Small but not too small, very friendly!
- Small town near a big city -- county feeling but close to the "big city".
- Strong sense of community.
- Schools and Country Living with close accessibility to Weatherford or Ft. Worth.
- I like how close it is to Fort Worth and Weatherford...but love how your away from the city life when you go home.
- Small town feel. Don't want a Hulen Mall, but a grocery store and some restaurant choices would be nice.
- Upscale affordable homes with easy access to Fort Worth amenities.
- Rural setting.
- Quiet open space.
- Single family homes.
- Schools.
- Country/Ranch style living; quality home town feel.
- Rural feel close to the City and good schools.
- The fact that people know each other and are friends.
- Its old-timers, most of which are gone. The vast number of WWII veterans, from such small area, whose dedication and sacrifice should be commemorated, as well as all other veterans. Many were Civil War vets who settled in this area.
- Relationship between community, schools and church values.
- Good quality of Life with a great school system.
- Aledo is a small city with some insulation from the urban recession.
- The long time residents.
- Close enough to fort worth to shop.
- Government planning for the future.



## Survey Results:

### 13. How would you reinforce Aledo's sense of community?

#### Responses:

- It is very nice athletically oriented. But that makes it hard to meet people anywhere else but at a field.
- Everyone I have met so far is very proud of their community and they take great pride in the school sports programs.
- Continued support of "local" events (there's a Road Race for the Hero's (I believe every April...) ability to support East Parker County Library, Volunteer Fire Department, Community Center and children through Lions Clubs sports activities (football, baseball, basketball, etc).
- Developing it with specialty shops only so that it still has the home feeling it does today.
- Good parks and jogging/bike trail, which is a good way for people to see each other. A community swimming pool would be especially nice.
- Enhance downtown with quaint shops/galleries perhaps a vibrant "town square" and/or amphitheater with a weekly farmer's market, family "concert", art walk events, outdoor movie night ... check out Galveston's downtown activities (where we moved from.) The city did a great job sponsoring events like that. It really fostered a sense of community.
- Better facilities that the city could be proud of.
- More parks, clean up the appearance it needs some sparkly, freshness. City Athletic program adult and children get the people outside and working together.
- I think that the sense of community starts with the schools (Bearcat Pride). I would also continue to focus on community-centric events. Give incentives to attract small business to thrive here.
- Continue with school involvement, fire fighter pancake breakfasts, small boutiques and family-owned restaurants, parades, helpful and friendly postal staff, church sponsored events, Aledo Community Center activities.
- Fourth of July Celebration/Picnic/Fireworks.
- A big block party in the middle of that Veteran's Park.
- More parks/ open spaces.
- Tackle the infrastructure problems - cleanliness, appearance, good roads and smooth traffic flows lead to a community everyone admires and wants to be a part of.
- Complete the new r/r crossing, acquire the property within the crossings and develop the property in to a city square that includes city hall, a library, a museum inside the old station house and a sidewalk to encircle the property.
- Foster an appreciation for Aledo's past.
- Build sidewalks, fix up parks.
- More community events outside of school related activities; tap into the arts community for some festivals.

## Survey Results:

### 14. How would you preserve and promote Aledo's distinct character?

#### Responses:

- Keep it small but build up a focal point or two. A theater of some kind or pool or lake or walking district with trails to ensure the character is at least a little diverse.
- Would have to be careful on what types of businesses came into downtown to keep the feeling of still being a "county" town.
- Don't lose that "remote"/small town Americana feel. It is nice to have a place that your kids can play outside and ride their bike around the block with little fear.
- I would not develop it with large department stores.
- Limit big development, especially apartment/condo/townhouse and small lot development.
- Limit "big box" development. Limit apartment complexes. Enhance sense of community/pride through events such as item 13.
- Overlay districts downtown historical etc...
- Clean freshen-up. Plant trees get the community involved with the plans get volunteers to come up with fresh new ideas get schools involved retirement community (they have all the history).
- Focus on the future without losing sight of the history. We should weave our past into our future. Stay rural.
- From its history...why was it formed, how, who, its importance along the RR, stories of who settled here, history of surrounding ranches.
- Have a master plan for development with building restrictions that enforce high quality, rustic charm, rural feel, and appropriate infrastructure not overbuilt and no big boxes.
- Keep it between small town and big city.
- Lean a lot more to the past than the "future"...What would our Grandpas have done? What they did was why we are here now!
- We need to keep our steeples high and our football strong. Our character is so much more different than other cities, and it is what

makes Aledo so much better than the others.

- Update the buildings without destroying the character, more consistent theme with lighting, colors and historical decorations. Maybe the train heritage could be recreated and built on - old train museum and water/coal stop displays. Also, the significant ranchers or livestock history, was this on the artery for cattle drives, and what about the American Indians that were the original settlements? The old west themes and the influence of the railroad is a very attractive building block, one (almost) everybody likes and can identify with.
- Unfortunately, I am concerned that Aledo has not established a distinct character other than being a non-descript, small town. However, being a non-descript, small town has its obvious advantages.
- Focus on what the people really want, beauty, integrity, there are people that don't make millions of dollars a year that need affordable nice housing.
- Improve vehicular traffic over the railroad.
- Enforce ordinances, streetscapes and banners, greenery, appropriate signage and advertising, promote entrepreneurship.

## Survey Results:

### 15. How would you attract quality developments?

#### Responses:

- Improve access from the freeway (being done).
- Tax breaks.
- Tax incentives.
- Good schools, good utilities, safe place to live.
- Home town values.
- Encourage City officials to be pro-business and user friendly. Develop some incentives for local businesses that add value to our community.
- Tax incentives. Having a development plan that can show developers a future of quality and restraint and growth.
- Very selectively.
- A better traffic system would be a start.
- You are onto it - come up with the superior strategic plan and vision that you can present a picture of where we are going. Then - don't let the city be swayed off always building toward the common themes and plans - limit exceptions.
- The most important factor in attracting quality "retail" developments is providing access by means of road construction. The I-20 Corridor seems to be the most logical opportunity to establish development that would grow back towards out city limits.
- Make them green, energy efficient, offer tax breaks.
- Desirable tax structure.
- Work with property owners on vision of Aledo, meet stated needs in keeping with strategic plan, work with bankers, AEDC, chamber and developers to recruit appropriately.

## Survey Results:

### 16. Any additional comments, concerns or recommendations on what you would like to see in Aledo?

#### Responses:

- I would like a few more restaurants or even fast food places, but especially a grocery store. A pool would be nice but take a splash park with sprinklers.
- I really think it is important to have recycling in the area.
- Would prefer to leave Aledo as is - small town atmosphere and let growth happen in the surrounding communities - Willow Park, Hudson Oaks, Weatherford, etc. New development inside the City will change things and cause Aledo to lose that small town atmosphere.
- I would like to see Aledo stay small and undeveloped, that is what makes it Aledo. I love the feeling to see all the open space when I go home.
- The nearest public swimming pool is in Benbrook and the nearest grocery store is 10 to 15 minutes away. I really think people would pay to support a public pool and pay slightly higher prices to support a local (small) grocery store.
- We would love to see Aledo create more of a vibrant “city center” with family-oriented events in the future. And we would definitely take advantage of them. We are excited to see that the city is implementing a strategic plan ... this shows us that Aledo is forward-thinking and not “stagnant”.
- Needs major entry elements when entering off I-20. Determine what will make this city different and special and market that approach.
- Plant some trees, flowers, sidewalks.
- Bypass roads east and west kept clear of all businesses and speed zones. Quiet zone at RR crossings. Abandon the concept of a “Historic District” in favor of tear down and new development letting the business owner decide if it could be viable.
- I’d like to see the development of a downtown business district that would encourage central parking and pedestrian traffic. This town is made for small retail and non-chain restaurants. The City should take an interest in the real estate on and around Front Street.
- I hope Aledo will stay small town. The big stores and restaurants are not far in either direction (FW or Weatherford). However, community pools, walking/running/biking trails, skate parks, lighted streets/parks etc. Would be a huge asset to the families already living here and give the community an option to get outside and enjoy the community we live in safely.
- Bike paths and trails. There is no safe place to walk or get out and feel like a community.
- To stay the same but to keep working at keeping it safe and friendly.
- A City Pool where kids can hang out in the summer and meet others.
- Re-think the “new” railroad crossings stuff. We don’t need to close off the east crossing by the Feed mill for sure but another one is definitely needed.
- I think walkability would be nice, there aren’t any sidewalks downtown and it looks trashy with kids randomly walking on the side of the road during the day. In the morning the traffic is really bad so either a traffic light or alternative routes would work for that problem.
- What a great idea to have an accessible survey for some input, thanks! If you can just get that vision to all the developers/owners and control the growth, keep the themes - and help the existing neighborhoods maintain and improve the quality of life. The one single priority right now is the horrible traffic in the mornings, it is

## Survey Results:

unsafe and a ridiculous, frustrating waste of time - I know you have a plan, but I would advise you to get some morning support for traffic cops at Old Annetta and FM 1187 immediately. Thank you.

- Based on my very limited online research I've come to the understanding that Aledo was named after the home town of a railroad man. I think the tracks should be part of the logo and that the existing and near future r/r crossings should be built and maintained in a way that shows pride in including the railroad in our heritage.
- Aledo needs to grow into a larger community. We are too focused on staying a small town. If we do not take action to control our future growth, it will be done for us. Our off-ramp from the freeway gives people the impression that our community has nothing to offer.
- Aledo is in a prime area. Be careful how you go about your growth to keep crime low and enjoy the benefits of small community living, it will eventually grow into Fort Worth anyway.
- Parking garage on Oak St. with facade in keeping with historic area.
- Traffic controls.



# City of Aledo Strategic Plan

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*Creating Aledo's Future*



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