

*REINVESTMENT ZONE NUMBER ONE,
CITY OF ALEDO, TEXAS
PRELIMINARY PROJECT AND FINANCE PLAN*

(the "Preliminary Plan")

December 18, 2019

1. INTRODUCTION.

1.1 Authority and Purpose. The City of Aledo, Texas, a Texas General Law Type-A Municipality (the "City"), has the authority under Chapter 311, Texas Tax Code, as amended (the "Act") to designate a contiguous or noncontiguous geographic area within the corporate limits and extraterritorial jurisdiction of the City as a tax increment reinvestment zone to promote development or redevelopment of the area if the governing body of the City (the "City Council") determines that development or redevelopment would not occur solely through private investment in the reasonably foreseeable future, that the zone is feasible, and that creation of the zone is in the best interest of the City and the property in the zone. The purpose of the zone is to facilitate such development or redevelopment by financing the costs of public works, public improvements, programs, and other projects benefiting the zone, plus other costs incidental to those expenditures, all of which costs are authorized by the Act.

1.2 Eligibility Requirements. An area is eligible under the Act to be designated as a tax increment reinvestment zone if it is predominantly open or undeveloped and, because of obsolete platting, deterioration of structures or site improvements, or other factors, substantially impairs or arrests the sound growth of the City. The City cannot, however, designate a zone if more than thirty percent (30%) of the property in the proposed zone, excluding property that is publicly owned, is "used for residential purposes" (defined by the Act as follows: "... property is used for residential purposes if it is occupied by a house having fewer than five living units ...") or if the total appraised value of taxable real property in the proposed zone and in existing reinvestment zones exceeds fifty percent (50%) of the total appraised value of taxable real property in the City and in industrial districts created by the City.

1.3 The Proposed Zone. The City is considering the creation of a tax increment reinvestment zone to be known as "*Reinvestment Zone Number One, City of Aledo*" (the "Zone") that will include approximately 849.25 acres as described by the legal description in **Exhibit A** and depicted on **Exhibit B** (the "Property"). The Property is currently zoned Planned Development Single Family-Residential (PD R-2), Commercial District – Office, Light Retail, and Neighborhood Services (C-1), Commercial District – General (C-2), Downtown Business District (DB), Single Family Residential District (R-1), Single Family Residential District (R-2), Manufacturing/Industrial District – Light (M-1), and Manufacturing/Industrial District – Heavy (M-2). The Property has partially developed and partially undeveloped areas, and due to its size, location, and physical characteristics, development will not occur solely through private investment in the foreseeable future. The Zone qualifies related to the extensive costs of the public infrastructure and public improvements to develop the property from open agricultural to Planned Development Single Family-Residential (PD R-2), Single Family Residential (R-1), Manufacturing/Industrial District – Light (M-1), Commercial District – Office, Light Retail, and Neighborhood Services (C-1), and Commercial District – General (C-2). Additionally, the City Council commissioned the Velocity Report attached as **Exhibit G**, which has identified critical areas for redevelopment to occur. The Property substantially impairs, and inhibits the application of the Velocity Report due to factors such as obsolete platting, aging public infrastructure, and the need for economic incentives to attract redevelopment to the Zone for the purpose of providing long-term economic benefits

including, but not limited to, increased real property tax base for all taxing units in the Zone, increased sales and use tax for the City and the State of Texas, and increased job opportunities for residents of the City, Parker County, Texas (the "County"), and the region. If the public works, public improvements, programs, and other projects are financed as contemplated by the Final Plan (hereinafter defined), the City envisions that the Property will be developed to take full advantage of the opportunity to bring to the City, the County, and to all of the region quality developments.

1.4 Preliminary Plan; Hearing. Before the City may adopt an ordinance designating the Zone, the City Council must prepare a preliminary reinvestment zone financing plan in accordance with the Act and hold a public hearing on the creation of the proposed Zone and its benefits to the City and to the Property, at which public hearing interested persons may speak for or against the creation of the proposed Zone, the boundaries of the proposed Zone, and the concept of tax increment financing, and at which hearing the owners of the Property are given a reasonable opportunity to protest the inclusion of their property in the proposed Zone. The requirement of the Act for a preliminary reinvestment zone financing plan is satisfied by this Preliminary Plan, the purpose of which is to describe, in general terms, the public works, public improvements, programs, and other projects that will be undertaken and financed by the Zone. A more detailed description of how such public works, improvements, programs, and projects will be undertaken and financed will be determined by the Final Plan (hereinafter defined), which require approval by the Board (hereinafter defined) and by the City Council.

1.5 Creation of the Zone. Upon the closing of the above-referenced public hearing, the City Council may adopt an ordinance in accordance with the Act creating the Zone if (1) the City Council finds that development or redevelopment of the Property would not occur solely through private investment in the reasonably foreseeable future, (2) that the Zone is feasible, and (3) that improvements in the Zone will significantly enhance the value of all the taxable real property in the Zone and will be of general benefit to the City. Among other provisions required by the Act, the ordinance creating the Zone will appoint a Board of Directors for the Zone (the "Board").

1.6 Board Recommendations. After the creation of the Zone, the Board will review this Preliminary Plan and approve and recommend to the City Council (1) a *Reinvestment Zone Number One, City of Aledo Final Project and Finance Plan* (as amended from time to time, the "Final Plan"), pursuant to which the City will contribute a portion of its maintenance and operations ad valorem tax increment (the "City Tax Increment") attributable to new development in the Zone into a tax increment fund created by the City and segregated from all other funds of the City (the "TIRZ Fund") to the costs of public works, public improvements, programs, and other projects benefiting the Zone; (2) a "County Participation Agreement" between the City and the County pursuant to which the County will contribute a portion of its ad valorem tax increment attributable to new development in the Zone (the "County Tax Increment") into the TIRZ Fund to pay such costs; (3) a "Hospital District Participation Agreement" between the City and Parker County Hospital District (the "Hospital District") pursuant to which the Hospital District will contribute a portion of its ad valorem tax increment attributable to new development in the Zone

(the “Hospital District Tax Increment”) into the TIRZ Fund to pay such costs; and (4) a “College District Participation Agreement” between the City and the Weatherford Junior College District (the “College District”) pursuant to which the College District will contribute a portion of its ad valorem tax increment attributable to new development in the Zone (the “College District Tax Increment”) into the TIRZ Fund to pay such costs.

1.7 Council Action. The City Council will take into consideration the recommendations of the Board, and will consider approval of the Final Plan, the County Participation Agreement, the Hospital District Participation Agreement, and the College District Participation Agreement as appropriate. If the County Participation Agreement is approved, the City Council will authorize and direct its execution when the agreement has been approved by the County. If the Hospital District Participation Agreement is approved, the City Council will authorize and direct its execution when the agreement has been approved by the Hospital District. If the College District Participation Agreement is approved, the City Council will authorize and direct its execution when the agreement has been approved by the College District.

2. DESCRIPTIONS AND MAPS.

2.1 Existing Uses and Conditions. The Property is currently located in the corporate limits and extraterritorial jurisdiction of the City and is zoned The Property is currently zoned Planned Development Single Family-Residential (PD R-2), Commercial District – Office, Light Retail, and Neighborhood Services (C-1), Commercial District – General (C-2), Downtown Business District (DB), Single Family Residential District (R-1), Single Family Residential District (R-2), Manufacturing/Industrial District – Light (M-1), and Manufacturing/Industrial District – Heavy (M-2). The Property is partially developed, partially underdeveloped, and partially undeveloped, and there is limited and aging public infrastructure to support future development. Development will require more public infrastructure that: (1) the City cannot provide; and (2) will not be provided solely through private investment in the foreseeable future.

2.2 Proposed Uses. A map of the Property and description of the proposed uses of the Property are shown on **Exhibit C**.

2.3 Legal Description. A legal description of the Property is provided on **Exhibit A**.

3. PROPOSED CHANGES TO ORDINANCES, PLANS, CODES, RULES, AND REGULATIONS. The Property is wholly located in the corporate limits and extraterritorial jurisdiction of the City and is subject to the City's zoning regulation. The City has exclusive jurisdiction over the subdivision and platting of the property within the Property, and the design, construction, installation, and inspection of water, sewer, drainage, roadway, and other public infrastructure.

4. RELOCATION OF DISPLACED PERSONS. No persons will be displaced or relocated due to the creation of the Zone or implementation of the Final Plan.

5. ESTIMATED NON-PROJECT COSTS. Non-project costs are private funds that will be spent to develop in the Zone but will not be financed by the Zone. The list of non-project costs includes

developer initiated land assembly within the zone for private development and property owner initiatives on private property improvements. Non-project costs cannot be accurately detailed at this point in the TIRZ life, but it is hoped that private sector investment within the Zone will lead to a valuation that will be at least three times the cost of improvements within the Zone.

6. **PROPOSED PUBLIC IMPROVEMENTS.**

6.1 Categories of Public Improvements. The categories of public works and public improvements (the "Public Improvements") that are proposed to be financed by the Zone are as follows: trail improvements, and economic development improvements. All Public Improvements shall be designed and constructed in accordance with all applicable City standards and shall otherwise be inspected, approved, and accepted by the City. At the City's option, the Public Improvements may be expanded to include any other category of improvements authorized by the Act.

6.2 Locations of Public Improvements. The estimated locations of the proposed Public Improvements are shown and described in the Velocity Report as set forth on **Exhibit G**. These locations are provided for informational purposes only and may be revised from time to time without amending the Final Plan.

7. **ESTIMATED PROJECT COSTS.** The total project costs for the Zone (the "Project Costs") include the Administrative Costs (defined below) and the costs of the Public Improvements, which are estimated to be \$4,000,000 in 2019 dollars, as set forth on **Exhibit D**.

7.1 Administrative Costs. The Project Costs for administration of the Zone shall be the actual, direct costs paid or incurred by or on behalf of the City to administer the Zone (the "Administrative Costs"). The Administrative Costs include the costs of professional services, including those for planning, engineering, and legal services paid by or on behalf of the City. The Administrative Costs also include organizational costs, the cost of publicizing the creation of the Zone, and the cost of implementing the project plan for the Zone paid by or on behalf of the City. The Administrative Costs shall be paid each year from the TIRZ Fund before any other Project Costs are paid.

8. **ESTIMATED TIME WHEN COSTS ARE TO BE INCURRED.** The Administrative Costs will be incurred annually. It is estimated that the remainder of the Project Costs will be incurred during the time intervals set forth on **Exhibit E**.

9. **ECONOMIC FEASIBILITY.** For purposes of this Preliminary Plan, economic feasibility has been evaluated over the term of the Zone based on the feasibility study (the "Feasibility Study") prepared by Petty & Associates, Inc., a copy of which is attached as **Exhibit F**. This evaluation focuses only on "direct" financial benefits (i.e., tax revenues from new development in the Zone) and does not take into consideration the "multiplier effect" that will result from new development that occurs outside the Zone. As illustrated in **Exhibit F**, during the term of the Zone, new development that occurs in the Zone (which would not have occurred but for the Zone) will generate approximately \$113,175,358 in total new real property tax revenue for all participating

taxing jurisdictions over the term of the Zone. The taxing units that will participate in and benefit from new development in the Zone will retain approximately \$78,039,004 as follows:

City net additional property tax revenue:	\$33,570,822
County net additional property tax revenue:	\$23,112,593
Hospital District net additional property tax revenue:	\$10,560,841
College District net additional property tax revenue:	\$10,794,748

These projections assume an annual property value inflation factor of two percent (2%), with two years of zero percent (0%) growth every ten years to simulate a market downturn.

Based on the foregoing, the feasibility of the Zone has been demonstrated. The creation of the TIRZ at thirty-five percent (35%) of the current City M&O portion of the ad valorem tax rate (28% of the City's current overall tax rate, however no contribution will be made from the I&S Fund into the TIRZ Fund) will generate approximately \$35 million dollars including all participating entities, which will allow the City to implement projects in accordance with the Velocity Report, and to utilize Chapter 380 economic development powers to incentivize development and/or redevelopment within the Zone. A portion of the new tax revenue generated from all taxing units by new development within the Zone will be retained by those taxing units. Upon expiration or termination of the Zone, one hundred percent (100%) of all tax revenue generated within the Zone will be retained by the respective taxing units.

During the term of the Zone, the City will deposit into the TIRZ Fund each year an amount equal to thirty-five percent (35%) of the current M&O portion of the ad valorem tax rate (28% of the City's current overall tax rate, however no contribution will be made from the I&S Fund into the TIRZ Fund) derived from the City's real property taxes collected within the Zone that constitutes the City's Tax Increment for that year (\$0.099335215 per \$100 valuation of the Captured Appraised Value (defined below) levied and collected for that year).

During the term of the Zone, if the County determines it will participate, the County will deposit into the TIRZ Fund each year an amount that equals approximately twenty-eight percent (28%) of the County's real property taxes levied and collected that constitute the County Tax Increment for that year (\$0.1045382 per \$100 valuation of the Captured Appraised Value (defined below) levied and collected for that year).

During the term of the Zone, if the Hospital District determines it will participate, the Hospital District will deposit into the TIRZ Fund each year an amount that equals approximately twenty-eight percent (28%) of the Hospital District's real property taxes levied and collected that constitute the Hospital District Tax Increment for that year (\$0.03124926 per \$100 valuation of the Captured Appraised Value (defined below) levied and collected for that year).

During the term of the Zone, if the College District determines it will participate, the College District will deposit into the TIRZ Fund each year an amount that equals approximately twenty-eight percent (28%) of the College District's real property taxes levied and collected that

constitute the College District Tax Increment for that year (\$0.0319414 per \$100 valuation of the Captured Appraised Value (defined below) levied and collected for that year).

A “not to exceed amount” for all participating entities will be determined upon the City Council’s approval of the Final Plan. The Final Plan will also determine the TIRZ projects, including an estimate of costs and timeline in which TIRZ Funds will be spent.

10. **ESTIMATED BONDED INDEBTEDNESS.** No bonded indebtedness issued by the City pursuant to the Act is contemplated.

11. **TOTAL APPRAISED VALUE.** The current total appraised value of taxable real property in the Zone is \$172,240,110. It is estimated that upon expiration of the term of the Zone, the total appraised value of taxable real property in the Zone will be \$801,063,269 in 2019 dollars.

12. **ESTIMATED CAPTURED APPRAISED VALUE TAXABLE BY THE CITY.** The amount of the City Tax Increment for a year is the amount of property taxes levied and collected by the City for that year on the captured appraised value of the Property which is the total taxable value of all real property taxable by the City in the Zone (the "Captured Appraised Value"), less the Tax Increment Base (hereinafter defined) of the Property. The Tax Increment Base of the Property is the total taxable value of all real property in the Zone for the year in which the Zone was designated (the "Tax Increment Base"). The Tax Increment Base of the Property is \$172,240,110, which amount was determined by the Parker County Appraisal District (the "Appraisal District") in which the Zone is located in accordance with Section 311.012(c) of the Act. The estimated Captured Appraised Value of the Zone during each year of its existence is set forth in the Feasibility Study and is verified by the Appraisal District. The actual Captured Appraised Value for each year will be used to calculate annual payments by the City into the TIRZ Fund pursuant to the Final Plan.

13. **ESTIMATED CAPTURED APPRAISED VALUE TAXABLE BY THE COUNTY.** The amount of the County Tax Increment for a year is the amount of property taxes levied and collected by the County for that year on the Captured Appraised Value, less the Tax Increment Base. The estimated Captured Appraised Value of the Zone during each year of its existence is set forth in the Feasibility Study and is verified by the Appraisal District. The actual Captured Appraised Value for each year will be used to calculate annual payments by the County into the TIRZ Fund pursuant to the County Participation Agreement.

14. **ESTIMATED CAPTURED APPRAISED VALUE TAXABLE BY THE HOSPITAL DISTRICT.** The amount of the Hospital District Tax Increment for a year is the amount of property taxes levied and collected by the Hospital District for that year on the Captured Appraised Value, less the Tax Increment Base. The estimated Captured Appraised Value of the Zone during each year of its existence is set forth in the Feasibility Study and is verified by the Appraisal District. The actual Captured Appraised Value for each year will be used to calculate annual payments by the Hospital District into the TIRZ Fund pursuant to the Hospital District Participation Agreement.

15. **ESTIMATED CAPTURED APPRAISED VALUE TAXABLE BY THE COLLEGE DISTRICT.** The amount of the College District Tax Increment for a year is the amount of property taxes levied and collected by the College District for that year on the Captured Appraised Value, less the Tax Increment Base. The estimated Captured Appraised Value of the Zone during each year of its existence is set forth in the Feasibility Study and is verified by the Appraisal District. The actual Captured Appraised Value for each year will be used to calculate annual payments by the College District into the TIRZ Fund pursuant to the College District Participation Agreement.

16. **METHOD OF FINANCING.** The City will, in the future, pay (using the TIRZ Fund) the Project Costs and will construct or cause to be constructed the Public Improvements. The City's approval of the Final Plan, the County Participation Agreement, the Hospital District Participation Agreement, and the College District Participation Agreement shall obligate the City to pay from the TIRZ Fund all actual Project Costs, which shall be reviewed and approved by the City, for Project Costs. Funds deposited into the TIRZ Fund shall always first be applied to pay the Administrative Costs. After the Administrative Costs have been paid, funds in the TIRZ Fund shall next be used to pay or reimburse the Project Costs. All payments of Project Costs shall be made solely from the TIRZ Fund and from no other funds of the City, County, Hospital District, or College District, unless otherwise approved by their respective governing bodies, and the TIRZ Fund shall only be used to pay the Project Costs.

The Final Plan shall obligate the City to deposit into the TIRZ Fund each year for the duration of the Zone an amount equal to thirty-five percent (35%) of the current M&O portion of the ad valorem tax rate (28% of the current overall tax rate, however no contribution will be made from the I&S Fund into the TIRZ Fund), derived from the City's real property taxes levied and collected in the Zone that constitutes the City Tax Increment for that year (\$0.099335215 per \$100 valuation of the Captured Appraised Value levied and collected for that year).

If the County determines it will participate, the County Participation Agreement shall obligate the County to deposit into the TIRZ Fund each year for the duration of the Zone an amount equal to approximately twenty-eight percent (28%) of the County's real property taxes levied and collected that constitute the County Tax Increment for that year (\$0.1045382 per \$100 valuation of the Captured Appraised Value levied and collected for that year). All payments of Project Costs shall be made solely from the TIRZ Fund and from no other funds of the City unless otherwise approved by the City Council.

If the Hospital District determines it will participate, the Hospital District Participation Agreement shall obligate the Hospital District to deposit into the TIRZ Fund each year for the duration of the Zone an amount equal to approximately twenty-eight percent (28%) of the Hospital District's real property taxes levied and collected that constitute the Hospital District Tax Increment for that year (\$0.03124926 per \$100 valuation of the Captured Appraised Value levied and collected for that year). All payments of Project Costs shall be made solely from the TIRZ Fund and from no other funds of the City unless otherwise approved by the City Council.

If the College District determines it will participate, the College District Participation Agreement shall obligate the College District to deposit into the TIRZ Fund each year for the duration of the

Zone an amount equal to approximately twenty-eight percent (28%) of the College District's real property taxes levied and collected that constitute the College District Tax Increment for that year (\$0.0319414 per \$100 valuation of the Captured Appraised Value levied and collected for that year). All payments of Project Costs shall be made solely from the TIRZ Fund and from no other funds of the City unless otherwise approved by the City Council.

A “not to exceed amount” for each participating entity will be determined upon the City Council’s approval of the Final Plan. The Final Plan will also determine the TIRZ projects, including an estimate of costs and timeline in which TIRZ Funds will be spent.

17. **DURATION OF THE ZONE; TERMINATION.** The term of the Zone shall commence immediately upon passage by the City Council of an ordinance creating the Zone and shall continue until December 31, 2049. If upon expiration of the stated term of the Zone the Project Costs have not been paid, the City, the County, the Hospital District, and the College District shall not have any obligation to pay the shortfall. The provisions of this section shall be included in the ordinance that creates the Zone, and in the County Participation Agreement if applicable, and the Hospital District Participation Agreement if applicable, and in the College District Participation Agreement if applicable. Nothing in this section is intended to prevent the City from extending the term of the Zone in accordance with the Act.

18. **ECONOMIC DEVELOPMENT PROGRAMS.** The City Council and the Board have determined it to be necessary and convenient to the accomplishment of the objectives contained in and in the implementation of the Final Plan to establish and provide for the administration of economic development programs that may be used to incentive retail development. The programs and grants authorized by this Section 18 are authorized by Section 311.010(h) of the Act and by Article III, Section 52-a, Texas Constitution, as amended. Section 311.010(h) of the Act provides that the Board, subject to the approval of the City Council, may establish and provide for the administration of one or more programs as the Board determines is necessary or convenient to implement and achieve the purposes of the Final Plan, which programs are for the public purposes of developing and diversifying the economy of the Zone and developing business and commercial activity within the Zone. Such economic development programs may include, to the extent permitted by law, programs to make grants of any lawfully available money from the TIRZ Fund. Such programs are for activities that benefit the Zone and stimulate business and commercial activity in the Zone. This Section 18 is intended to be an economic development program authorized by Section 311.010(h) and by Article III, Section 52-a of the Texas Constitution, as amended. Development of the Zone will further the public purpose of developing and diversifying the economy of the Zone. The City Council and the Board have determined, and it is recognized, that such development will not occur through private investment in the foreseeable future, nor will such development occur only through public participation in the cost of the Public Improvements. All grants that are part of the economic development programs described in this Section 18 serve the public purpose of attracting new business and commercial activity to the Zone for the purpose of providing long-term economic benefits including, but not limited to, increases in the real property tax base for all taxing units within the Zone, and

increased job opportunities for residents of the City, County, and the region, all of which benefit the Zone and the City.

19. **LIST OF EXHIBITS.** Unless otherwise stated, all references to "Exhibits" contained in this Preliminary Plan shall mean and refer to the following exhibits, all of which are attached to and made a part of this Preliminary Plan for all purposes.

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|------------------|--|
| Exhibit A | Legal Description of the Zone |
| Exhibit B | Map of the Property |
| Exhibit C | Proposed Uses of the Property |
| Exhibit D | Estimated Project Costs |
| Exhibit E | Estimated Time When Costs are to be Incurred |
| Exhibit F | Feasibility Study |
| Exhibit G | Velocity Report |

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Exhibit A – Legal Description of the Zone

A certain tract of land situated in the County of Parker, State of Texas, beginning at the southwest corner of the BROOKHOLLOW Subdivision, and the southeast corner of the tract of land Abstract 1223, Survey: SMITH A B.

Thence west parallel to FM-1187, an approximate distance of 499 feet to a point.

Thence north, an approximate distance of 1,304 feet to a point approximately 105 feet east of the northeast corner of the Versailles Subdivision.

Thence west, an approximate distance of 905 feet to a point at the northwest corner of the Versailles Subdivision.

Thence north, an approximate distance of 110 feet to a point at the southeast corner of the Aledo Park Subdivision.

Thence west parallel to the southern boundary of the Aledo Park Subdivision, an approximate distance of 493 feet.

Thence north parallel to FM-1187, an approximate distance of 1313 feet to a point.

Thence northeast parallel to Crockett Dr, an approximate distance of 703 feet to a point.

Thence northwest parallel to the southern right of way of the Union Pacific Railroad, an approximate distance of 1,685 feet to a point.

Thence northeast parallel to Pine St, an approximate distance of 966 feet to a point, approximately 171 west of the southeast corner of the Guy Lasater Addition Subdivision.

Thence northwest, an approximate distance of 207 feet to a point at the northeast corner of the Lot: 6-R, Blk: 6, Subd: LASATER GUY ADDITION.

Thence west parallel to Robert St, an approximate distance of 498 feet to a point.

Thence north parallel to Cherry St, an approximate distance of 1,295 feet to a point.

Thence west parallel to the southern edge of the Parks of Aledo Ph. III Subdivision, an approximate distance of 3,025 feet to a point.

Thence south, an approximate distance of 903 feet to a point at the southeast corner of a tract of land Abstract 1168, Survey: SPEARMAN JOHN M.

Thence west parallel to the northern right of way of the Union Pacific Railroad, an approximate distance of 3,555 feet to a point at the southwest corner of the Underwood Estates Subdivision.

Thence northwest, an approximate distance of 542 feet to a point at the northwest corner of the Underwood Estates Subdivision.

Thence west parallel to Underwood Rd, an approximate distance of 591 feet to a point.

Thence north along the western line of a tract of land Abstract 923, Survey: THOMAS ROLSTON, an approximate distance of 3,212 feet to a point at the centerline of Jenkins Rd.

Thence west parallel to Jenkins Rd, an approximate distance of 289 feet to a point.

Thence west along the southern line of a tract of land Survey: JOHN G WRAY, an approximate distance of 801 feet to a point.

Thence north along the eastern line of a tract of land Survey: JOHN G WRAY (Acres: 6.800), an approximate distance of 1,310 feet to a point.

Thence west along the southern line of a tract of land Abstract 1031, Survey: OXER ELIZA, an approximate distance of 479 feet to a point.

Thence northerly along a proposed trail, an approximate distance of 655 feet to a point at the most southwesterly point of the Shadow Creek Ranch Phase II Subdivision.

Thence northwest parallel to the southern line of the Shadow Creek Ranch Phase II Subdivision, an approximate distance of 1,375 feet to a point.

Thence south along the western line of a tract of land ALEDO ISD MULTI-FACILITY CAMPUS ADDITION, "NEW HIGH SCHOOL", an approximate distance of 676 feet to a point.

Thence west, an approximate distance of 280 feet to a point.

Thence south along the western line of a tract of land ALEDO ISD MULTI-FACILITY CAMPUS ADDITION, "NEW HIGH SCHOOL", an approximate distance of 1,798 feet to a point.

Thence east along the southern line of a tract of land ALEDO ISD MULTI-FACILITY CAMPUS ADDITION, "NEW HIGH SCHOOL", an approximate distance of 2,383 feet to a point at the southeast corner of said tract.

Thence north along the eastern line of a tract of land ALEDO ISD MULTI-FACILITY CAMPUS ADDITION, "NEW HIGH SCHOOL", an approximate distance of 1,511 feet to a point.

Thence west, an approximate distance of 90 feet to a point.

Thence north along the eastern line of a tract of land ALEDO ISD MULTI-FACILITY CAMPUS ADDITION, "NEW HIGH SCHOOL", an approximate distance of 1,507 feet to a point.

Thence southeast parallel to the southern line of the Prairie Ridge Addition Subdivision, an approximate distance of 1,232 feet to a point.

Thence south along the western line of a tract of land Abstract 2346, Survey: SANCHEZ FRANCISCO, PT PARCEL 2-B, an approximate distance of 856 feet to a point.

Thence east, an approximate distance of 510 feet to a point.

Thence south along the western line of a tract of land Abstract 2346, Survey: SANCHEZ FRANCISCO, PT PARCEL 2-B, an approximate distance of 1,585 feet to a point.

Thence west along the southern line of a tract of land Abstract 673, Survey: HAMMON F H, TR: PT PARCEL 2-B, BLK:., SURV: F. H. HAMMON, an approximate distance of 1,370 feet to a point.

Thence southeast, an approximate distance of 141 feet to a point.

Thence south along the western line of a tract of land Abstract 2346, Survey: SANCHEZ FRANCISCO, PT PARCEL 5, an approximate distance of 3,599 feet to a point.

Thence west, an approximate distance of 481 feet to a point at the northwest corner of a tract of land Abstract 483, Survey: FAWKS L R, SURV: L R FAWKS.

Thence south, an approximate distance of 105 feet to a point.

Thence west, an approximate distance of 45 feet to a point.

Thence south, an approximate distance of 270 feet to a point.

Thence east parallel to the northern line of Queen St, an approximate distance of 860 feet to a point.

Thence south, an approximate distance of 480 feet to a point at the northeast corner of the tract of land in Subdivision: CORNERSTONE, LOT: 6, BLK: 4, ADDN: CORNERSTONE.

Thence northwest, an approximate distance of 100 feet to a point at the northwest corner of the tract of land in Subdivision: CORNERSTONE, LOT: 6, BLK: 4, ADDN: CORNERSTONE.

Thence south, an approximate distance of 147 feet to a point at the southwest corner of the tract of land in Subdivision: CORNERSTONE, LOT: 6, BLK: 4, ADDN: CORNERSTONE.

Thence west, an approximate distance of 117 feet to a point at the southeast corner of the tract of land in Subdivision: CORNERSTONE, LOT: 6, BLK: 4, ADDN: CORNERSTONE.

Thence south, an approximate distance of 50 feet to a point at the northeast corner of the tract of land in Subdivision: CORNERSTONE, LOT: 8, BLK: 5, ADDN: CORNERSTONE.

Thence west, an approximate distance of 118 feet to a point at the northwest corner of the tract of land in Subdivision: CORNERSTONE, LOT: 8, BLK: 5, ADDN: CORNERSTONE.

Thence south, an approximate distance of 195 feet to a point at the southwest corner of the tract of land in Subdivision: CORNERSTONE, LOT: 9, BLK: 5, ADDN: CORNERSTONE.

Thence west, an approximate distance of 120 feet to a point at the northeast corner of the tract of land in Subdivision: CORNERSTONE, LOT: 9, BLK: 5, ADDN: CORNERSTONE.

Thence south, an approximate distance of 146 feet to a point at the northeast corner of the tract of land in Subdivision: ROLLING HILLS ALEDO, LOT: 1, BLK: 11, ADDN: ROLLING HILLS ALEDO.

Thence west, an approximate distance of 119 feet to a point at the northwest corner of the tract of land in Subdivision: ROLLING HILLS ALEDO, LOT: 1, BLK: 11, ADDN: ROLLING HILLS ALEDO.

Thence south, an approximate distance of 571 feet to a point at the southwest corner of the tract of land in Subdivision: ALEDO ORIGINAL TOWN, LOT: 1, BLK: 1.

Thence southeast, an approximate distance of 148 feet to a point at the southeast corner of the tract of land in Subdivision: ROLLING HILLS ALEDO, LOT: 36, BLK: 13.

Thence southwest, an approximate distance of 64 feet to a point at the northwest corner of the tract of land in Subdivision: ROLLING HILLS ALEDO, LOT: 1, BLK: 12.

Thence southwest parallel to the southern line of Chestnut St, an approximate distance of 357 feet to a point.

Thence southeast, an approximate distance of 552 feet to a point at the northwest corner of the tract of land in Abstract 1223, Survey: SMITH A B.

Thence west, an approximate distance of 245 feet to a point at the southeast corner of the tract of land in Subdivision: ALEDO ORIGINAL TOWN, LOT: LOTS 13-16 & 26, BLK:20 PT OF PASTURE LAND, ADDN.

Thence southeast parallel to south right of way of the Union Pacific Railroad, an approximate distance of 1,869 feet to a point.

Thence southwest, an approximate distance of 33 feet to a point at the northern most corner of the Subdivision BROOKHOLLOW.

Thence southwest along the northern line of the BROOKHOLLOW Subdivision, an approximate distance of 384 feet to a point.

Thence west along the northern line of the BROOKHOLLOW Subdivision, an approximate distance of 398 feet to a point.

Thence south parallel to the western line of the BROOKHOLLOW Subdivision, an approximate distance of 1,090 feet to the point of beginning to close.

DRAFT

RNumber	GeoID
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R000000098	10085.004.008.00
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R000000114	10085.006.007.00
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R000000117	10085.006.014.00
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R000000139	10085.013.016.00
R000000140	10085.014.003.00
R000000141	10085.014.016.00
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R000000171	10085.020.013.00
R000000172	10085.021.001.00
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R000000174	10085.021.002.00
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R000000176	10085.021.013.10
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R000016264	14470.002.003.00
R000016265	14470.002.004.00
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R000086160	21168.004.003.00
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R000097251	10085.021.003.00
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R000098125	16072.00C.011.00
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R000098127	16072.00C.013.00
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R000098168	16072.00F.003.00
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R000098170	16072.00H.025.00
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R000098688	16072.00C.033.00
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R000100369	16072.00A.030.00
R000100370	16072.00A.031.00
R000100371	16072.00A.032.00
R000100373	16072.00A.034.00
R000100374	16072.00A.035.00
R000100375	16072.00A.036.00
R000100376	16072.00A.037.00
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R000100382	16072.00A.043.00
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R000107107	16071.00C.043.00
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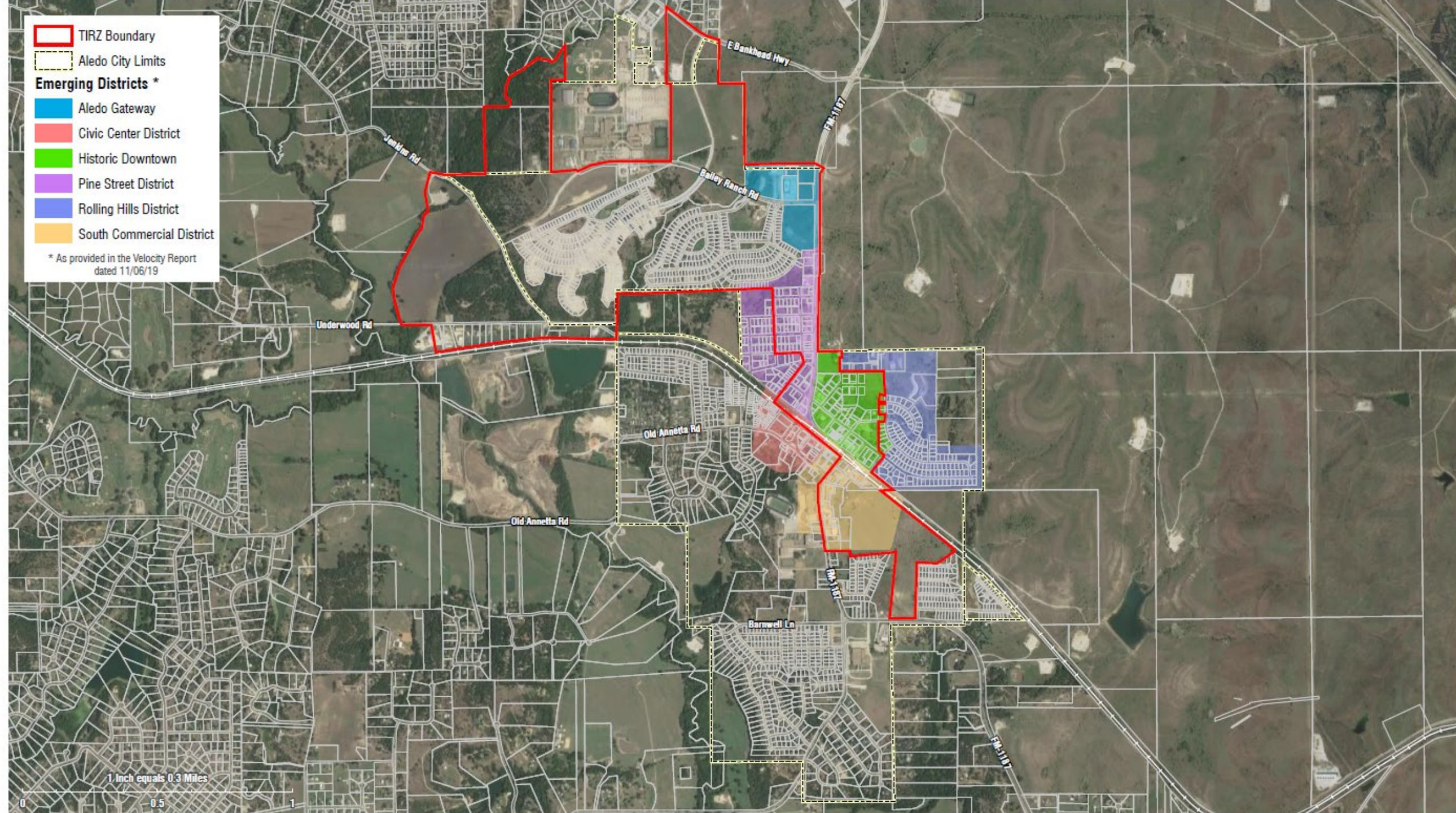
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Exhibit B – Map of Proposed Zone and Property

ALEDO, TX

PROPOSED REINVESTMENT ZONE NO. 1 BOUNDARY



P&A

Exhibit C – Proposed Uses of the Property

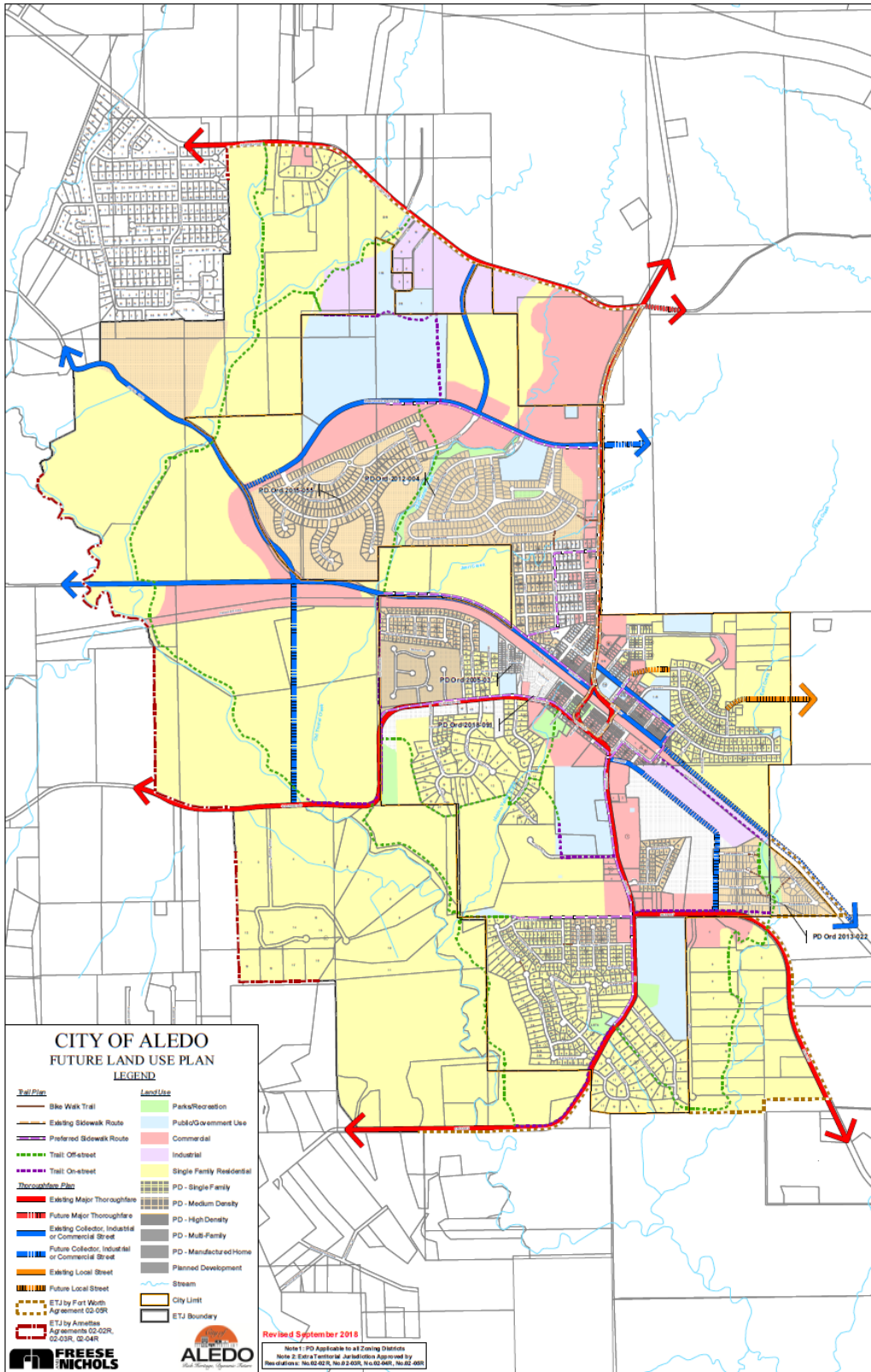


Exhibit D – Estimated Project Costs

Reinvestment Zone No. 4, City of Aledo Project Costs		
Project	Costs	
Trails	\$	2,000,000
Economic Development	\$	2,000,000
Total	\$	4,000,000

DRAFT

Exhibit E – Estimated Time When Costs Are to be Incurred

Reinvestment Zone No. 4, City of Aledo Timeline of Public Improvements			
Zone	Year	Project	Cost
Base	2019		
1	2020	Various Project Costs	\$ 100,536
2	2021	Various Project Costs	\$ 231,941
3	2022	Various Project Costs	\$ 365,467
4	2023	Various Project Costs	\$ 485,527
5	2024	Various Project Costs	\$ 637,372
6	2025	Various Project Costs	\$ 771,516
7	2026	Various Project Costs	\$ 934,718
8	2027	Various Project Costs	\$ 472,924
			\$ 4,000,000

Exhibit G – Velocity Report

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aledo texas

a Velocity Group Theater of Cool™ Playbook

November 2019





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1 Project Overview.....	3
2 Actions & Recommendations	9
3 The Big Picture.....	21
4 Getting it Done.....	29
5 The Power of Story.....	43



act one: project overview



1

The Velocity Group was invited by the city of Aledo, Texas to conduct a **Place Accelerator Workshop** to begin aligning the diverse elements of Aledo's unique **DNA of Place™**. Our team held conversations with a wide variety of stakeholders and facilitated collaborative work sessions with elected and appointed city officials to uncover ideas to best calibrate the physical, economic, social, political, legal, technological, environmental, and cultural realms of the community.

This **Theater of Cool™ Playbook** is a result of those conversations – as well as Velocity Group team member observations – with the goal to provide a new perspective for unlocking economic, cultural, and social value for maximum benefit. This document is designed to jump-start intentional conversations about the future of the city and provide inspiration for subsequent strategic actions that ensure Aledo resources are committed with clear goals and expectations.

OUR TEAM



Daniel Hintz is the Founder/Chief Experience Officer of the Velocity Group. His varied background in culinary, marketing, teaching, film, theater, social services, urban planning, and economic development has informed his unique process of planning and activation strategies. He has worked all over North America on projects ranging from comprehensive regional development plans, downtown master plans, outreach and communication initiatives, non-profit capacity building and a wide variety of private developments. In 2008, Daniel earned his Experience Economy Expert certification from Joe Pine and Jim Gilmore, whose seminal work identifying emerging economic trends around consumer values has earned international recognition, including TIME Magazine's Top 100 Business Ideas. He holds a BFA in Film from the University of Colorado Boulder.



Matthew Petty's passion is helping city leaders manage for higher revenues and happier communities. He practices mixed-use development in Northwest Arkansas and teaches nationwide for the Incremental Development Alliance. He has been elected three times to the City Council in Fayetteville, Arkansas, and has helped eliminate parking minimums, liberalize accessory dwelling units, give citizens a right to tactical urbanism, and make food vending accessible to new entrepreneurs. His newest initiative is implementing pattern zones in cities desperate for a scattered site infill technique that scales up.



Brad Lonberger, a senior planner in the Fort Worth office of Kimley-Horn, has written over 50 Form-Based and hybrid zoning codes, most within Texas, and is focused on outcome-driven zoning that maintains flexibility for developers while meeting quality desires of the cities and neighborhoods adjacent. Over the course of his career, he has honed his focus toward the economics of mixed-income and mixed-use development, gearing numerous public and private development projects toward implementation and innovative funding strategies.



*Aledo
is a city
of big
thinkers
and
doers*

STATEMENT OF “YES, AND...”

One of the basic tenets of comedy improvisation is a theater protocol known as **“Yes, and...”** The idea is that no matter what is presented, the prevailing attitude is “Yes, and...,” which opens options for further exploration instead of immediately negating or disagreeing. The Velocity Group believes this type of open approach to community development provides a catalyst of possibility, putting distance between an immediate no and an open horizon of agreement.

Our team asked the Place Accelerator participants what they would say yes to as we discussed ideas and concerns. The following statements are distilled from those conversations and act as aligning principles for all actions moving forward.

Aledo will say “Yes, and...” to:

- Out of the box thinking, creative solutions, and continued dialogue that engages the entire community;
- Informed decision-making based on sound research and best practices;
- Fiscally-sound policy decisions that strengthen resources and contribute to Aledo’s growing economy;
- Fostering partnerships that break limitations and collectively address challenges;
- Enhancing and celebrating what is unique about Aledo.

Building upon these declarations, we have crafted several positioning statements that align these community beliefs with the strategic actions found in this document. Offering a clear message for what sets Aledo apart from other cities within the region, the following statements prompt continued thinking about where you have come from, where you are now, and where you want to go.

Aledo is a city of big thinkers and doers.

We believe in the power of the individual and the strength of a collective vision.

We are a center of learning excellence and a platform for greatness.

We lead by example and cultivate leadership in others.

We are proud of our history, but we are not bound to our past.

Our decisions of today strengthen the Aledo of tomorrow.

THE BIG IDEAS

The following list of ideas was pulled from conversations with local and regional appointed and elected officials, small business owners, developers and investors, school district administrators, industrial and manufacturing entities, and local church leaders. These ideas formed the basis of the Velocity Group's recommendations further in this document.

- Develop a cohesive municipal campus that includes a new city hall, renewed community center building and connects to the community through trails and sidewalks.
- Discuss and outline opportunities for zoning flexibility within municipal code.
- Strengthen the role and identify specific initiatives for the Aledo Economic Development Council.
- Discuss broadening the definition of allowable residential projects and provide a platform for community feedback.
- Continue investing in community parks.
- Allow food trucks in specific areas of the city to offer additional opportunities for local entrepreneurs to invest in the city.
- Provide more public art throughout the city.
- Continue alignment with AISD and the city of Aledo to strengthen the tax base and resources of both the school district and the city.
- Develop clear strategy for business recruitment and development.
- Continue to facilitate regional collaborations with the various economic development groups and neighboring communities to align available resources.
- Continue to provide regular business and economic reports to the community.
- Provide a stronger narrative on why Aledo matters.
- Recruit a wide variety of quality and unique hospitality and culinary offerings.
- Incorporate murals throughout Aledo.
- Discuss options to expand city limits on the northeast side of town.
- Create an endowment for city parks and special city development projects.
- Work with TxDOT on the 1187/FM5 intersection to create another gateway into Aledo and make the intersection safer for the surrounding neighborhoods.





- Provide leads and promote the city as an investment opportunity for additional retail, restaurants, and corporate headquarters.
- Invest in more outdoor play areas and allow open-air cafes that are within walking distance to all the neighborhoods.
- Continue to invest in a comprehensive sidewalk program to connect existing neighborhoods with new neighborhoods and to strengthen overall connectivity within the city.
- Focus on enhancing the neighborhood behind Bryant Grain.
- Create a plan to enhance the aesthetics of city gateways, as they are the first impression.
- Work with AISD to incorporate redevelopment of Vandergriff Elementary Campus in the larger commercial development corridor plan for the area.
- Develop resources and deepen strategic community partnerships to produce more festivals.
- Create a unique identity within the region: Be Aledo.
- Review the existing rules and regulations for zoning, land use, and purpose of municipal development.
- Develop shared parking agreements with the Aledo churches around the downtown area.
- Increase joint meetings with City Council, Economic Development, School Board, etc.
- Develop a plan and cultivate resources to create a City of Aledo Police Department.
- Work with community partners to beautify landscaping along main corridors and include indigenous landscaping in Aledo parks.
- Focus attention on downtown renewal, improved mobility, and neighborhood connectivity.
- Develop more "cool" hangouts for adults, such as breweries, wine bars, etc.
- Develop a collaborative project on the green space between The Summit Church parking lot and the Aledo Community Center.
- Align corporate hiring needs with future development plans to help drive quality of life initiatives.
- Host additional community brainstorming sessions.
- Create development design standards.



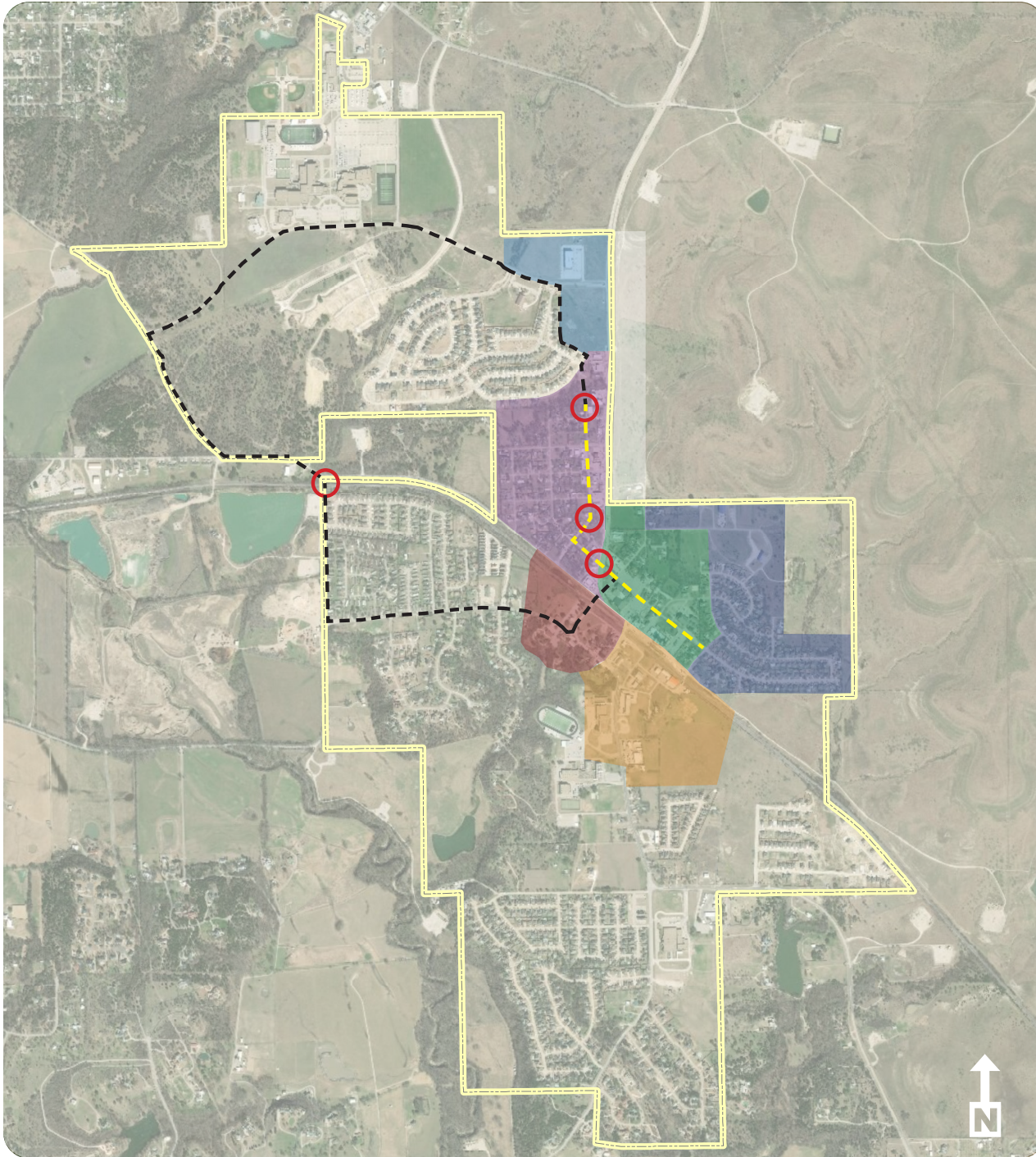
act two:
actions &
recommendations












2

The following pages include specific actions and items identified by The Velocity Group for consideration. These recommendations are to be used as conversational points for future policy decisions.

emerging experience districts



-  Aledo Gateway
-  Pine Street District
-  Historic Downtown
-  Rolling Hills District
-  Civic Center District
-  South Commercial District
-  Pine/Oak Corridor Improvements
-  Pedestrian Trail Improvements
-  Key Connecting Components



EXPERIENCE DISTRICTS

The map to the left outlines focused planning districts that identify distinct areas that would need specific strategies and actions to advance a unique emerging personality. As a strategic tool, the experience districts are used to prioritize capital expenditures and inform the community and economic development efforts for these areas. This is not a branding exercise, as the naming of each district is used as a tool to create a common language around a cohesive planning area.

Aledo Gateway – As one of the main entrances to the city, this district should set the aesthetic tone and expectations of the community as well as provide a community gathering place that celebrates the proximity to the high school and school district administrative buildings.

Pine Street District – One of the Aledo’s older residential neighborhoods, this district also includes a major commercial corridor. The Pine Street District will need to create a unified approach that fosters both a diverse mixed-use building typology along the Hwy 1187 corridor along with contextually appropriate residential infill. This district will also need updated infrastructure investments such as sidewalks and utilities. This Pine Street District bridges the connections between the Gateway District, including the Parks of Aledo, the broadened boundaries of the Historic Downtown District, and the emerging Civic Center District.

Historic Downtown District – Expand the definition of the downtown

district beyond the two blocks of Front Street to incorporate both sides of Hwy 1187. Focused efforts to develop a full community experience with shopping, dining, and workplaces must also ensure the surrounding neighborhoods are connected to the epicenter of activity.

Rolling Hills District – An adjacent, complete neighborhood to the Historic Downtown District, it is vital to ensure continued municipal infrastructure investments strengthen the connections between the existing neighborhood and downtown core. There are opportunities to facilitate shared parking agreements with religious institutions to ensure the area is not filled with non-revenue generating uses while providing for additional land for residential infill development.

Civic Center District – Ensure a cohesive design for the city hall, the community center, and a new city park to provide a gathering place for city services and community activities that are connected to surrounding neighborhoods and the Historic Downtown District with trails, sidewalks, and public programming.

South Commercial District – Develop a comprehensive economic corridor and connectivity plan that includes alignment with AISD in discussing the future of Vandergriff Elementary Campus. Any plans should include the future of the school as part of an integrated strategy that strengthens appropriate commercial and residential development opportunities alongside the school district’s plans.

ALIGNING PRINCIPLES

The **Aligning Principles** below act as an organizing structure to coordinate and prioritize the multiple strategies, initiatives, and actions for individual experience districts that forward a greater Aledo plan.

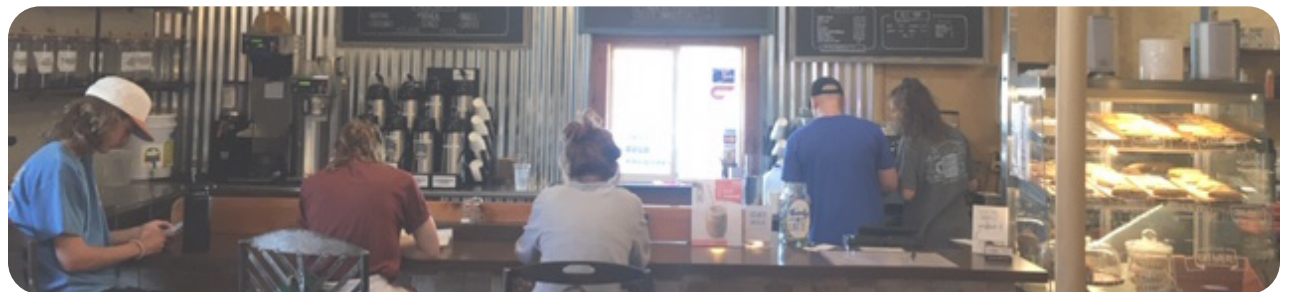
Continue to invest in a connected and safe Aledo: Sidewalks, trails, and streets are all part of a comprehensive strategy to provide convenient access and connection to the goods, services, neighborhoods, schools, and parks throughout the city. Continue to review and prioritize infrastructure investments in both existing neighborhoods and new development as part of a comprehensive approach to connectivity.

Focus on neighborhood infill as well as new development: Allow for a dynamic mix of diverse types of residential housing for a variety of living styles, and include mixed-use buildings within the city. This broadened development philosophy should be prioritized along with new large lot single-family homes and single-use commercial buildings on the community edge. This approach creates a strengthened and resilient economic base and provides a quality of living that attracts the diversity of people needed for a growing community.

Support a Strong City Government: Ensure policy and development decisions strengthen the needed human and financial resources to run an efficient municipal government that serves the needs of the community needs and wants.

Align policy decisions that forwards a clear vision for Aledo, deepens the economic value of the community, and contributes to a strong Aledo School District, by ensuring elected and appointed officials have the best information to make informed decisions. Spotlight Aledo as a center of learning excellence by focusing economic development efforts to attract specialty training and education organizations and companies to locate in Aledo.

Facilitate regional coordination and partnerships and position Aledo as a leader in best practices for great placemaking and community development.



code **audit**

The consulting team reviewed the existing zoning and governance systems of the city, with specific focus on the experience district planning areas. An update to the general standards for development should be considered, with specific discussion on building form and design along with considerations for allowing a wider variety of housing options. To initiate the type of investment stakeholders and community members had discussed during our interviews, we recommend a series of steps to jump-start the process:

- **Hire a Planning Administrator** to expand staff capacity, support an efficient planning process, and provide additional aid in the planning initiatives outlined within this document
- **Begin specific short-term implementation considerations** that improve connectivity – such as assessing and addressing gaps in existing neighborhood sidewalk systems - throughout the emerging experience district planning areas
- **Initiate an in-depth audit of the Experience Districts areas** that explores, through a public process, specific development opportunities, zoning requirements, and implementation strategies that lend to an updated comprehensive strategic plan for the city
- **Create a public improvement plan** within the experience district areas that includes a current conditions financial assessment and a baseline value creation analysis of identified infrastructure needs that forward the long-term financial sustainability plan section of an updated strategic plan for the city.

The following assessment grid identifies where the current city ordinance meets our general recommendations. The analysis identifies areas of consideration during the process of updating the city's general plan.

zoning assessment

TABLE KEY




- ! Consider Review
- + Aligns with Recommendations
- = Either has No Effect On or Plays a Necessary Supportive Function

Promote mix of uses in key areas	Promote increased density in key areas	Promote mix of housing options	Decrease off-street parking quantity and improve quality	Improve walkability and connectivity	Increase quality of development through higher standards	Comments and Considerations
----------------------------------	--	--------------------------------	--	--------------------------------------	--	-----------------------------

ZONING ORDINANCE

Section	Description	Promote mix of uses in key areas	Promote increased density in key areas	Promote mix of housing options	Decrease off-street parking quantity and improve quality	Improve walkability and connectivity	Increase quality of development through higher standards	Comments and Considerations
Section 1	Title	=	=	=	=	=	=	No comments
Section 2	Purpose	=	=	=	=	=	=	No comments
Section 3	Zoning Districts Established	=	=	=	=	=	=	Districts do not describe the intent, goals or character of the districts. Should consider vision focused descriptions for districts
Section 4	Zoning District Map	=	=	=	=	=	=	No comments
Section 5	Zoning District Boundaries	=	=	=	=	=	=	No comments
Section 6	Zoning of Annexed Territory	=	=	=	=	=	=	No comments
Section 7	Compliance with Zoning Regulations	=	=	!	=	!	!	7.4 Lot and development rules should not be so exclusive and restrictive in an overall section, rather, should be allocated within specific districts.
Section 10	R-1 - Single Family Residential District	=	=	=	+	+	+	Good standards for a base residential district
Section 11	R-2 - Single Family Residential District	=	=	=	=	+	+	"Consider restricting no front entry garages like R-1"
Section 14	PD MF - Planned Development Multifamily Residential District	=	+	=	!	=	=	Consider alternative MF zoning district types or mixed-use district types
Section 15	C-1 - Commercial District - Office, Light Retail and Neighborhood Services	!	!	!	!	!	+	C-1 within the DB should be oriented towards more mixed-use opportunities. Connectivity requirements of residential should be required within commercial.
Section 16	C-2 - General Commercial District	!	!	!	!	!	+	C-2 within the DB should be oriented towards more mixed-use opportunities. Connectivity requirements of residential should be required within commercial.

TABLE KEY

-  Consider Review
-  Aligns with Recommendations
-  Either has No Effect On or Plays a Necessary Supportive Function

Promote mix of uses in key areas	Promote increased density in key areas	Promote mix of housing options	Decrease off-street parking quantity and improve quality	Improve walkability and connectivity	Increase quality of development through higher standards	Comments and Considerations
----------------------------------	--	--------------------------------	--	--------------------------------------	--	-----------------------------

ZONING ORDINANCE

Section 18	M-1 - Manufacturing/Industrial District Light							Consider how to transition this use between walkable development areas in order to allow existing uses to be compatible with DB.
Section 20	PD - Planned Development District							Allows for most of these to be implemented. Design parameters should set minimum requirements for connectivity and higher quality materials
Section 21	DB - Downtown Business District							A good base for regulations, there needs to be a requirement for "Front Street Type Development" to be the standard type of development in the district. Design and form standards should be used.
Section 23	Use of Land and Buildings (Tables)/Regulations							Limited mix of uses, zoning cannot regulate "owner-occupied" in residential uses for DB
Section 24	Descriptions/Definitions of Uses							No comments
Section 25	Special Permits (SP)							25.3 restricts vending from food trucks by definition
Section 26	Specific Use Permits (SUP)							No comments
Section 27	Off-street Parking and Loading Requirements							Should allow for developments to share parking within specific areas. Require standard non-residential parking to allow development to transition uses over time
Section 28	Accessory Building Regulations							No comments
Section 31	Zoning of Property to be Platted or Annexed							No comments
Section 32	Classifications of New and Unlisted Uses							Zoning Administrator should be handling new classifications, not Director of Public Works

a deep dive:

tackling specific ideas

PINE STREET <-> OAK STREET CORRIDOR

Connecting the Gateway District and Parks of Aledo to the Downtown Historic District and the Civic Center Districts, this corridor should have consistent improvements constructed along its length such as street trees and human-scaled street lights to ensure a pleasant and safe experience facilitates its use.

- Add a new pedestrian connection from Cherry Street to Bluestem Lane.
- Work with TxDOT to include a HAWK signal across Hwy 1187 to connect East Oak with West Oak.
- Connect Pine Street north and south of the library.
- Partner with Parks of Aledo POA to co-develop trail connection between the private development and the public right-of-way .
- Ensure new pedestrian connections are designed in accordance with *NACTO Bikeway Design Guidelines* for multi-use trails.
- Support an infill development pattern along the corridor that includes a variety of housing and mixed-use building typologies appropriate to the block-by-block context assessment.
- Zone the Pine Street Corridor for mixed-use with a two-story height limit.
- Regulate food trucks and trailers to operate on private property on either side of Pine Street.

ANNEXATIONS AND UTILITY EXTENSIONS

When approached with a proposal for annexation and/or utility extensions, the city should compare the estimated tax returns for the expected life of the new infrastructure with the combined maintenance

and replacement costs of the new infrastructure and the costs of providing essential services to new residential homes. If the projected tax returns do not equal or exceed the calculated life cycle costs, the proposal should be amended.

The same process should be used for upgrading existing infrastructure and neighborhoods, which includes water, sewer, electric, sidewalks, trails, and roads to prioritize municipal investments and maximize limited resources.

NEW CITY HALL

The creation of a comprehensive development plan for the emerging Civic Center District will tie the various city-owned properties together to includes City Hall, existing municipal office buildings, the community center, and adjacent park. Some recommendations for this district include:

- Create a master development plan for the district that includes projected costs, a building program that accommodates future growth and provides a clear vision for community buy-in.
- Consider additional community uses, including partner non-profit agency offices for project revenue share.
- Orient new City Hall to the street and improve street frontage of existing property, with consideration of new development opportunities along Old Annetta Road and the adjacent lots.
- Improve the community center street frontage and parking lot.
- Link the two facilities with a pedestrian crosswalk as an extension of the greater Aledo connectivity plan.

- Create a Civic District signage plan that identifies both the district boundaries and identifies the services provided in the buildings.
- Construct the minimum amount of new parking necessary by sharing parking with the community center and adjacent private properties as much as possible.
- Invest in the redevelopment of adjacent park to position as a Central Park concept for Aledo and survey the connected drainage and floodplain for potential trail routes.
- Envision a bicycle trail network that links each of the schools in the City of Aledo together, and puts the Community Center at the literal center of the network.
- Decommission the basketball park and reuse the surface as a botanical garden that grows along the trail network towards the middle school.

A DYNAMIC FARMERS MARKET

The impact of a robust and diverse farmers market on community can be significant if strategically combined as both a greater economic development strategy and quality of life initiative. In addition to farmers markets serving as an anchor destination experience for an area of town, a well-managed, quality-controlled, and aggressively-promoted market can result in a more viable economy and a weekly convening that creates stronger community.

- Place management of market within the newly structured Aledo Economic Development Advisory Committee independent non-profit agency (details at right).
- Develop a three-year growth strategy that positions the market

as a base for access to locally grown produce for restaurants in Aledo, expands consumer offerings and relevant product beyond produce (proteins, crafts, food trucks), and incorporates into a larger event production season within city promotions.

- Invest in electric and water infrastructure from the Community Center to support and expand the Aledo Farmers Market.

CREATE AN INDEPENDENT 501(C)3

Serving as the centralized information source for all economic development activities and a mission to assist businesses in starting, expanding, locating, and relocating within the city, Aledo Economic Development Advisory Committee is positioned to become an independent entity to lead next level placemaking and development opportunities. As an independent agency and key partner with the city of Aledo, this new organization can procure grants, solicit sponsorships, develop service-oriented membership programs, and work on deal flow that the city cannot currently provide. In addition, the agency would work directly with the regional economic development agencies to ensure additional human and capital resources are available to advance both Aledo and the region.

- Create legal structure and submit non-profit paperwork to the IRS for Letter of Determination by Q1 of 2020.
- Develop Board of Directors and host a strategic planning session to determine organizational overview and three-year growth strategy.
- Negotiate service contract with city of Aledo to provide economic development services.

- Craft formal relationship with Parker County Economic Development Agency and ensure alignment with county initiatives to advocate for focus on Aledo when appropriate.
- Align Parks and Recreation scope with emerging AEDAC scope to ensure collaboration and program capacity building remains a priority in transition.

1187 CORRIDOR

As the main entrance to Aledo's community core, ensuring development patterns reinforce the small town and local community feeling valued by stakeholders during our interview, we offer the following recommendations.

- Orient all development opportunities toward walkable formats.
- Require parking be placed to the side or rear of the building.
- Require future buildings to be located close to the street and have an entrance on the street side.
- Require sidewalks to be constructed with each project.
- Insist adjacent projects connect their parking lots.
- Zone the corridor for mixed-use with a two-story limit.

RESIDENTIAL DEVELOPMENT IN PARK STREET DISTRICT AND ROLLING HILLS DISTRICT

Continued private and municipal investment in existing neighborhoods deepens property value and expands city resources for future investment. In addition, more people living in proximity to the Hwy 1187 Corridor and Historic Downtown District provides the needed density

to support more restaurants and services desired by the citizenry.

- Adopt small lot standards (40' lot widths, 5' side setbacks, front setbacks by prevailing conditions with variability).
- Allow large lots to be replatted in a courtyard format.
- Allow garages to be converted into separate living units.
- License small cottages to be pre-permitted for construction in large backyards.
- License modest houses to be pre-permitted for construction on typical parcels.

OAK STREET MIXED-USE CORRIDOR

The Oak Street Corridor is the main connection between the Rolling Hills Neighborhood and the expanded Historic Downtown District. Including manufacturing facilities and several churches, the development along this corridor must accommodate both existing needs and future growth opportunities.

- Zone the commercial areas for mixed-use.
- Coordinate the construction of liner buildings and formalized street parking near churches.
- Experiment with shared parking schemes that assist all users, including Front Street businesses.
- Engage with Bryant Grain to ensure expansion and parking needs include a comprehensive strategy that includes engagement with adjacent residents and churches, with the goal to reinforce walkable sidewalks, on-street parking, and continued connectivity to Historic Downtown District.





act three:
the big picture



3

Great places are cultivated, human-centered experience platforms that invite exploration, discovery and celebration. Whether trying to attract or retain the best and brightest to a company or community, designing compelling experiences that constantly engage the imagination is now a necessary skill set for anyone wanting to stay relevant in today's connected world.

Grounded in the concept of experience design, this Theater of Cool™ Playbook offers a framework for developing shared objectives and criteria when crafting your own strategies of engagement. Offering a focus on the creation and delivery of real value, the general perspective of this approach is always about active listening, being an astute observer of the human experience and crafting systems that can respond to discovery.

This approach is centered on deepening a positive human experience and focuses on crafting the choose-your-own adventure environment that builds affinity, engages the imagination and generates long-term value for an idea, project or community.

Let the show begin!



What is your community's value proposition?

KNOW WHO YOU ARE

With an estimated 55% of Boomers, Gen X, and Millennials looking to move within the next five years, **how does your community grab the attention of a possible 93 million people?**

Communities that engage in the intentional and cultivated alignment of the diverse realms in the human experience - economic, social, political, legal and institutional structures, technology, environment, arts and culture - are ones that generate positive attention and investment.

In addition, those cities that embark on a placemaking journey must do so in an open process that invites participation and mines the collective wisdom of the community. The value proposition is driven by a local and diverse ownership culture that compounds access to opportunity over generations.

place typologies



The commodification of the human experience is one of the biggest threats to the health and financial wellbeing of any community. Our land use policies, infrastructure investments and car-oriented development has stripped many cities of their value and weakens both the authentic brand and unique value proposition.

EVERYWHERE COMMUNITY

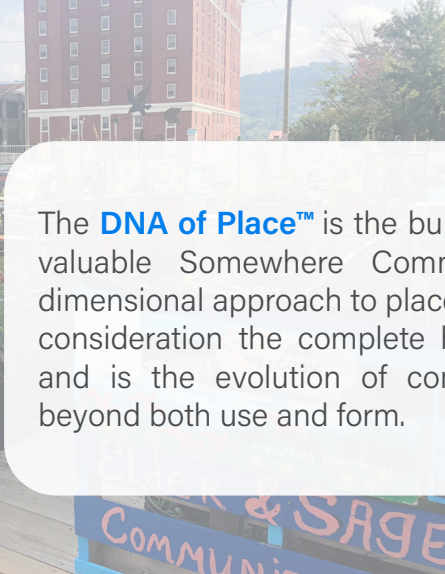
An **Everywhere Community** fails to establish a unique identity by offering commoditized and ubiquitous services and brands. Dominated by auto-oriented design with little or no consideration to context and segregated by use, these are pass through communities and depreciates in value over time.



SOMEWHERE COMMUNITY

A **Somewhere Community** cultivates a unique collective experience and identity that is tethered to a sense of authenticity. Generally walkable, with strong design context, intentional curation, and focuses on building form over use, these areas are destinations and appreciate in value.





The **DNA of Place™** is the building block of that valuable Somewhere Community. This four dimensional approach to placemaking takes into consideration the complete human experience and is the evolution of community planning beyond both use and form.



SAFETY

- Personal
- Financial
- Physical
- Emotional
- Psychological



SELECTION

- Housing
- Education
- Opportunity
- Social Tapestry
- Diversity/ Inclusion



SERVICE

- Efficiencies
- Quality
- Consistency
- Access
- Respect



SURPRISE

- Innovation
- Collaboration
- Audaciousness
- Grit
- Authenticity

NURTURING YOUR DNA OF PLACE

- 1 Know who you are...and **who you are not**
- 2 Be clear both in **why you matter** and your value proposition.
- 3 Define what actions to take and **align resources to implement**
- 4 Gather a team that **knows how to get things done**



**Place is a culmination
of unique experiences...
...and unique stories.**

sense of place

A personal journey that transcends the physical.

A collective narrative that sets expectations.





placemaking

- ✓ The act of **crafting** great experiences
- ✓ The act of **cultivating** great experiences
- ✓ The act of **curating** great experiences



act four:
getting it done



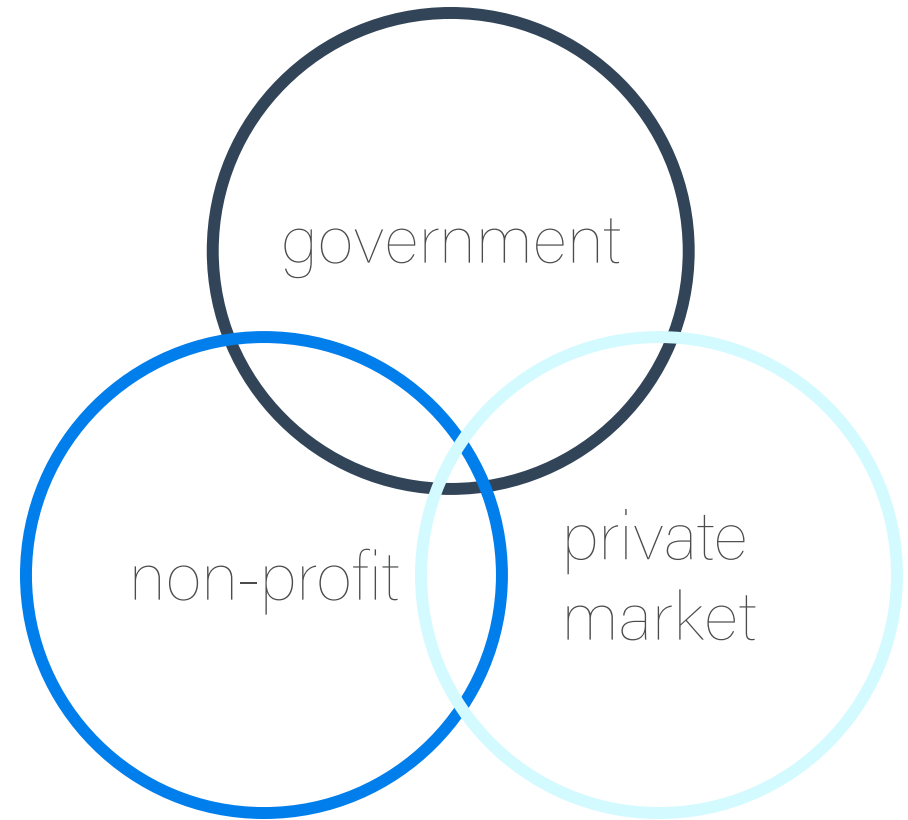
4

A great experience – regardless if it is for an entire community, small event, retailer or restaurant - is both a necessity and an advantage as competition for attention intensifies. Experience design is not a checklist, a recipe, or a series of maneuvers; it is a way of thinking and the following pages offer a point of view to consider when approaching the creation of great places regardless of their context.

Owning your story and using that as a compass for differentiated value, the experience design process integrates numerous tools to deliver value over time. It is also important to track the “customer” journey to ensure that each interaction engages their needs as they want it and when they want it. This attention to detail differentiates between an event (limited) and an experience (expansive).

The **Theater of Cool™** approach to placemaking activates a Somewhere Community by aligning tested urban design principles, free market economics, retail science, street level activations, customer affinity and shopping psychology, community engagement and broad based local opportunity. These elements are outlined and described on the following pages.

the theater of cool™ team



There are three realms that must align to really activate the DNA of Place™ and just as the chemical Catalytic Triad binds the elements of human DNA together, so does the Catalytic Triad model of placemaking binds the DNA of Place™. Each of the three realms play an important part in developing and nurturing the overall community experience, and the organizational capacity in each sector of the Catalytic Triad can either help or hinder the road to success.

The **Municipality's** central role is to establish a clear community developed vision and then remove barriers to implementation through strategic infrastructure investments, predictable decision making, and aligned policies.

The **Civic and Non-Profit** realm is the “keeper of the flame”

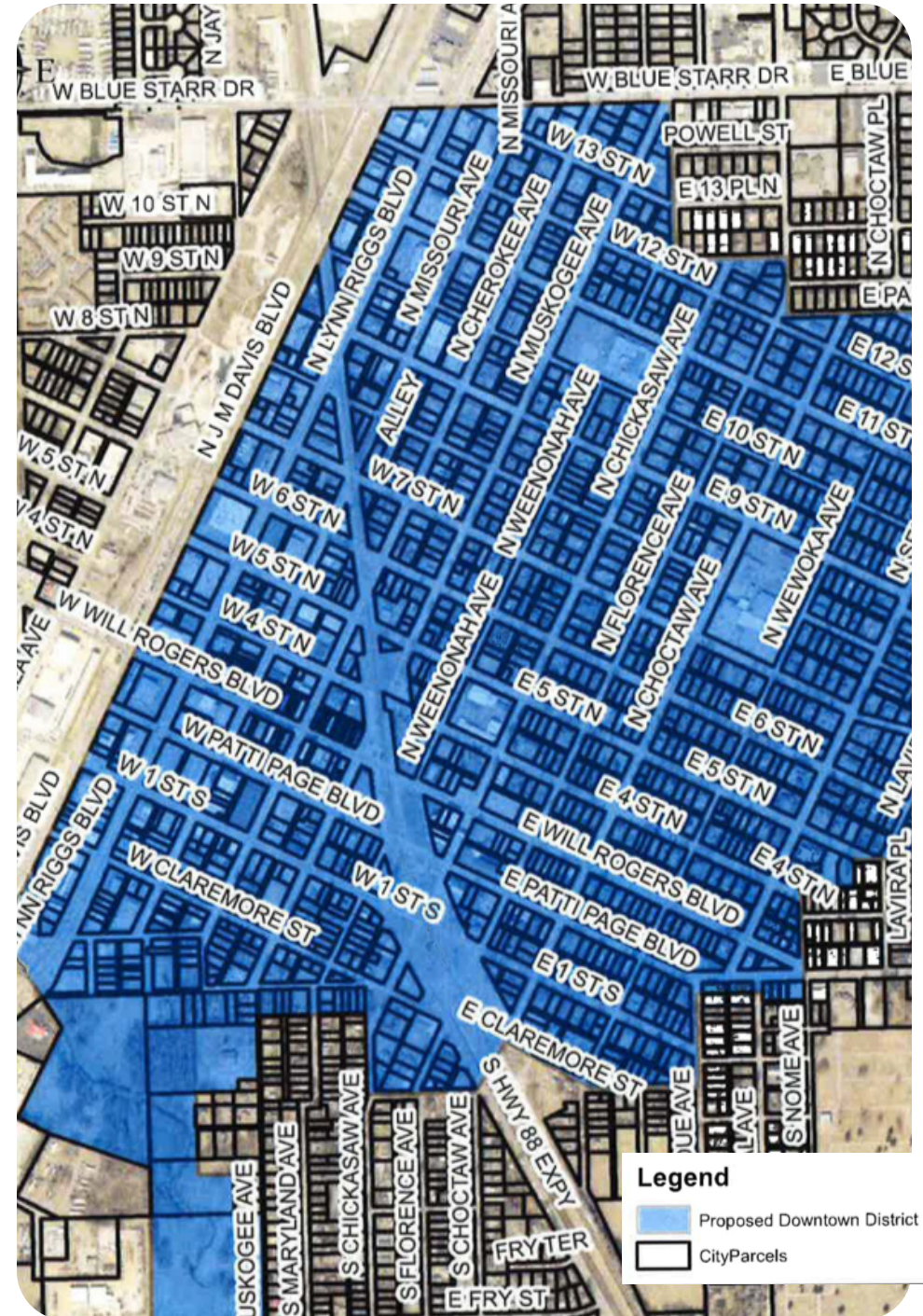
for the vision, acting as curator, concierge and cheerleader in its implementation. Providing support to the municipality in structuring rules and guidelines, facilitating opportunity and aligning various investments, activating spaces that strengthen the brand and driving storytelling efforts are just some of the roles necessary for this sector.

The necessity of a robust and allied **Private Market** cannot be underestimated in the execution of a community vision. The value creation of any plan is driven by the constant fueling of multiple private investments – with a primary focus on fostering local businesses and small developers. The aggregate of multiple investments over time builds a resilient marketplace and drives a community value proposition.



set the stage

- Identify the area in which to focus on in order to align the big vision and placemaking efforts.
- Draw a geographic boundary that is larger than current project efforts
- Craft organizing principles that will align and prioritize implementation strategies



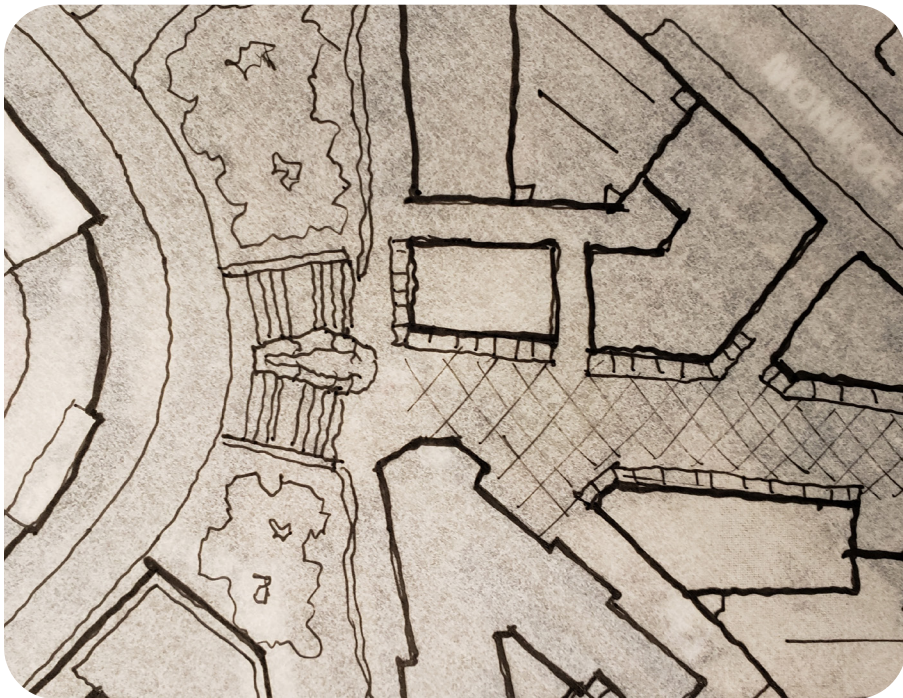


set the stage

EXPERIENCE DISTRICTS

Within the overall planning area, a more nuanced and detailed experience district map is created to build on and enhancing unique centers of emerging or existing activity. By focusing at the block level, specific experience district strategies can be deployed to advance the overall plan. This approach ensures the tactical activations forward the big plans. Each Experience District needs to be treated differently and in many ways, that's the point of this approach. Each district is created to maximize a unique asset and forms alignment for future development, tenant acquisition or programmed activation that advances the value of that unique asset. Craft organizing principles per district that align with larger district approach and help organize implementation strategies





design the set

Align the form and function of the built environment with the purposeful experience infrastructure needed to activate the buildings, public spaces, streets, sidewalks, and alleys.

- Conduct a stress test of building codes and ordinances to ensure vision and desired experience can be implemented
- Inventory infrastructure issues or needs and develop an improvement plan
- Define possible catalytic development sites that can launch vision and beta test process
- Develop complete street plans and understand connectivity to the nodes of activity



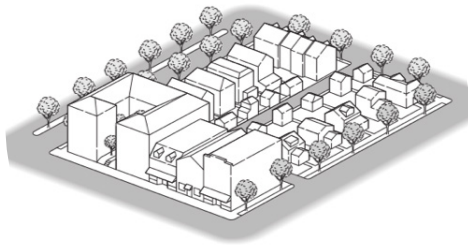


the evolution of the code

While a well-designed built environment is critical to the crafting of great places, the essence of place transcends the physical. We believe that the next big step necessary to craft and develop our communities must take into consideration the overall experience ecosystem.

USE

Conventional zoning focuses on the segregation of land-use types, permissible property uses, and the control of development intensity through simple numerical parameters (e.g., FAR, dwellings per acre, height limits, setbacks, parking ratios). Often limiting the contextual quality, scale and uses of because of local zoning, subdivision, building, and public infrastructure standards, there is often a disconnect between the community's vision, its desired overall experience and land use regulations.



FORM

A community that wants to for effectively manage a contextually appropriate physical environment utilizes a Form-Based Code (FBC) to foster predictable built results and a high-quality public realm by using physical form (rather than separation of uses) as the organizing principle. The FBC focuses on the relationship between public and private spaces such as the interaction between streets, blocks, and buildings in terms of form, scale and massing, and the use of frontage areas. Form based code provides the context for Set Design in our Theater of Cool™ model outlined later in this Playbook.



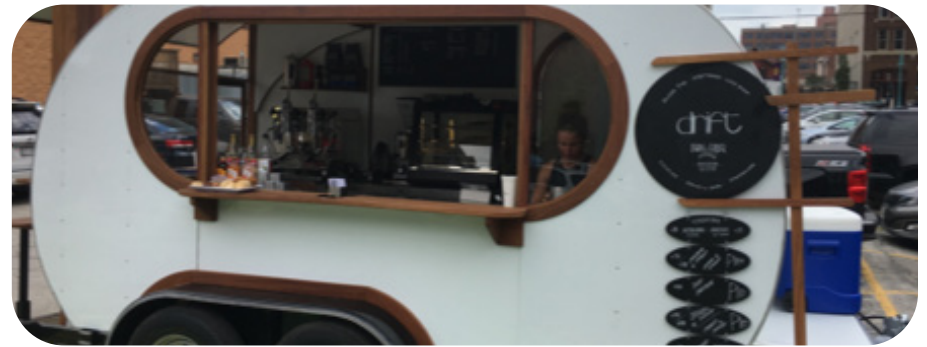
EXPERIENCE

This approach aligns the built environment with clear vision, efficient processes, economic resiliency, relevant services, curated activations and omni-channel storytelling. The Experience Code approach requires a cross-discipline perspective that considers and allows by right the multiple aspects of the desired community experience. This is at the core of the Velocity Group approach.



place the props

Strategically recruit, place and promote Theater of Cool™ props, which includes restaurants, retail, public art, grocery stores and other interactive amenities that forward the desired experience.



Victory Row Experience District



The recommendations here provide particular "props," for activation, i.e., potential business and places, for the story unfolding within the Theater of Cool™.



Wine Bar/Small Plate Restaurant

As part of the unique schema located near 2nd Street and Elm could leverage its location near other restaurants and entertainment venues to create a social green room where both actors, artists and audience can mingle before or after performances at the Victory Theater.

Regional Examples:
<http://www.westbankcoffee.com/>
<http://www.casellula.com/>
<http://www.presswinebar.com/>



Corner Grocery Store

A unique building at the SEC of Elm and 2nd could host a small grocery store that serves the basic grab-n-go, deli and staples, along with an array of beer/wine and specialty food items for the downtown residents and nearby workforce, or grab and go opportunities for the active population heading to Lake Asotata for a picnic, or nearby parks.

Regional Examples:
<http://www.blackboardgrocery.com/>
<http://www.queenswestgrocerycafe.com/>



Bakery with Downtown Living

Bringing back the essence of the Harris Bakery Building, this building could have an active storefront that reveals a small bakery with both sweet and savory, and includes mornings lunch and bite-style dinner. The remainder of the building could be used for downtown residential lots.

Regional Examples:
http://www.proudbakeryla.com
<http://www.lepanier.com/#ourstory>



Arkansas Made Retailer with Demo Kitchen

Focusing on the food, beverage and craft of Arkansas, this specialty retailer can also host a wide variety of programs with their demo kitchen.

Regional Examples:
<http://www.rivermarketinfo/shop/detail/the-freckled-frog>



The Permanent Pop-Up Shop

This eclectic business could serve as an economic incubator for inclusive space and retail concepts in downtown Rogers. This location could offer short term leases for the retail entrepreneur to launch new concepts. The store would rotate every eight to twelve weeks, completely reinventing itself— from merchandise and store design to floor plan and fixtures—and act as a real time lab by testing strategies of marketing, merchandising, and business development.

Regional Examples:
<http://thisistory.com/>
<http://blog.thestorefront.com/what-exactly-is-a-pop-up-shop/>





launch the show

Plan, fuel and launch the necessary activations that generate positive buzz, community engagement and that vital customer affinity. This process turns the community into the storytellers and champions of place.

- **Invite** people to spend time and hang out
- **Create** opportunities to delight and entertain
- **Inspire** curiosity and discovery





thrill



fulfill



instill



chill

The Four Realms of Experience



First identified in the book *Experience Economy: Work Is Theater* by Joseph Pine and Jim Gilmore, the Four Realms of Experience provide the general components for consideration, offering a delicate but intentional balance between passive and active engagement. The most profound experiences utilize all four realms.

Thrill – How does the experience(s) cause the sensation of pleasure or delight derived from positive surprise or discovery?

Instill – What does the experience designer want the participant to learn about?

Fulfill – How does the experience connect to the needs and wants of the participant?

Chill – How does the experience provide an escape and respite from the everyday?





design paradigms

TIME AS PERSONA

How people use space and place is as varied as the individual and it can become overwhelming when thinking about all the various options needed to engage a vast array of humans. In Design Thinking, practitioners utilize the persona to represent a cluster of users who exhibit similar behavioral patterns in their purchasing decisions, lifestyle choices, etc. In this approach, behaviors, attitudes, and motivations are common to a “type” regardless of age, gender, education, and other typical demographics. In fact, relevant persona work far eclipses the relevancy of demographics in quality experience design.

Using this design thinking paradigm, the concept of time can be broken into specific experience personas to quickly conduct an inventory of needs based on the experiences. For example: If a community wants an early morning crowd in their downtown but don't offer a coffee or breakfast option, the streets will remain empty. Think about the elements needed in your community to activate the following timeframes:

7 a.m. to 9 a.m.

9 a.m. to 11 a.m.

11 a.m. to 1 p.m.

1 p.m. to 4 p.m.

4 p.m. to 7 p.m.

7 p.m. to 10 p.m.

10 p.m. to Midnight

Midnight+

In addition, you can also think about the various days of the week, months, quarters or seasons as individual time personas!





act five:
the power of story



5

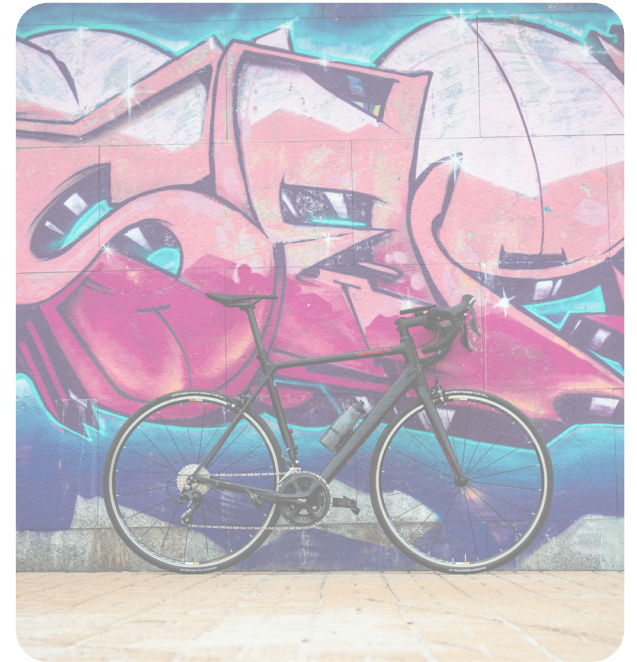
Author Joseph Campbell outlined the common template for a hero's journey – *a hero ventures forth from the world of common day into a region of supernatural wonder: fabulous forces are there encountered and a decisive victory is won: the hero comes back from this mysterious adventure with the power to bestow boons on his fellow man.*

Offering a powerful metaphor for compelling experience design, this model provides a narrative arc that orients the peaks and plateaus activation to keep a person fully engaged from start to finish AND to provide the tools to turn them from participant into storyteller.

In addition, the a 19th-century German novelist Gustav Freytag used a pyramid to study common patterns in story plots, putting forth the idea that every narrative arc goes through five dramatic stages: exposition, rising action, climax, falling action, and resolution. Whether designing a streetscape, event, retail activation or public space, thinking of incorporating these dramatic stages as themes can be powerful design tools.

Some big questions to ask when integrating storytelling prompts within an experience:

- Who is the hero?
- What will compel them to venture forth?
- What information needs to be provided to help them on their adventure?
- What fun obstacles can be created to challenge them on their journey?
- When and what is the climax of their adventure and what is their prize?
- Did they accomplish what they set out to do?
- How do they relay their journey to fellow adventurers?



The Network Effect

Track and Measure

The network effect is a phenomenon when an increasing number of people who use a product, service or brand increases its perceived value as the user base expands. A clear example is social media; the more people who join a social network, the more valuable the site becomes for the people who belong. The following model outlines the necessary implementation strategy to grow and capitalize on a social network, with the focus on attraction and retention of users.

(1) Aggregate and Listen

Channel the voices of the community



(2) Curate and Amplify

Curate stories of success and progress



(3) Elate and Inspire

Deliver content to target audiences



Big Ideas. Great Places. Your Stories.



As curators of great places, the Velocity Group believes in setting the stage and providing the tools for people to choose their own adventure. By starting with what you have and where you are, we help identify your unique DNA of Place™ to calibrate an aspirational vision with implementable steps to get to where you want to go. Our approach cultivates and aligns the people, investments and ideas needed for success.

We have worked on projects all over North America, including downtown master plans, economic development initiatives, talent recruitment and retention efforts, tenant recruitment and property development, restaurant and hospitality concepts, organizational planning and capacity building, and community advocacy and engagement initiatives. By focusing on the overall experience of a project, our Theater of Cool™ model merges design, economics, activation and storytelling for a truly unique offering.



DANIEL HINTZ, CEO & FOUNDER

"A city that is able to surprise you and makes you fall in love is a city that is going to engage you for all phases of your life. Communities must constantly engage the imagination and cultivate positive experiences to stay relevant."

Daniel founded the Velocity Group in 2014, using his varied professional background in culinary, hospitality, theater and film, communications, economic development, urban planning and organizational management to help clients realize their projects and initiatives. His work has taken him across North America, engaging with municipalities, non-profits, corporations, small businesses and private developers.

Prior to Velocity Group, Daniel served for six years as the Executive Director of Downtown Bentonville, Inc. in Bentonville, Arkansas, where he helped broker and guide the renaissance of the 1,765 acre downtown district that now includes a growing art, entertainment and culinary scene earning national attention. In 2008, he earned an Experience Economy Expert certification from Joseph Pine and Jim Gilmore, whose thoughts on the rising consumer value of experience and authenticity was listed by TIME Magazine as a Top 10 Ideas Changing the World. In addition, Daniel has also spoken across the country on a wide variety of subjects, including at TEDx, Tyson Foods, Walmart, American Institute of Architects, Arkansas Municipal League, Congress for New Urbanism, American Association of Landscape Architects, Sarkeys Southwest Regional Leadership Forum, National Town Builder Association, International Economic Development Council and many others.

national

experience





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