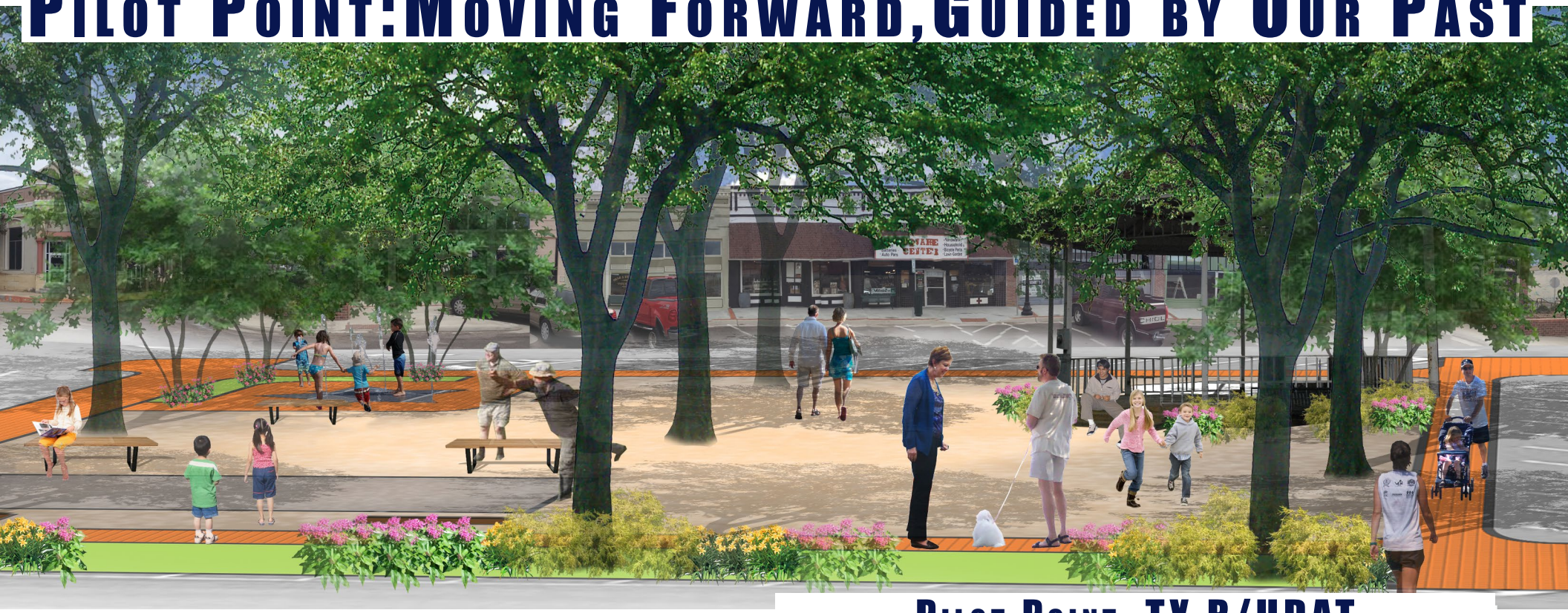
Pilot Point: Moving Forward, Guided by Our Past



Pilot Point, TX R/UDAT

AIA Communities by Design

ENVISION. CREATE. SUSTAIN.





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AIA Communities by Design

THE DESIGN ASSISTANCE TEAM PROGRAM

The American Institute of Architects has a 45-year history of public service work. The AIA's Center for Communities by Design has conducted design assistance projects across the country. Through these public service programs, over 1,000 professionals from more than 30 disciplines have provided millions of dollars in professional pro bono services to more than 200 communities across the country, engaging thousands of participants in community driven planning processes. Its projects have led to some of the most recognizable places in America, such as San Francisco's Embarcadero, Portland's Pearl District, and the Santa Fe Railyard Park.

Regional and Urban Design Assistance Teams (R/UDAT)

Created in 1967, the AIA's R/UDAT program pioneered the modern charrette process by combining multi-disciplinary teams in dynamic, multi-day grassroots processes to produce community visions, action plans and recommendations.

Sustainable Design Assessment Teams (SDAT)

In 2005, as a response to growing interest and concern about local sustainability planning, the AIA launched a companion program to the R/UDAT that allowed it to make a major institutional investment in public service work to assist communities in developing policy frameworks and long-term sustainability plans. Since 2005, the SDAT program has worked with over 50 towns, cities and regions.







The Center's Design Assistance Team programs operate with three guiding principles:

- **Enhanced Objectivity.** The goal of the design assistance team program is to provide communities with a framework for action. Consequently, each project team is constructed with the goal of bringing an objective perspective to the community that can transcend and transform the normal politics or public dialogue. Team members are deliberately selected from geographic regions outside of the host community, and national AIA teams are typically representative of a wide range of community settings. Team members all agree to serve pro bono, and do not engage in business development activity in association with their service. They do not serve a particular client. The team's role is to provide an independent analysis and unencumbered technical advice that serves the public interest.
- **Public Participation.** The AIA has a four decade tradition of designing community-driven processes that incorporate substantial public input through a multi-faceted format that includes public workshops, small group sessions, stakeholder interviews, formal meetings and presentations. This approach allows the national team to build on the substantial local expertise already present and available within the community and leverage the best existing knowledge available in formulating its recommendations.
- **Multi-disciplinary Expertise.** Each project is designed as a customized approach to community assistance which incorporates local realities and the unique challenges and assets of each community. As a result, each design assistance team includes an interdisciplinary focus and a systems approach to assessment and recommendations, incorporating and examining cross-cutting topics and relationships between issues. In order to accomplish this task, the Center forms multi-disciplinary teams that combine a range of disciplines and professions in an integrated assessment and design process.












The Pilot Point R/UDAT

R/UDAT Application

In the spring of 2012, the City of Pilot Point, TX submitted a R/UDAT application to the American Institute of Architects. In the application, Pilot Point was described as a rural small town, north of one of the largest Metropolitan areas in the country, the Dallas/Fort Worth metroplex. With the continued march north of population growth and the Dallas North Tollway leading into the Pilot Point extra territorial jurisdiction (ETJ), the community fears that Pilot Point could meet the same fate as its southern neighbors-- population growth without plan. In order to attract the right kind of economic growth to the Pilot Point area while maintaining the quality of life, the community has determined that Pilot Point must:

1. Recognize and build on its assets.

2. Explore opportunities to rebuild the historic downtown and development as a destination point.

3. Enhance and expand upon ties to Lake Roberts and adjoining state parks attracting lake related businesses.

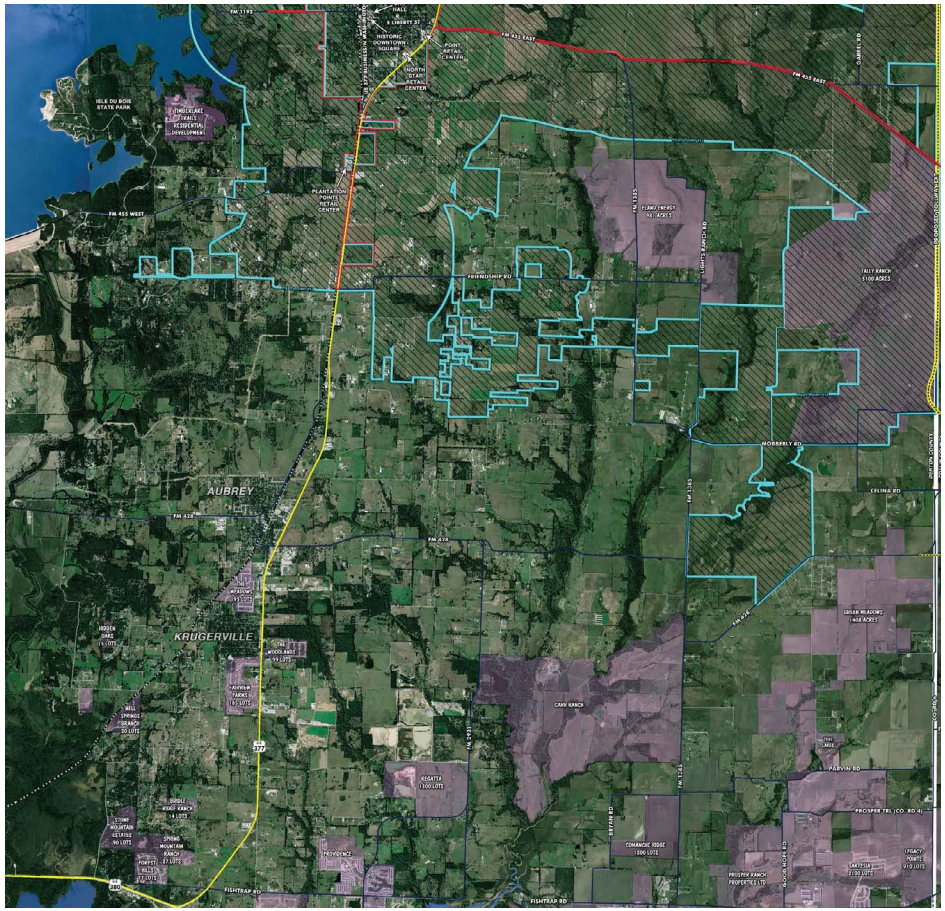
4. Develop business zone areas that will attract businesses that will provide employment to a growing population.

5. Support and enhance the equine and agribusiness of the area attracting industry related businesses.

6. Identify more housing opportunities within the city limits and ETJ.

7. Work with the city to plan parks, sidewalks, visually pleasing areas that incorporate a vision of a "green" community.

The goal of the Pilot Point R/UDAT is to create a complete, integrated plan, taking into consideration all areas of Pilot Point, ultimately developing a vision of what growth should look like and creating a strategy to make it happen.



Preparation

After selecting a project team leader, an initial visit was conducted in September 2012 to meet with key project partners and stakeholders, formalize the project scope, and conduct an initial assessment of the community. Based on this assessment, a multi-disciplinary team was recruited with specific expertise in the key issues present

in area. In preparation for the February 2013 event, a database of existing plans was established and reviewed by team members and multiple conference calls were scheduled to discuss the project scope and approach with local Steering Committee members, reach out to partnering organizations, and plan the format and logistics for the process.

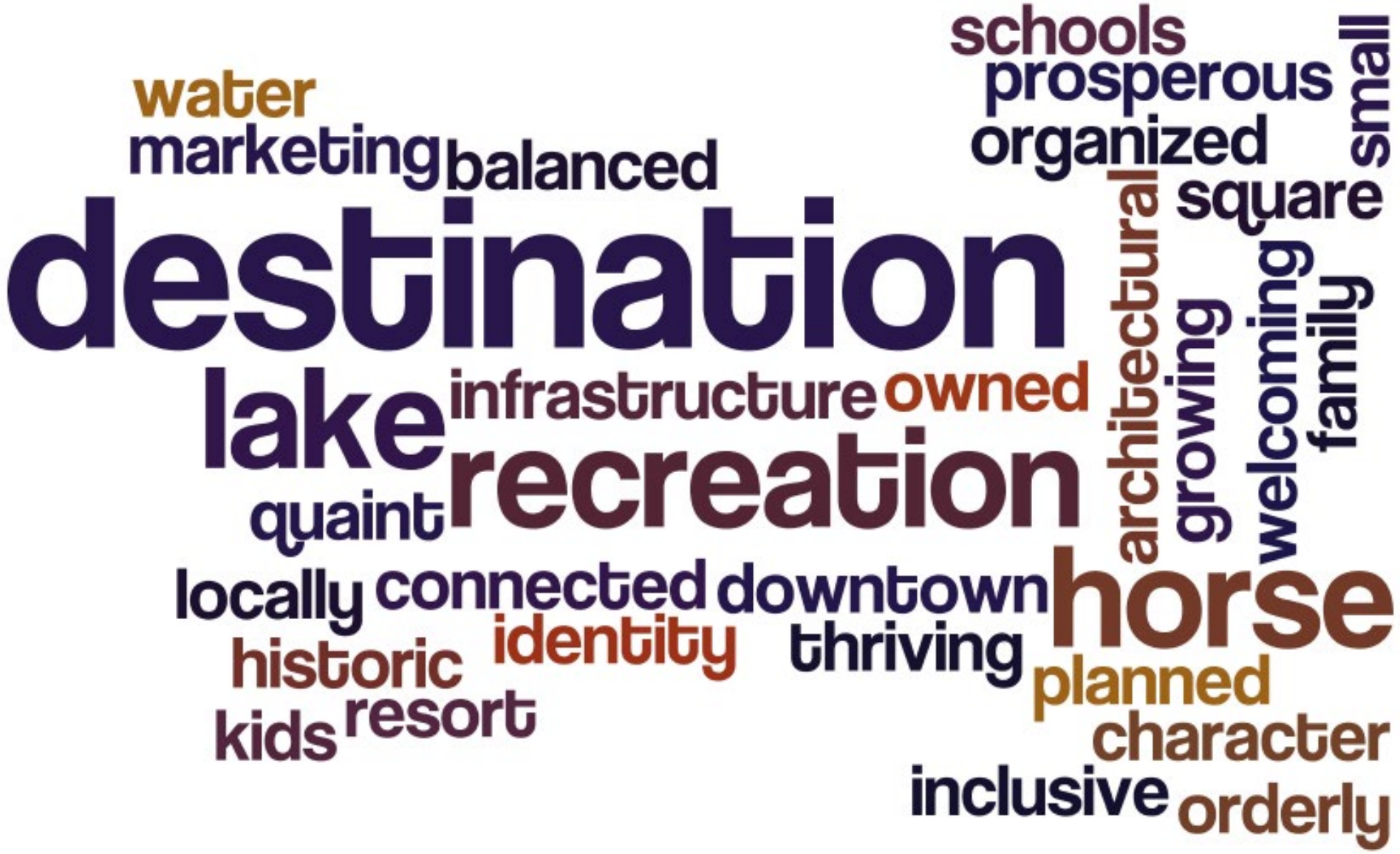
THE COMMUNITY PROCESS

The public charrette process took place from January 31-February 4, 2013. The team applied a multi-faceted approach to the process, including the following elements:

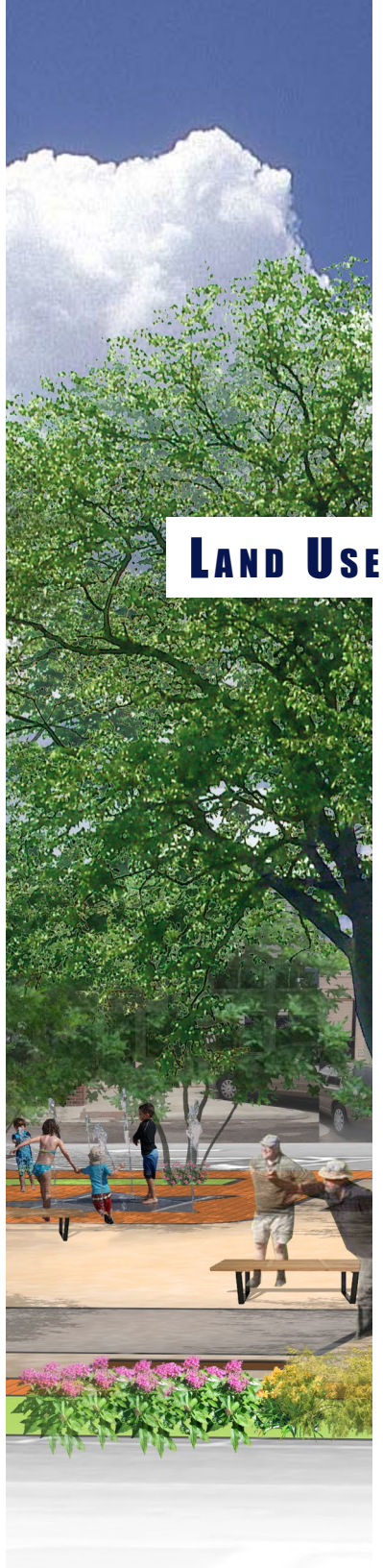
- A comprehensive tour of Pilot Point and the surrounding community, led by local partners.
- A series of key stakeholder meetings with over 100 participants that focused on a host of issues and opportunities in the area.
- A public town hall meeting involving over 300 residents, neighborhood leaders, and stakeholders from the community.
- A two-day design studio.
- A final presentation to the community to release the teams findings and its final report with a strategic framework for the community moving forward.

The team members worked closely with local officials, community leaders, technical experts, and citizens to study the community and its concerns. The team's final report provides a narrative account and summary of recommendations presented to the community on Monday, February 4, 2013.





A 20-year Vision for Pilot Point (Evening Session words)



Land Use & Smart Growth

Pilot Point is not yet ready to accommodate, plan for, and take advantage of the growth coming as a result of the Dallas North Tollway, the continued expansion of the public use of Lake Ray Roberts, and the opportunities for downtown redevelopment. The actual development as a result of these economic engines will take place over a couple of decades, but the planning cannot begin soon enough. Private sector land speculation and planning is already very advanced and the community needs to be ready.

VISION

Pilot Point does not have a clear vision for its future. The comprehensive plan is out-of-date and not vision driven.



Pilot Point has only partial control of its destiny, especially in the extra-territorial jurisdiction (ETJ) areas, but the tools it does have are much stronger when there is a clear vision.

Developers crave, more than anything else in their dealings with regulatory authorities, a clear and consistent roadmap forward. A clear vision can help address this.

Pilot Point should undertake a visioning effort in the next few months. This effort could be led by a consultant, but it could also be led by staff and volunteers. A vision doesn't require the kind of detailed assessment and analysis that is part of comprehensive plan. Rather it focuses on what the community wants to be. This R/UDAT report is designed, in part, to provide the information and recommendations that Pilot Point should consider in writing a vision.

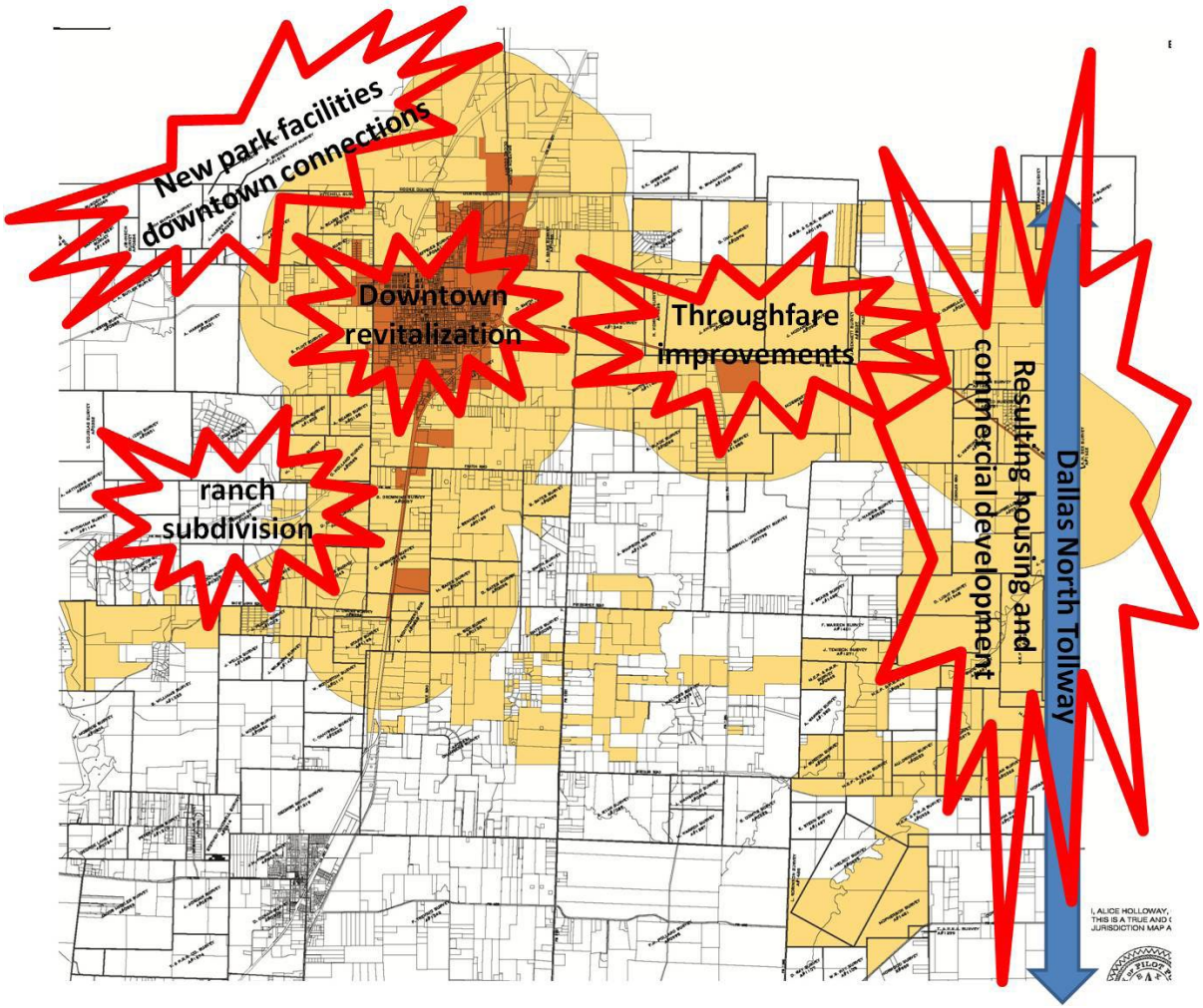
Any vision should consider:

- Residents embrace or accept that a high level of growth is coming and will continue for many years. The majority of this growth will occur on the east side of the city and ETJ, influenced by the Dallas North Freeway, but the entire city and ETJ will be affected.
- The community wants to maintain its small town or rural feel in light of the growth, especially its horse farms and pastoral landscape, its access to natural resources for trails, fishing, hunting and other activities, and its absence of suburban sprawl.
- The community is rightly proud of the fact that it is a unique community that has a strong identity and sense of place.
- Pilot Point's character and sense of place is built around:
    - Downtown Pilot Point: The Town Square will never again be the retail hub of Pilot Point, but its preservation and renovation can generate returns far beyond any investment.

- Lake Ray Roberts: Improving connections between the town center and the lake and improving facilities at the lake can be the most effective measure to improve quality of life for residents and visitors.
- Horse farms and ranches: Preserving the ranches can preserve this iconic feature that initially helped define Pilot Point's landscape.
- Its people: Knitting in new residents into the sense of community is critical.

- There are opportunities to expand the scattered commercial strip development and limited industrial development along Route 377 on easterly side of the historic Pilot Point to provide economic and job generating activities, while transforming the area into a more attractive development core and improving access control from Route 377.
- There are opportunities for more housing choice which can both give residents options and provide support for density downtown to support downtown and future rail links
- Pilot Point's road network can be made safer for all users.

Vision North Texas, a voluntary regional conversation about regional growth sponsored by the North Central Texas Regional Council of Governments (NCTCOG), identifies ten principles of development excellence. Some of these



Pilot Point Growth Pressures

are included in Pilot Point's current planning and regulatory structures, but several are not and might be appropriate for a vision, plan, and implementation tools.

1. Development Options
2. Efficient Growth
3. Pedestrian Design
4. Housing Choice

5. Activities Centers
6. Environmental Stewardship
7. Quality Places
8. Transportation Efficiency
9. Resource Efficiency
10. Implementation

COMPREHENSIVE PLAN

Pilot Point's Comprehensive Plan was written in 2004 and adopted 2008. Since that time, Pilot Point has become a home rule community and the Dallas North Tollway has come closer to fruition. With the plan turning ten next year, and all of the changes to the region, it is time to revise the plan and expand its geographic scope and level of detail about land use planning and transportation.

The plan envisioned "out migration from large urban areas causing the population to realize some increase," but it not the level of growth that is likely from the Tollway. The plan's projection that "the city of Pilot Point will not experience the kind of growth that will result in massive urban sprawl" is no longer a safe conclusion in light of the Tollway.

Although most of Tollway's induced growth will come after the plan's planning horizon (2024), the land use impacts from the planned Tollway (e.g. land speculation and anticipatory private sector planning) are already significant. This growth will occur in Pilot Point and especially in Pilot Point's extra-territorial jurisdictional area (ETJ), as well as the communities east, south, and southeast of Pilot Point.

The plan should be revised to address the Tollway and other growth pressures. It should be a clear vision of what Pilot Point wants to be.

The Texas subdivision enabling statute (Chapter 212: Municipal Regulation of Subdivision and Property Development) provides a very strong incentive for an expanded and up to date comprehensive plan. Pilot Point's subdivision ordinance applies in its ETJ, although its zoning does not, and subdivision plat approvals require conformance with the comprehensive plan.

Pilot Point's comprehensive plan is not currently providing the support it should for the regulation of subdivisions in the ETJ. The authority from a current and complete comprehensive plan is one of the most effective tools for planning for the future of ETJ area.

The comprehensive plan should identify where industrial, commercial, mixed-use, and residential land uses are appropriate and contain a plan for infrastructure necessary to serve the kind of project that the plan designates for that area. While the plan is not zoning, the infrastructure and development policies it sets will govern subdivision plat approval, within the limits set by law.

Texas Local Government Code, Sec. 212.010: "The municipal authority… shall approve a plat if:

1. It conforms to the general plan of the municipality and its current and future streets, alleys, parks, playgrounds, and public utility facilities;

2. It conforms to the general plan for the extension of the municipality and its roads, streets, and public highways within the municipality and in its extraterritorial jurisdiction, taking into account access to and extension of sewer and water mains and the instrumentalities of public utilities…"

This authority is reflected in Pilot Point's Subdivision Ordinance, Section 10.02.032(c) "No plat shall be…approved… unless it generally conforms to the comprehensive plan and adopted development policies…" (See also similar language 10.02.064(b)(3)(c) and 10.02.067(b). and 10.02.068.)

A subdivision plat approval based on a comprehensive plan cannot be a backdoor approach to add zoning authority (Sec. 212.003. "…unless otherwise authorized by state law, in its extraterritorial jurisdiction a municipality shall not regulate:…the use of any building or property… the bulk, height, or number of buildings…the size of a building…the number of residential units that can be built per acre…")

LAND USE AND ZONING

Pilot Point has a very traditional zoning, encouraging some mixed retail and residential downtown but enforcing separation between most uses in most other areas and limiting some appropriate uses downtown. This approach is appropriate in some areas (e.g., Single Family-Estate zone) but is poorly suited in other areas (e.g., commercial and industrial zones).

We recommend several critical items when identifying desirable land uses in both a comprehensive plan (for the city and the ETJ) and in a zoning map (for just the city). The Zoning Diagnostic section below provides some detail and also addresses a host of smaller but still critical items.

1. Downtown (C-1 Retail): Expand allowed uses and regulatory approach, expand the district, and rename to Central Business (Zoning).

Downtown is already mixed use, but the mix of uses should be broader. First, several retail uses are inexplicably excluded (e.g., bookstores). Second, and far more serious, is getting any activity that promotes life on the street. First floors should not have housing (which is currently allowed) but certain industrial uses are totally appropriate if they include a showroom along the street that adds vibrancy (e.g. a furniture maker or concrete counter maker with a showroom along the front). Housing above the first floor should be strongly encouraged.

Retail will never again dominate this area because traffic is too low, but new uses that create vibrancy, complement retail, and draw in residents and visitors should be welcomed. The emphasis should be on design and visitor-friendly vibrancy, with requirements for

storefronts open to the public and performance standards (e.g. noise and vibration) limiting incompatible uses. The sections of C-2 abutting downtown that could, with new development, conceivably become pedestrian friendly should be added to C-1. Renaming to Central Business District (CBD) would more accurately represent its function.



Retail will never again dominate the square, but mixed use can help make the square vibrant again.

2. Merge and expand Industrial-1 and Industrial-2 districts, with design and performance standards, and identify industrial area at a future Tollway exit (Zoning and Comprehensive Plan).

Zone additional area for Industrial on west side of US 377 between South Washington Street (US 377 business loop south) and FM 455 East to create expanded inventory. Merge I-1 and I-2 to ease use restrictions but at the same time add design and performance standards to avoid adverse impacts to abutters. Consider appropriate area for Industrial/Office at one site adjacent to a new Tollway exit. Industrial will almost certainly require more public infrastructure investment than housing, but will pay off in the long run in economic development, jobs, and tax base.

3. Encourage dense residential housing (e.g., 8+ dwelling units/acre single family or 12+ dwelling units/acre multifamily) within one± mile of future Tollway exits (Comprehensive Plan).

The densest development close to the Tollway will reduce spreading out surface road congestion, reduce the amount of land needed to support the same number of homes, support whatever retail is eventually developed, and provide a core that could support a future transit or bus rapid transit system running along the Tollway.

4. Residential development in the rest of the ETJ area should be carefully planned to avoid continuous sprawl (Comprehensive Plan).

Development leapfrogging throughout the Pilot Point ETJ should be planned to meet community vision of where and when development should occur, so build-out over the next few decades is orderly and meets the community vision. For example, development on the access roads to Lake Ray Roberts State Park should be limited to avoid making it a strip, with negative consequences to traffic congestion on summer weekends adversely effecting the very amenity that draws in many visitors to the city.)

5. Identify commercial/mixed use village center(s) at the US 377/South Washington Street area and at a future Tollway exit(s) (Zoning and Comprehensive Plan).

The existing Pilot Point C-2 commercial area at US 377/South Washington Street should be transformed to be a more attractive village center instead of simply a

strip commercial area, using a combination of design standards and future public investment. Housing should not be allowed on the first floor, but housing above the first floor should be encouraged.

Commercial/mixed use centers should be identified for one or more future Tollway exits, but retail should not be developed as a retail strip, power center, or other single-use center. It should be developed as a mixed use area with retail on the first floor and housing and/or offices above the first floor. Bicycle and pedestrian-friendly connections, true connections and not simply sidewalks on unfriendly arterials, should be included between the village centers and nearby new residential areas.

6. Open space preservation and purchase of agriculture conservation easements should be one tool to help fulfill the community vision (Comprehensive Plan).

This is especially true in horse country west of US 377, on the access roads to Lake Ray Roberts and on other iconic and highly productive farmland. Some development is appropriate in all these areas, but there is a tipping point that would harm the quality of these areas.

Pilot Point does not need a total rewrite of the regulations or a different approach to zoning, as is appropriate for many communities, especially more urban communities. For some communities, when faced with revisions, totally rewrite their zoning, at times totally changing the regulatory approach. While this approach is completely reasonable and, in an ideal world desirable, Pilot Point does not need this today and the zoning can be improved with amendments.

The zoning, however, is often not clear and has significant room for improvement. Such changes can collectively encourage better growth patterns and be more user and business friendly.

ZONING DIAGNOSTIC (PARTIAL ANALYSIS)

Issues	Sample Zoning Sections
Significant proofreading errors make intent, and enforcement, extremely difficult.	Sec. 14.02.11: SF1 district minimum lot area=43,560 square feet. No mention of SF-E district. Sec. 14.02.201: SF-E minimum lot area=43,560 Ft^2. Sec. 14.02.202: SF-1 minimum lot area=10,000 Ft^2 size. (Although the zoning includes SF1, apparently there are no areas zoned SF1. This is further confused by an unofficial non-city map produced by Lone Star Map Solutions that shows SF-1 as being Single Family-Estate)
The organization of the zoning can be very confusing.	Some information is in Sec. 14.02.11 table and the district descriptions, Sec. 14.02.201 et seq. (e.g., SF-1). Some information is only in the initial table (e.g., C-1). Some information is only in the detailed district districts (e.g., SF-E).
The zoning contains some residual approaches that may no longer be relevant.	Sec. 14.02.002 defines Seasonal Snow Cone Stands and Sec. 14.02.110 exempts such stands from requiring a foundation, but the use is not an allowed use in the schedule of land uses (Sec. 14.02.112). Section 14.02.112 lists Servant's Quarters, an antiquated term.
The level of detail on allowed uses is confusing and unintentionally prohibits some uses.	Sec. 14.02.112 breaks down uses into very specific categories (e.g., antique shops, drug stores, department stores, florist shops) instead of broad categories (e.g., retail). The result of such specificity is that uses not specifically allowed are prohibited (e.g., bookstores, newsstands, and computer sales and service).
First floor uses downtown should add to vibrancy on the street	Sec. 14.02.112, C-1 Retail district (the downtown square), should have first floor uses that add vitality and not residential use on the first floor (e.g., single family, multifamily should not be allowed on the first floor).
Housing above the first floor in commercial areas should be strongly encouraged	Sec. 14.02.112 should specifically allow residential above the first floor
Focus on the form and function of uses in commercial districts than the actual uses.	Sec. 14.02.112, C-1 Retail district, first floor uses facing the street should be open to customers and add to the vitality of the Square. Besides retail, services, and restaurants, that could include, for example, a showroom for furniture maker whose production is setback from the front façade. Any use should be permitted above the first floor. Given the low volume of cars going through downtown, the retail presence downtown will always be very limited.
Expand C-1 district	MAP: C-2 zones at the edge of downtown that could be pedestrian focused should be rezoned to C-1/CBD
Expand I-1 district	MAP: I-1 district should be expanded on US 377 between South Washington Street (US 377 Business south) and FM 455 West. COMP. PLAN: Identify area appropriate for industrial along Tollway, ideally in negotiation with a property owner and with some public infrastructure investment. Ensure that subdivisions will provide infrastructure (road with, depth, utilities) to support.

Identify densest residential areas	COMP PLAN: Identify area within one± mile (as the roads run or will run, not as the crow flies) of future Tollway exits to encourage the densest housing (8± dwelling units/acre single family and 12± du/acre townhouse and multifamily), ideally in negotiation with a property owner. Ensure that subdivisions will provide infrastructure (road with, depth, utilities) to support. The plan should address the best locations, densities, and timing for development elsewhere in the ETJ.
Zoning district names should tell a story.	Rename C-1 Retail to Central Business District (CBD). The story is the square's role as a focal point of Pilot Point, not its role in retail which is relatively small.
Parking regulations can be partially privatized.	Sec. 14.02.402 set the number of parking spaces required. Most uses will provide parking sufficient to meet market demands without zoning. One increasingly common approach is to privatize parking requirements, leaving it to developers and users to determine how many spaces they need, which avoids creating parking lots that are not needed. At a minimum, parking requirements in the C-1 district, where many users will park on the street and where large parking lots can break the pedestrian scale, should either be eliminated or should only be half the requirements of other areas.
More graphics, which can tell a good story, and less prose.	Dimensional regulations, in particular, are often better in graphic form than in text form.
Fewer zoning districts can be simpler to understand and provide more flexibility to meet market demands.	Merge districts (below), generally using the least restrictive use requirements from each of the original district. 1. Merge I-1 and I-2 (industrial districts), with performance standards below. 2. Merge MF-2 and MF-3 (multifamily) 3. Consider merging SF-2 and MF-1.
Set Downtown (C-1/CBD) dimensional standards to complement the historic district guidelines.	Sec. 14.02.111, zoning should include a maximum setback, or a required build-to line, up to the back of a sidewalk or possible new sidewalk.
Commercial (C-2) and Industrial (I-1 and I-2) design standards	1. Adopt stricter environmental performance standards to avoid noise, light, and vibration at the property boundary. 2. Require well-maintained landscaping and/or fence buffers around any outdoor storage or use. 3. Require new buildings be developed with parking behind and adjacent to the buildings. 4. Minimize curb cuts width and frequency. 5. Require new projects develop sidewalks. 6. Require significant landscaping buffers adjacent as a tree built.

SUBDIVISION AND SUBDIVISION DIAGNOSTIC

As previously discussed, the subdivision ordinance is not as effective as it will be once Pilot Point updates their comprehensive plan and includes specific development plans for the ETJ. There are additional revisions to the subdivision ordinance that would make it more effective. We looked at only a few issues relevant to concerns we heard from public comment.

SUBDIVISION DIAGNOSTIC (PARTIAL ANALYSIS)

Issues	Sample Subdivision Sections
Infrastructure needs are treated identically throughout the City	Sec. 10.02.121 et seq., make construction standards specific based on comprehensive plan development plans (e.g., ensure infrastructure necessary to support possible industrial uses, commercial uses, dense housing in the appropriate places).
Financial assurance mechanisms can be stronger to prevent failed subdivisions	Sec. 10.2.091 et seq., standards might include requirements in any financial performance guarantees that it can be called at the sole discretion of the city (i.e., the city will not need to go to court to call a guarantee) and add a margin of safety (i.e., 15% to cover inflation and administrative costs if a developer defaults).
Reduce future city costs and create green lighting	Sec. 10.02.122(a)(10), street lights should be LED lights with dark-sky compatible features (e.g., full cutoffs to prevent upward glare of light).
Excessive road width adds excess cost for developers and eventually the City.	Sec. 10.02.122(b)(1), 30 feet of pavement is excessively wide for a local street in a residential area. 22 feet is adequate if most parking is off street, even if some on-street parking is always present, and reduces asphalt coverage and drainage impacts. If a very high volume of parking is expected then bump-outs, away from intersections, widening the road to 26' to allow for parking, can be appropriate.
Cul-de-sacs and dead-ends are more difficult for police and fire access, and more importantly for building a sense of community (e.g., encouraging people to walk).	Sec. 10.02.122(c)(1) and (3), limiting cul-de-sac and dead-end length to 400±' except when a pedestrian connection is provided from the end of the road, when 800±' is appropriate.
Measures to make developments bicycle and pedestrian, and especially child friendly, should go beyond sidewalks	Sec. 10.02.122: 1. Require crosswalks at intersections (but not mid-block). 2. Use specific crosswalk standards focused on maximizing crosswalk visibility and advance warning 3. Use small diameter curb radius and curb extensions to shorten pedestrian crossing distances and make pedestrians more visible.
Ensure provisions for bus stops	Require that bus stop shelters and short sections of wider sidewalk be installed in places the school district identifies as being most likely to serve future students.
Shorter block lengths make communities more walkable and provide a more efficient travel network	Sec. 10.02.122(c)(2), consider shortening residential development block lengths to a maximum of 800±' and commercial block lengths to a maximum of 600±'.
Drainage should focus on green soft solutions that address water quality	Sec. 10.02.124, drainage standards should include low-impact-development and green infrastructure (e.g., rain gardens, cisterns, downspout disconnects). See Texas Land/Water Sustainability Forum for more details.
Road and sidewalk construction standards should be more detailed	Sec. 10.02.122 and 123 should either include specific construction standards or a full citation of where those standards are included (compare, for example, with water standards that are more detailed). (E.g., concrete, standards of gravel base, grades.)

Underground utilities	Sec. 10.02.184 should require installation conduit for future fiber even if fiber is not be installed with the project.
Refer to all counties covered in the subdivision regulations	The ordinance refers to the Denton County Clerk and plat records. Since portions of Pilot Point and its ETJ are also three other counties, they should be listed as well.

DEVELOPMENT AGREEMENT

Pilot Point has a number of development agreements for development projects in its ETJ and has discussed other potential development agreements. These agreements are voluntarily negotiated and can address a host of issues, and typically do or can address issues such as:

- Voluntary property owner agreement to be included in Pilot Point's ETJ.
- Taxation issues (e.g., benefits from sales tax, ad valorem tax)
- Regulatory agreements (e.g., subdivision approval, drainage, water and sewer)
- Acceptance of other city authority (e.g., zoning or equivalent density and other standards)
- Infrastructure improvements (e.g., water, sewer, drainage, roads, sidewalks, landscaping)
- Fees (e.g., subdivision fees, impact fees)
- Annexation agreements

Each project is unique and the strength of Pilot Point's bargaining position influences what it can or cannot request as a floor to signing an agreement (e.g., developer's desire for a legislative approval of a municipal utility district, inter-municipal competition for ETJ, agreement in principal on appropriate land use). The top principles for Pilot Point should be:

- Both parties benefit significantly from a development agreement, when the agreement is mutually satisfactory. The agreements should be as comprehensive as possible to reduce future uncertainty.
- Tax sharing is a top priority with a principle that the City should share the benefits from development.
- Infrastructure should be done right the first time, based on a total life cycle cost approach, to minimize future costs to everyone (city, developer, ultimate tenants/purchasers), with adequate construction standards and inspection/ guarantee protocols.
- Pilot Point should have a clear plan for infrastructure to use in creating agreements.
- Development should fit into the community's vision of land use, design, amenities, and open space. There is no problem with density close (one± miles) to future Dallas North Tollway exits (e.g., within the likely context of single family homes, 8 dwelling units per acre, if townhouses and condominiums 12 to 20 dwelling units per acre).
- Design and location are critical for commercial development. Commercial development should be designed as small village center gateways off the Tollway, with mixed residential uses if the market will support it and located with pedestrian connections to nearby housing.
- It is reasonable for developers to expect a predictable regulatory regime for those items which the City does regulate (e.g., subdivision, floodplain, septic systems, building code enforcement).

COUNTY ZONING AND INTERLOCAL AGREEMENTS

It would be desirable for Denton County and Collin County to petition the legislature for local authority for county zoning (Texas Statutes Chapter 231, County Zoning Authority) within an area of influence adjacent to the Dallas North Tollway because of the phenomenal growth that the Tollway will bring. The goal would not be prevent the growth but to manage it in a way that will add more value overall to property owners and communities.

If county zoning authority adjacent to the Tollway might become an option, Pilot Point and Denton County should negotiate an Interlocal Agreement in anticipation of such authority to coordinate zoning and create a seamless annexation plan.

TRANSPORTATION

Currently, none of Pilot Point's roads are anywhere close to capacity. There is no significant congestion on any of those roads (North Central Council of Governments, or NCTCOG, 2013). The highest volume of traffic, based on Texas DOT figures (2011), is approximately 8,900 annual average daily trips (AADT), about half the capacity of a well designed two lane road with good access control. None of these roads currently need capacity improvements.

Even projecting out to 2035, NCTCOG (2011) only projects only light congestion all south of FM 455 west, assuming that the planned improvements are developed. Mobility 2035: The Metropolitan Regional Transportation Plan for North Central Texas identifies the following planned transportation improvements in or adjacent to Pilot Point:

- The Dallas North Tollway extension
- Improvements to US Highway 377 south of Pilot Point
- Improvements to FM 455 west of US Highway 377 starting in Pilot Point
- Future analysis of a new east-west outer ring road a few miles south of Pilot Point
- Future analysis of a passenger rail extension from Denton to and beyond Pilot Point, although it is doubtful that actual service will occur within any reasonable planning horizon.
- FM 455 east of US Highway 377 is listed as a regionally significant arterial, but no work is identified in the plan.

There is, however, the need for some roadway improvements and for planning for road improvements to serve future needs.

Recommended general design principles for City investments, coordination with Texas DOT and Denton County, and in working with the regulated community (through zoning and subdivision regulations):

- Arterials should be designed to create a network throughout city and provide access to most of the planned Tollway exits. For Pilot Point, it is better to have multiple two lane east-west arterials based at least in part of existing rights-of-way than a single wider arterial requiring. This reduces the average distance to reach an arterial and provides a more efficient network approach. That said, it is unlikely that Pilot Point needs or would receive funding for five significant east-west arterials and five or six significant north-south arterials shown in the city's Thoroughfare Plan. A revised comprehensive plan should be more realistic and identify Thoroughfares to address the actual need, and identify land far from the road that might be best to be maintained as agriculture with some low density residential.
- Continuous left turn lanes (a/k/a suicide lane) create the need for undesirable street widening and new conflict points. Left lane turn pockets (a defined dedicated left turn lane open only in a single direction for a single turn) are desirable when needed.
- Access control is critical, limiting the number and width of curb openings. Open and multiple curb cuts create additional conflict points, especially for left turn movements.
- A two lane road with good access control and turn pockets can serve 17,000 cars a day with minimal congestion (and higher with some degree of acceptable congestion).
- Any time roads are improved, they should be designed to be "complete streets," streets that serve all modes of travel, vehicle, bicycle, pedestrian, and future transit. (See, for example, Dallas's Complete Street Initiative.) The priority should be:
    - Any time any road is reconstructed or reclaimed for any purpose on at least one side.
    - On two sides of the street in the entire downtown (C-1/CBD).
    - Within 0.6± miles of all schools (the likely walking distance) on at least one side.
    - Within 0.6± miles of the Town Square on at least one side.
- Cross-country multi-use and bicycle trails are desirable, to provide transportation alternatives, create amenities attractive for residents and visitors, and add one more economic development engine. The potential exists in several areas (also see open space and parks section of this report for more detail):
    - Downtown to the lake connections.
    - North-south connections using future drainage ways.
    - East-west connections, possibly along existing pipeline rights-of-way.
- Consider road layout and space for future bus transit or bus rapid transit in the area immediately adjacent to the Dallas North Tollway, the area which will have densities necessary to support such transit.
- Locate the densest housing closest to commercial, especially downtown, any future downtown commuter rail location, and future Tollway exits. The most effective surface transportation system is mode shifting some trips, especially rush hour trips, to foot, bicycle and transit and minimizing the distance that needs to be driven on surface roads. Providing a better jobs-to-housing or jobs-to-employed-residents ratio within Pilot Point will reduce the need for road expansions and reduce traffic congestion, while supporting the local economy and improving the quality of life for city residents.

JOBS HOUSING BALANCE

Total residents	6,089
Total employed residents	3,690
Jobs in Pilot Point zip code	1,777
Jobs to Employed Residents	0.48 (0.8:1 to 1.2:1 is ideal)

OPEN SPACE

Open space and parks connect the community and enhance resident and visitor experiences. Open space is also used to define and channel desired land uses.

There are a few areas of Pilot Point where limited park acquisitions, zoning, and ETJ tools (subdivision, comprehensive plan, development agreements) will not be effective enough to preserve certain critical open space. In particular:

1. The most productive horse ranches and farms, many of which are beyond Pilot Point (generally west of US 377).
2. On access roads to Lake Ray Roberts State Park (Isle du Bois and Jordan units), especially when sewer service is eventually extended to the Jordan unit.
3. Other iconic and highly productive agricultural lands

Preserving these horse farms, Lake Ray Roberts corridor, and other iconic and highly productive agricultural lands, is critical for several reasons:

1. Preserving a key part of the Pilot Point identity and sense of place.
2. Preserving an important Pilot Point economic generator.
3. Preserving the highest quality farmland in the Pilot Point area.
4. Limiting traffic on roads that are not well suited to improvements or in places where additional traffic would threaten the sense of place.
5. Channeling development away from the most sensitive area and towards areas which can accommodate growth with the least effects on the environment and transportation systems (i.e., downtown area and along the Dallas North Tollway).

In a perpetual Agriculture Conservation Easement, land remains in private ownership, but the property owner sells (or in some cases donates) their right to take the land out of active agriculture and develop the property. A Conservation Easement is valued at the difference between the value of the land for sale to a developer and the value of the land for agriculture purposes. Conservation Easements ensure that land remains undeveloped, in agriculture, and reduces property owners' basis in the land. Easements may be purchased, although some property owners are willing to donate or bargain-sell an easement on non-investment properties if it fits their own long term vision. Selling an easement may be especially of interest for a landowner who wants to affect a generational shift of land to their children, allowing the landowner to recapture some of their investment while passing on the land, with a lower basis, to their children.

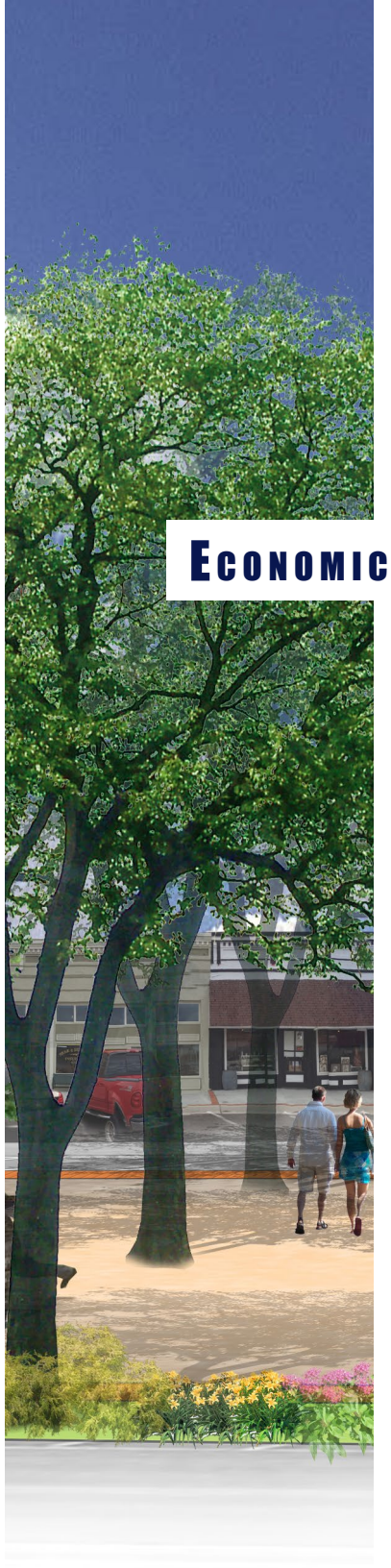
Given very limited resources, partnerships are critical. Some of the areas that should be preserved south and southwest of Pilot Point are beyond Pilot Point city limits and ETJ area, making partnerships even more critical.

Texas has current-use taxation for agricultural land, where property can be taxed based on its current use (agriculture) and not its potential use (development). Land can be assessed as Agricultural Use Land, where the land provides the primary occupation and income for a farmer or rancher, or Open Space Land, where the land is maintained in open space (Texas Sec. 23.41 et seq., and Sec. 23.51 et seq., respectively. There are tax rollback provisions when such land is removed from current use taxation for

development. These taxes are not due if an agricultural conservation easement is placed on the property, which has some small effect on reducing the cost of purchasing such a restriction.

AGRICULTURAL CONSERVATION RESTRICTION PARTNERS AND RESOURCES

Kind	Resources
Texas statewide land trusts (potential partners)	Texas Agriculture Land Trust Texas Land Conservancy Native Prairies Association of Texas Nature Conservancy (Texas office)
Texas clearinghouse of land trusts	Texas Land Trust Council
North Texas land trusts (potential partners)	Connemara Conservancy Upper Trinity Conservation Trust
Texas state program (potential partners)	Texas Farm & Ranch Lands Conservation Program Texas Parks and Wildlife (for land abutting park)
Federal program (potential partner)	NRCS Farm and Ranch Land Protection Program
Clearinghouse on Restrictions	American Farmland Trust
Information on Texas incentives	Texas A&M Institute of Renewable Natural Resources
Examples: other state programs	Massachusetts, Delaware
Examples: other local programs	Sonoma County, California; Virginia Beach



Economic Development

INDUSTRY MIX AND WORKFORCE

While the square is an important component of Pilot Point's overall character, the unique mix of industries and businesses are a vital part of the local economy. As of 2010, 94 percent of the local workforce commuted out of the community for work daily. Virtually all of these commuters travel southwards, with more than 50 percent traveling 25 miles or more each direction. Of the 902 workers employed in zip code 76258, 29 percent live within 10 miles, while 15 percent reverse commute from 50 miles or more (the Metroplex). Although some businesses which have relocated to the Pilot Point area indicate little difficulty in retaining and recruiting employees as a result of the move, other businesses may be hesitant to relocate given the small local labor market.

Private Sector Employment 76258 Zip Code

Select Private Sector Employment	2002	2005	2007	2010	% Change
Agriculture	117	117	117	101	-13%
Construction	144	328	227	238	155%
Manufacturing	225	390	517	370	64%
Retail	149	125	159	173	16%
Finance/Insurance	99	106	109	121	22%
Professional Services	44	62	63	48	9%
Health Care	102	82	158	176	73%
Accommodation & Food	73	85	109	166	127%
Total Employment	1410	1567	1845	1777	26%

Source: Economic Census

As with the local residential population, the local workforce has also not fully recovered from the recent recession, with 2010 employment down 4% from 2007. However, the region has demonstrated a strong long-term growth pattern, with 26 percent employment growth between 2002 and 2010. This growth was most pronounced in the manufacturing and construction sectors and the tourism sectors.

Looking to the future it will be important to accommodate a diverse range of industries in the area. Two of the major industries in the area, agriculture and utilities, are projected to have zero growth in the next five years according to the Central Texas Workforce Development Area. Additionally, the industries employing the younger generation of workers locally are employed in the retail, accommodation and health care sector. These sectors comprise 42 percent of employment for individuals under age 29, versus 27 percent of employment for older workers.

	2010	Growth Projections	Pilot Point Area Share of 5-year Growth
Agriculture	101	0%	0
Construction	238	15%	36
Manufacturing	370	15%	56
Retail	173	30%	51
Finance/Insurance	121	15%	18
Professional Services	48	36%	17
Health Care	176	30%	53
Accommodation & Food	166	30%	50
Total	1777	25%	444

Source: Workforce Solutions of North Central Texas

An additional priority will be to encourage business expansion and relocation to strengthen remaining clusters which support Pilot Point's unique assets. These sectors include agricultural partner sectors, such as veterinary, biomedical research and technology as well as opportunities to expand the construction and associated manufacturing sectors. Given the rapid rate of anticipated growth in the corridor, Pilot point will be an attractive location for this sector if suitable land and facilities are available. Land use planning and zoning activities should seek to incorporate areas which can cater to the specific needs of these industries, partially outlined on the adjacent table.

Top Real Estate Considerations: Employment Growth Sectors

Sector	Key Site Selection Criteria
Construction	Access to major roadways, skilled labor
Manufacturing	Access to reliable infrastructure, large suitably zoned land parcels, skilled workforce
Professional Services	Access to client base, broadband connectivity,
Health Care	Skilled workforce, access to growing regional population base, broadband connectivity

INFRASTRUCTURE & GROWTH PLANNING

Because of limited powers available over properties within the Extraterritorial Jurisdiction, or those not affiliated with the city in any way, Pilot Point has limited ability to dictate or inform the nature of development to the east and in the path of the anticipated tollway. Given the significant process required for tollway development, the status quo in terms of land use and development will likely hold for 15 years or longer as developers wait for certainty on service and access. During this period, and until the City is approached by developers interested in negotiating Memorandums of Understanding or annexation agreements, the City should coordinate with its partners to develop an ordered plan for rolling out City and municipal services to new development. Together with local partners such as schools, parks and utilities, the City can plan general locations, paths and types of community supporting infrastructure which will be necessary to grow according to the desired vision. This advance planning will enable the City and its partners to act quickly when development does begin to move forward, and will ensure that necessary community discussions and funding

plans are already in place. Additionally, providing this type of advance information may actually help private developers to propose developments which better match the local character and are more likely to coordinate with the existing City.

Considerations of this type of planning should include:

- Desired size and location of schools (i.e. number of students per school)
- Planning for retention of park space per capita
- Number of wells needed per 1,000 residents
- Wastewater treatment facility capacity
- Extension of fiber and power to commercial and residential areas

Once these initial strategic decisions have been made, general planning for the number and location of facilities required to meet anticipated growth patterns can be developed. For example, given historic growth trends, an estimated 4,000 acres of development was added to Denton County in the years leading up to the recession in 2007. The number of acres devoted to development increased by 6.7 percent between 1997 and 2007, or 257,000 additional acres of former agricultural land converted to development. Forty five percent of this development went to Rockwall, Collin and Denton Counties. Assuming that this pattern resumes once the tollway is complete; the map _____ shows the potential annual development acreage. The average density of neighborhoods in the region is 2.5 to 7 units per acre, with denser neighborhoods typically located adjacent to the tollway. Examples of neighborhoods at these densities are shown in the aerial photos _____.



Artesia Neighborhood, Prosper,TX. 8-20 dwelling units per acre.



Legacy Pointe, Prosper,TX. 1.3 dwelling units per acre.

Using these basic assumptions for future development patterns, the City can create an initial guide for planning associated public infrastructure required to support growth of this magnitude. This type of decision matrix might look something like this, and would be able to be updated regularly as development patterns change and to reflect the actual acreage in play in any given time period:

Acres of Development (following completion of tollway)	Acres of Development in County	Estimate of Percent Adjacent to Prosper	Average Number of Residents	Number of schools Required (at 1 school per 500 children)	Potential number of new wells (need for new capacity begins at 5,000 new households)*
Next 3 years	8,000	1,600	18,400	16	2
Years 3-5	12,000	2,400	27,600	16	3
Years 5-10	12,000	2,400	27,600	16	3

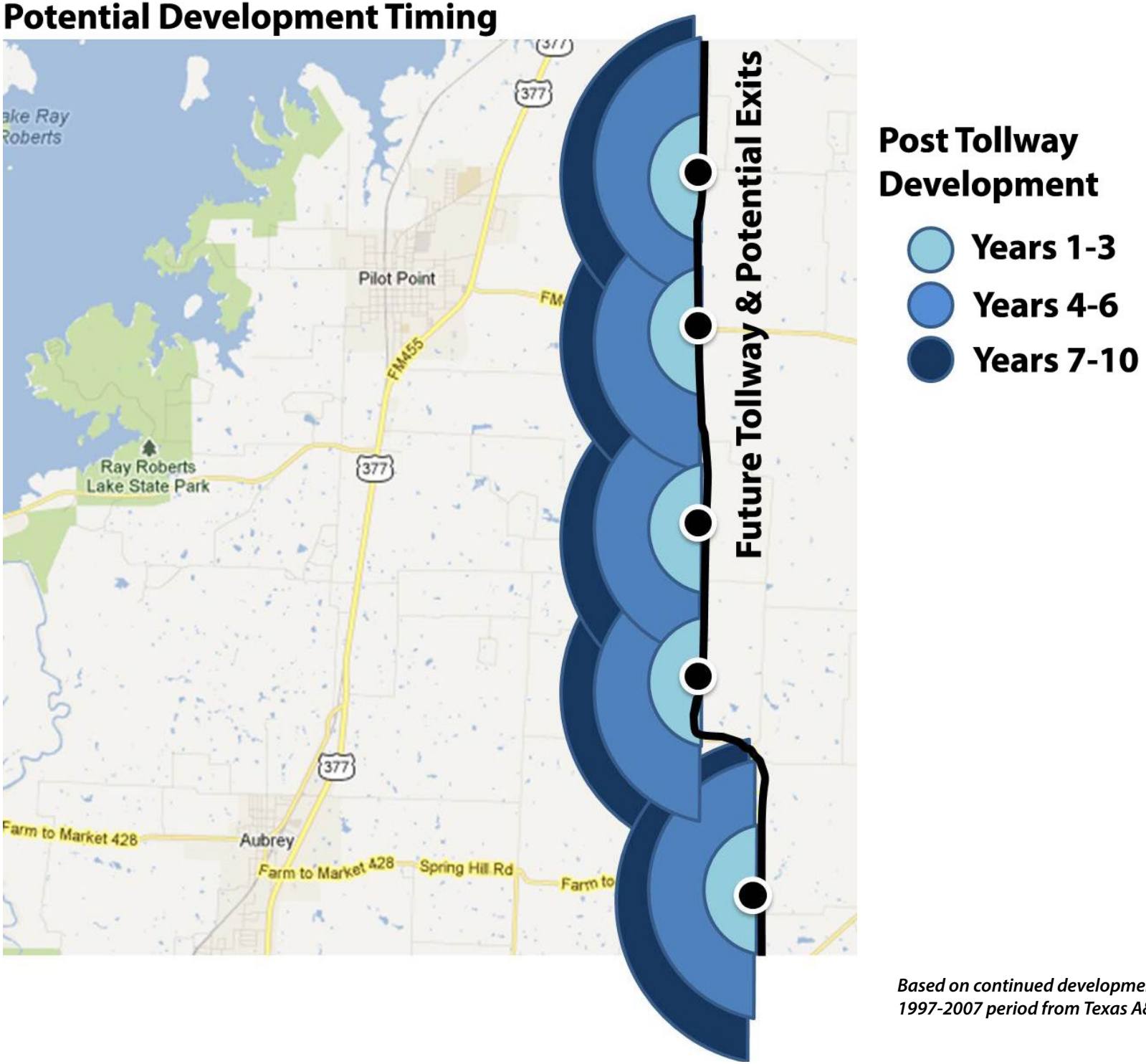
Source: Texas A&M, APA

Assumptions: 40% of development in County along Tollway. Half of that on Prosper side vs. Celina. 2.3 residents per unit, 5 units per acre.

****Based on current percent utilization and well size. Will vary with new capacity and sizing.***

The map on the following page shows the anticipated expansion of developed area in terms of relative acres developed in the short, mid and longer term, beginning after construction of the tollway. Although development will not occur entirely in an orderly fashion, with phases of various projects moving forward simultaneously, the amount of actual development anticipated to occur in any given year is minimal. Even if all growth in Denton County were to occur in the North Tollway corridor, it would take more than 23 years for the land outside of Pilot Point's ETJ to be developed. Although the combined time period between tollway expansion and development buildout spans a period of more than 30 years, the impact of land speculation in the short term require that Pilot Point undergo near term planning to provide guidance to the development community and develop internal consensus on community priorities which will place the City in a better negotiating position when development agreements are being negotiated.

Potential Development Timing



Based on continued development trends comparable to 1997-2007 period from Texas A&M report.

Framing the discussions for development of this type of strategic decision making will require significant thought and effort from the community and a variety of individual boards. However, the effort will result in more orderly, effective and coordinated growth and minimize last minute conflicts to the greatest extent possible. By minimizing conflicts, the City will also minimize risk to developers regarding the ability of the City to effectively support and accommodate new development, and may encourage property owners to approach the City more readily and proactively to capture a greater share of planned services.

This infrastructure plan can be used to inform the updated comprehensive plan. Using infrastructure as the basis for subdivision regulations will further reinforce this planning and help shape development planning.

Schools

Because the majority of growth pressures are driven by residential demand, providing for school expansion will be an important part of determining the type of residents that will be attracted to Pilot Point. Since school quality is a key consideration of families with children and those that anticipate having children, developing a plan to provide a unique and high quality school situation can help set Pilot Point apart and ensure that residential development will attract individuals who are selecting the community by choice.

Decisions regarding classroom size, school size, location and curriculum can have a significant impact on the type of families considering Pilot Point in the future. By making these decisions as a community in advance, the school plan can form the basis for a marketing program to developers, builders and home buyers, which in turn will reinforce decisions to build the type of community that Pilot Point residents desire. Once a new superintendent has been identified, a community dialogue and school plan can be started to help achieve this goal.

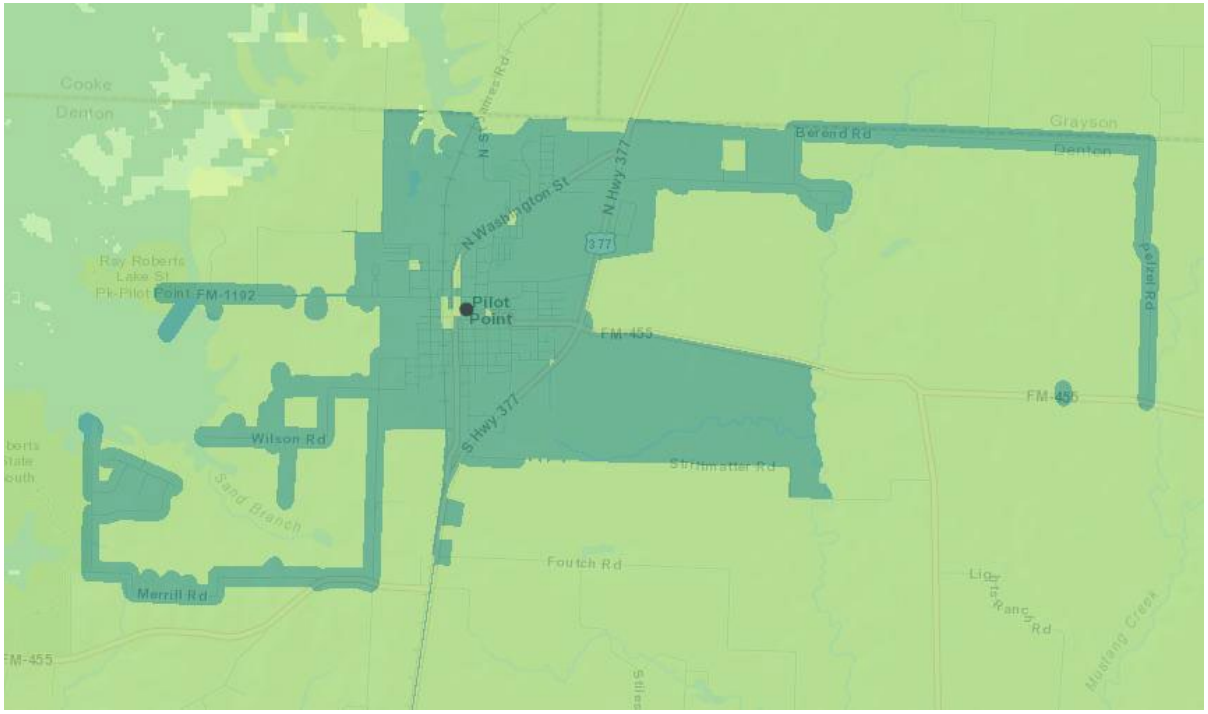
Utilities

Because Pilot Point controls only a portion of current and future utility infrastructure for the area, it will be important to work with regional water, waste water and electrical providers to coordinate an orderly transition of services within the growth area. By planning for the eventual annexation of additional land, the City will be able to identify the general number and timing of infrastructure improvements that will be necessary and determine the type and scale of development required to support this investment. An additional consideration will be the need to improve and update existing infrastructure to avoid creating discrepancies between service in older and newer areas of Pilot Point. Accommodating expansion into areas of the City currently not served should also be considered as part of the planning process.

Broadband

Because Pilot Point attracts a significant retiree and pre-retirement population, facilitating the ability for individuals to work from home can help solidify its desirability

for this population. Currently, cable broadband service is available within the area in dark green on the below map, largely within the City limits of Pilot Point. Rural areas largely rely on cellular wireless or satellite coverage. Encouraging or requiring the installation of conduit to support fiber or cable in areas of new residential growth will ensure that communities are poised to meet the future needs of residents and businesses.



Tier 11 (Greater than 1 Gbps)

Tier 10 (100 Mbps to < 1 Gbps)

Tier 9 (50 Mbps to < 100 Mbps)

Tier 8 (25 Mbps to < 50 Mbps)

Tier 7 (10 Mbps to < 25 Mbps)

Tier 6 (6 Mbps to < 10 Mbps)

Tier 5 (3 Mbps to < 6 Mbps)

Tier 4 (1.5 Mbps to < 3 Mbps)

ECONOMIC DEVELOPMENT CORPORATION STRATEGIC PLAN

The three core areas of focus in the current Pilot Point Economic Development Corporation (PPEDC) reflect an appropriate scope of activities necessary to pursue traditional economic development. The PPEDC has made tremendous progress over the past three years in jump starting both interest and activity in Pilot Point. Building on these successes and identified opportunities, recommendations included in the plan will shift priorities within these categories slightly, as reflected in the following section.

Pilot Point has a significant number of vacant or underutilized commercial and industrial buildings. Investment in infrastructure for the business park has not translated into successful business development.

Major objectives for the PPEDC include:

- Increasing business to business relationships and facilitating business expansion
- Expanding on local industry clusters to reinforce areas of competitive advantage
- Targeted marketing to reach relevant audiences for business recruitment and quality of life marketing

BUSINESS RETENTION

Typically, 80 percent of employment and business activity will come from existing businesses. Focusing on the existing business community as the economy improves has the potential to provide significant impact in the community. The following initiatives are intended to improve the business climate and provide a mechanism to open communication between businesses and with the City to ensure that the City and EDC are prepared to respond to changing business conditions and provide necessary tools to support business growth.

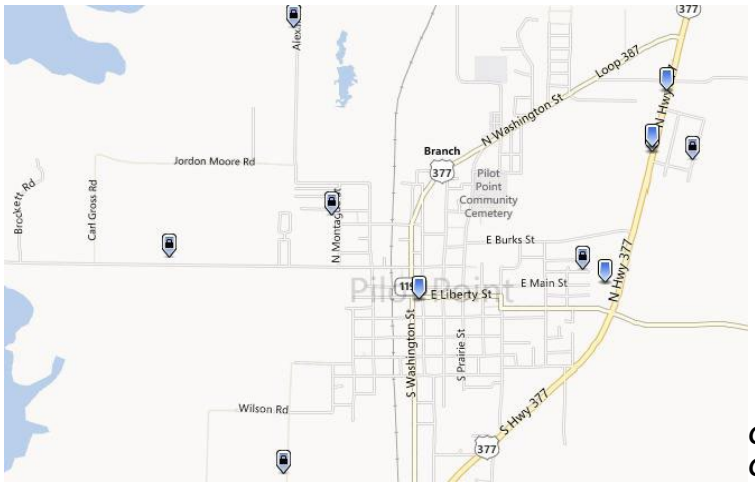
- Conduct annual business retention survey to identify recruitment targets and policy revisions to improve business environment within Pilot Point. Aim for one interview annually with all employers with 10 or more employees. Divide interviews among City staff, Council members and EDC committee members.
- Connect businesses with incentive programs, workforce training and mentorship resources to encourage business expansion and hiring.
- Facilitate additional business training, including marketing, historic preservation, social media, merchandising and other relevant topics to enhance local business opportunities.
- Form a business council to encourage dialogue between local non-merchant business owners.
- Ramp up code enforcement in all areas of the community. Include a gradual expansion of attention to enforcement of new construction, property maintenance and health and safety violations, focusing on areas of upcoming activity.

BUSINESS RECRUITMENT

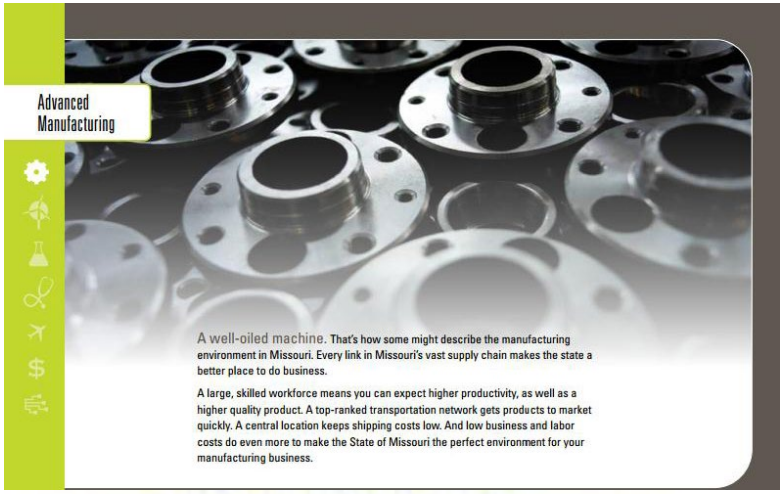
Pilot Point is home to a number of unique business clusters that offer a competitive advantage within the region. Building on relationships acquired during business retention activities, recruitment activities will be able to take advantage of existing business relationships as well as providing quantitative opportunities in the community. For instance, if several businesses utilize a common vendor or supplier, they may be a prime target for recruitment to the community. Similarly, gaining insights into local industry clusters will allow the EDC to produce compelling marketing information to promote existing opportunities in the communities by communicating an understanding of prospect needs. For instance, a marketing brochure focused on the equestrian industry would identify major local industry employers, the size of the local markets, available real estate and potential connections within the community (i.e. equestrian lenders, education or training).

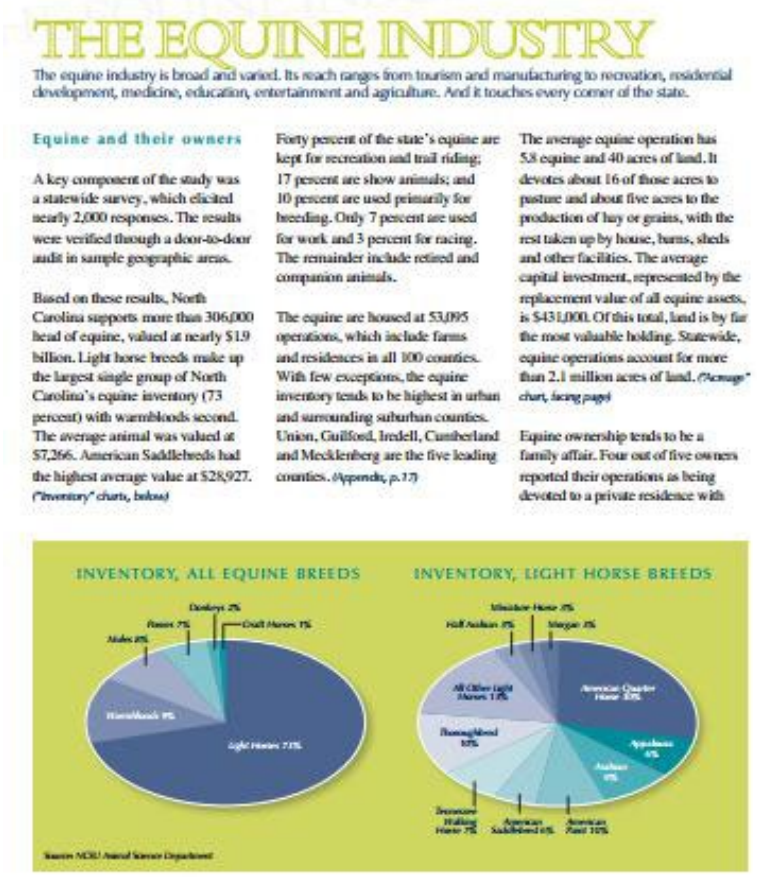
- Identify real estate needs associated with growth sectors and current industries. Potential target sectors might include:
    - Construction Sector: contractors, tradespeople and prefabricated home builders, as well as home design centers, landscapers
    - Equestrian: Veterinary, biomedical and genetics research, horse equipment and trailer manufacture and sales, residential boarding facilities. If equestrian facility is built, facility could spur adjacent cluster of related professional and service businesses.

- Explore potential for associated educational programs, including trade apprenticeships, horse training centers, agriculture extension facilities or other testing or research satellite locations.
- Industrial Park Planning
    - In order to expand activity in the industrial park, conduct a survey of owners of vacant buildings and lots to determine which buildings and sites are available and at what price. Coordinate
    - Pursue options to consolidate industrial park lots and create opportunities for larger scale development in the industrial park
- Professional Sector Planning: Identify locations for professionally oriented facilities comparable to the medical plaza to accommodate branch or satellite offices for service and technology based businesses. Sites should be located adjacent to highway access but separate from existing industrial areas and ideally include multiple 5-10 acre parcels to ensure suitable professional atmosphere is maintained.
- Develop list of available properties in Pilot Point, including currently un-marketed properties.
    - Post properties on local community website, and also market through regional or statewide economic development partners (i.e. Chambers, Economic Development Groups) and also on free commercial listing services (i.e. Costar, Loopnet).
- Develop targeted industry marketing profiles to quantify specific industry opportunities (i.e. equestrian, construction). Include information on currently marketed commercial properties.



Currently Marketed Pilot Point Commercial Properties





Examples of Industry Specific Marketing

QUALITY OF LIFE

By increasing support of the Main Street program and allowing it to expand marketing, promotions and programming initiatives associated with downtown and the square, the EDC will free itself to focus on bigger picture and longer term economic development initiatives for Pilot Point as a whole.

- Complete a strategic infrastructure plan based on anticipated development growth. Identify potential scale of infrastructure improvements necessary and timing of improvements. Create a public plan for providing infrastructure to increase developer confidence in Pilot Point and enhance local knowledge of the development process.
- Coordinate with the school district and home builders to develop a quality of life marketing piece geared at residential home buyers.
- Coordinate marketing of regional amenities, including themed packages and targeted marketing
- Coordinate marketing to reach metroplex audience with joint ad buys, billboards and media advertising. Joint purchases or add-on purchases with existing package buys by larger organizations such as the State Parks Department or Sharkarosa provide greater access for local small businesses and market exposure
- Conduct a Hospitality Market Study to determine the nature and size of lodging demand locally and attract a business which can meet this demand.

RETAIL POTENTIAL

Although Pilot Point's residential base declined slightly as a result of the recession, namely the slowdown in manufacturing and construction activity, the population has shown signs of rebounding in recent months. Employment and retail spending are also making a comeback, with retail spending rising by 11.6 percent between 2011 and 2012, as shown on the below table.

City	Rate	Collections 12	Per Capita	Collections 11	Change
Aubrey	2%	$498,750	$185	$499,066	-.06%
Cross Roads	1.75%	$394,561	$24	$374,513	5.35%
Krugerville	2%	$180,753	$105	$89,428	102.12%
Pilot Point	2%	$682,174	$171	$611,384	11.57%
Providence Village	1.5%	$24,331	$5	N/A	N/A
Tioga	2%	$88,929	$111	$94,656	-6.05%

Source: Pilot Point Post-Signal

Although Pilot Point captures slightly more than half of local spending, a majority of consumer activity in the community comes from outside visitors who bring $72 million into the community annually. Specific areas of strength in the community include convenience stores and gas stations, motor vehicles and parts dealers, general merchandise stores and health and personal care stores and services. The most notable area where Pilot Point has not succeeded in capturing available demand is food services and drinking establishments, which show more than $2 million leaving the community annually from residents within a five mile radius along. Most retailers indicated that the local trade area is closer to 15 miles surrounding Pilot Point, shown

in the below map, which has a total consumer market of nearly $500 million. While not all types of spending can realistically be expected to occur locally (i.e. IKEA will always draw a portion of furniture sales), there is unmet demand in nearly every retail sector within this larger trade area. Building on areas of strength and facilitating specific property development or improvements necessary to accommodate retailers which complement these retailers will help boost local consumer activity and sales tax collections.



In addition to capturing demand from the local and regional trade areas, improving connections to local destinations will enhance the ability to capture increased dollars from visitors to the area. These pools of visitors include a wide variety of customer profiles, ranging from horse owners to school groups. The table below highlights the magnitude of spending potential within each of the markets attracted to Pilot Point's amenities.

Destination	Annual Visitors	Estimated Total Spending	Restaurant Demand	Shopping (soft goods) Demand	Lodging Demand
Sharkarosa	45,000	N/A	N/A	N/A	N/A
Ray Roberts State Park	800,000	$23.4 million	$3.9 million	$2.7 million	$2.4 million
Local Events (community events and event facilities)*	20,000	$460,000	$240,000	$135,000	Unknown
Regional Visitors (Share)	32,000	$4 million	$860,000	$230,000	$664,000
Total	865,000	$27.9 million	$5 million	$3.1 million	$3.1 million

Sources: Sharkarose, Texas Parks Department, Texas Department of Tourism, Texas A&M

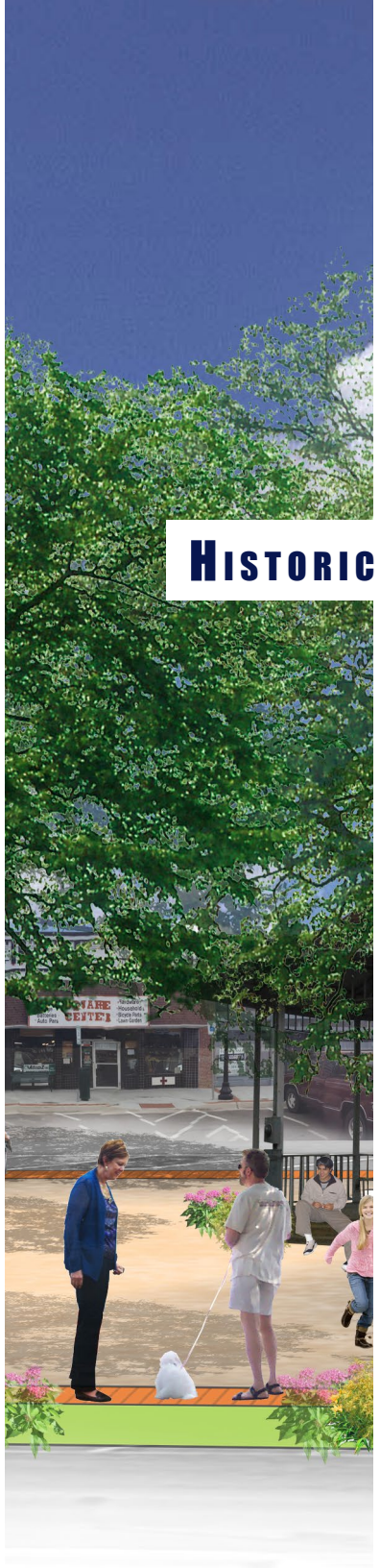
****estimates based on comparable community averages***

Because there is significant lodging demand indicated by the table above, it is clear that Lantana and camping at Sharkarosa are not able to satisfy all hospitality needs for the local market. A more detailed hospitality demand study would be necessary to determine the most appropriate type of lodging to support increased retention of tourism activity. Additionally, a larger hotel facility would be necessary to support development of the equestrian facility discussed in the Parks and Recreation chapter.

Retail Recommendations

- Conduct a hospitality demand study to determine the nature and magnitude of lodging demand and recruit hospitality operators to support local demand.
- Survey existing guest house and event businesses to determine current availability of accommodations and provide lodging guide for region.
- Long-term, promote stay and play lodging packages catering to individual tourism groups (i.e. horse enthusiasts, cyclists, historic preservation, etc).

Historic Preservation



HISTORIC PRESERVATION IN PILOT POINT

Pilot Point's history is one of, if not its most unique characteristic. The love of community that you can see in every resident's eyes when they talk of the square is telling. Whether they and their families have been here for 125 years or whether they moved into town yesterday, locals are extremely proud of the square…it truly is the heart of the community. You've made significant strides already in restoring some historic buildings and making them viable businesses. Our primary focus is going to be on the adaptive reuse of the square. We're not going to propose a full blown restoration to a specific year, as that would bypass many decades of significant history to the community. We will propose bringing the square into the 21st century while maintaining the character of all the significant periods of history that remain.





Pilot Point is changing, and that rate of change is increasing. There is nothing we can do to keep Pilot Point static, as much as many say they would like, but quite honestly I don't think anyone really wants to keep it static. But there are things we can do to help guide those changes that are coming, and we have to be proactive in order to make sure that Pilot Point heads in the direction the community wants it to go.

There are a number of historic sites in and around Pilot Point that deserve special attention and every effort should be made to save these resources. This will likely require the formation of a community wide non-profit organization or foundation to help guide some of these goals and to allow for significant fundraising. Several of the resources worthy of saving include the icehouse, cotton gin, Edelman House and the log cabin buried within. But other resources that are just as significant include the variety of great historic houses that you have within several blocks of the square and scattered around the rest of the community.

Recommendations

- Monitor the condition and disposition of the Edelman House. Pull out all the stops to save the house. If the property is subdivided encourage the developer to retain the house in its original location. If that is not an option, ask the developer to offer the house for free to anyone who will move it to a nearby lot and rehabilitate it. If it is moved, the log cabin should be separated and placed near Bloomfield School. It could then be restored to its original condition and used for interpretive and educational purposes.



- Ask the current owner of Farmer's and Merchant's Bank to donate a preservation or conservation easement on the building. It is the crown jewel in downtown Pilot Point, and the square would be much diminished in historic value if it were lost. Doing this will allow for some tax benefits but will assure the long term protection of the building's exterior. For more information on such easements in Texas visit http://www.thc.state.tx.us/project-review/preservation-covenants-and-easements.
- The opera house's original historic storefront should be exposed and rehabilitated. Although the Opera House has plans for a future reconstruction of the entire second floor, that project is a long way off. By exposing the remaining original front, it will add significant historic character to that side of the square and increase the opera house's visibility.

DEVELOP A PRESERVATION NON-PROFIT ORGANIZATION/FOUNDATION

There are individual historic preservation efforts occurring at various places around the community, but they are targeted at specific restoration efforts: the Opera House is focused on programming activities for their facility and on starting to raise money for a full scale reconstruction; the new heritage museum currently under construction in the old laundry building will be a repository for artifacts and exhibits, and it restores a significant building on the square, but it does nothing for the broader efforts of preserving the built environment community-wide. There is no overarching historic preservation organization that can rally the troops or take a comprehensive look at the historic resources in the community. This is a critical first step in preserving the character of Pilot Point.

Recommendations

- Form a preservation non-profit or foundation. Call it the Pilot Point Landmark Foundation. The foundation would need to work hard at raising funds for activities and to cultivate donors. Consider carefully who the board members are and be sure to include wealthy residents or former residents and young adults. One of the best preservation organizations that could serve as a model is Preservation Dallas, www.preservationdallas.org. The scale of their organization is much greater than Pilot Point's would be, but the range of activities and overall mission would be a great goal. Another large scale example is Historic Seattle, www.historicseattle.org. And some smaller community preservation organizations that are good models include the Saratoga Springs Preservation Foundation, www.saratogapreservation.org, and Lower Columbia Preservation Society, based in Astoria, Oregon, and found on FaceBook.



- The first order of business once the foundation is formed it to encourage property owners to designate their property as a Pilot Point Landmark. This is a completely voluntary activity, but would include doing a little research about the property, filling out a simple application form, and providing photographs of the property (both current and historic). By agreeing to have your property listed as a Pilot Point landmark you would be eligible for certain incentives, including a plaque for your property, and the ability to apply for grants to make improvements to the building.
- The foundation would also be responsible for educational activities, and would work with the high school and UNT to develop small projects or internships to research historic properties, develop National Register nominations, complete historic resource surveys, or even do small rehabilitation projects on some buildings.
- Another educational opportunity would be to provide hands-on training to property owners on the proper restoration techniques for historic buildings including things like painting, restoring windows or weatherizing.
- The foundation should also be set up to receive gifted historic properties and develop the abilities to stabilize such properties and turn them over to developers who will rehabilitate them appropriately. The foundation could also obtain vacant lots adjacent to historic properties to encourage the appropriate infill of new housing or other uses.

IMPROVE HISTORIC NEIGHBORHOODS

Significant strides can be made to encourage general improvements within the historic residential areas around the square. This would include both the original town plat and White's Addition, both platted before 1900.





Recommendations

- Development of a recognition program for both yard improvements and home improvements could encourage people to make some positive changes to their properties. The yard beautification program is described under another section.
- Development of a recognition program for home improvements could encourage people to make some positive changes to their properties. For Best Home Improvement award, it would probably only be given out a couple of times a year, maybe late spring after folks have done some sprucing up and late summer after bigger projects have been completed. A yard sign and a gift package including home repair supplies or gift cards for a good massage would be the reward, along with a picture in the paper.
- A "Home Repair Store" that allows for the use of shared tools and donation of extra building components not used in other projects. This is also described under another section.

HISTORIC AREA DESIGN GUIDELINES

The City of Pilot Point is currently preparing a set of design guidelines for the downtown square. This document will provide basic information for a property owner who wants to make changes to their building, or who wants to construct a new building. The draft document has been reviewed and graphic illustrations are being prepared for inclusion. These guidelines also include information on standards for historic residences.

Recommendations

- City Council should adopt these guidelines. It is important to preserving the historic character of the square and to guiding the development of new buildings on many of the vacant lots.
- Ultimately it might be better to separate out the residential guidelines from the commercial ones, and to allow either to apply to those lots just outside the square district that are zoned commercially.
- Establish residential district boundaries in order to identify those areas that would be subject to the guidelines. The districts would rely on having a moderate concentration of historic houses, and would include several of the early plats and additions to Pilot Point.
- Consider organizing the guidelines into separate sections for existing, additions, and new construction.
- Reconsider the statement "sidewalls should avoid, long, monotonous walls" on page 6, as some of the existing sidewalls have little architectural detail. A more definitive explanation might be necessary; is a mural acceptable to break up a wall, or does it need to be architectural detailing?



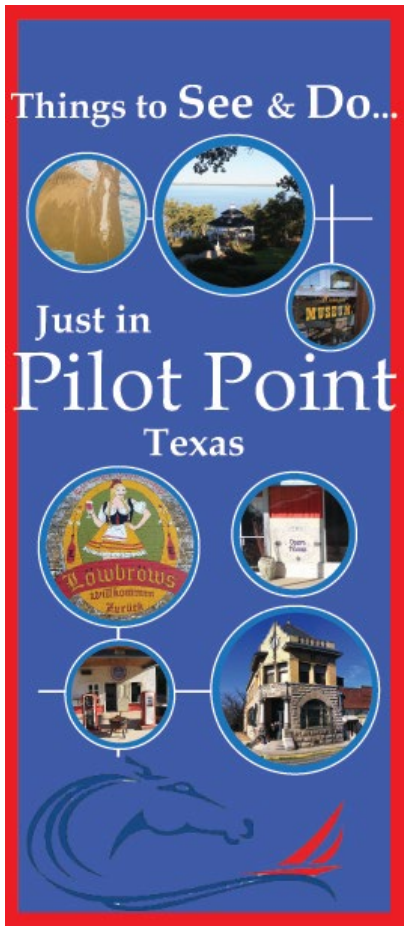
- On page 3 we suggest adding more detail and examples to the suggestion of encouraging "new interpretations" of historic details, or deleting this section as the text already allows for interpretation.
- For other good examples of downtown and residential design guidelines check the city of Ashland, Oregon's Site Design and Use Standards (Chapters IV and VI) at http://www.ashland.or.us/Files/SDUS_Revised_6.1.2012.pdf. Ashland also does a series of historic building briefs that provide additional guidance on building in historic districts and it is available at http://www.ashland.or.us/Page.asp?NavID=10748.

MARKET PILOT POINT'S OTHER HISTORIC PRESERVATION ASSETS

The opportunities to draw both locals and visitors are significant from a historic preservation and heritage standpoint. Already people are coming to see the square, Bloomfield School, the Farmers & Merchants Bank Building, and Bonnie & Clyde Days. Main Street has developed a walking tour of the square that is educational and easy to access.

Recommendations

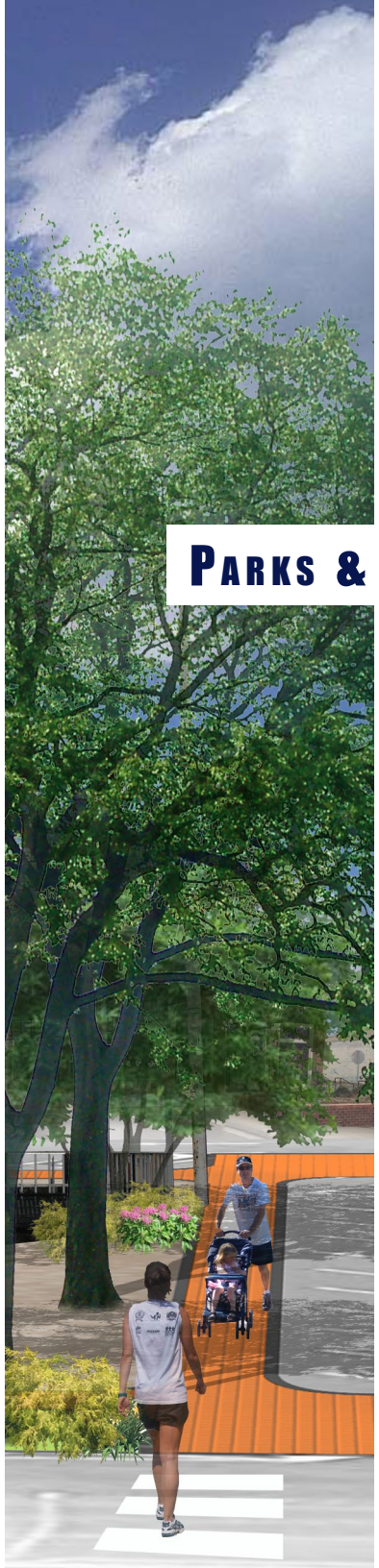
- Similar opportunities for the variety of historic houses and churches should be done. A "Historic Driving Tour" of Pilot Point could be developed by college or high school students and should include as many social media connections and smart phone apps as possible. The tour would include important historic buildings located away from the square such as the cotton gin, the McFarland House, the Edelman House, and as many of the historic houses and churches located within town as possible, especially including at least one of every historic architectural style.





Architectural Features of Pilot Point

- Celebration of historic cemeteries is also important. There continues to be an increased interest in historic cemeteries around the country, and the Pilot Point area includes a variety of sizes and types. Some have been restored like the Skinner Cemetery or are well maintained like the Pilot Point Community Cemetery, but many have not, like the Old Slave Cemetery. For those that have been restored and are relatively protected, adding them to cemetery databases or websites will encourage visitation. Partnering with county or regional geneaological associations and scout troops or other youth groups is a good way to get an overgrown cemetery spruced up and restored.
- Develop a poster or art showings that showcase the historic architecture of Pilot Point. This is a great way to encourage appreciation. Choose a particular architectural style and have a group of artists or students develop a series of art pieces that can be shown. The pieces could be sold and a certain percentage of the proceeds could go toward restoration or other preservation efforts.



Parks & Recreation

OVERVIEW

Pilot Point is a distinctive community defined by its quaint charm, historic downtown, and proximity to significant nature-based recreation opportunities. There is a strong feeling within the community that a connection to nature in some form is symbolic and significant in their everyday lives. This feeling, in conjunction with growing concerns about development pressure, has created a powerful desire within the community to: ensure the preservation of the current level of open space and natural areas; increase the amount of open space as the population grows; develop sensitive, low-impact recreation facilities; create a strong design character that responds to Pilot Point's local ecology, identity and history. The community, which values its diverse ecosystems, its pastoral setting, and its quality outdoor lifestyle, lies in the perfect location for the congruent convergence of these ideals. A Preliminary Vision Statement, developed during the R/UDAT public process, captures the community's initial thoughts and overall sentiment about the value of parks, open space, and trails.

PILOT POINT PARKS, OPEN SPACE & TRAILS PRELIMINARY VISION STATEMENT

Connecting our people with our natural resources…

…Defining our community

…Respecting our environment

…Preserving our heritage

…Balancing our growth

…Protecting our children's future.

PARKS, OPEN SPACE & TRAILS MASTER PLAN

Creating a Parks, Open Space & Trails Master Plan will be an important step towards achieving the above vision. The plan will assess existing conditions, develop attainable goals, and create phased strategies to achieve them. Master planning is a process by which the community works with the City to create a vision and guiding plan for the City's future investment in its current parks and trails systems and potential acquisition of additional parkland and open space. Successful long-range plans are usually created as the result of a comprehensive, collaborative effort reflecting a wide range of views. The Parks, Open Space & Trails Master Plan will be no exception.

There is a clear desire among the people of Pilot Point maintain the current amount and to acquire additional open space for both active and passive purposes. Yet, enormous efforts will be required simply to maintain the existing ratio (or agreed upon appropriate ratio) of open space per capita as Pilot Point's population continues to grow. Currently, within subdivisions, the ratio of open space is 1 acre per 40 dwelling units. However, the City grew from 5100 people in 2000 to 5868 in 2010, and is projected to grow to 6800 people in 2017. Against this backdrop, the City's need for a Parks, Open Space & Trails Master Plan becomes critical.

From the Preliminary Vision Statement, a series of Preliminary Goals were created during the R/UDAT process to guide the planning process. Specific Recommendations were then developed to articulate how these Goals might be achieved. Please keep in mind that these are preliminary Goals and Recommendations that should be revisited, critiqued and validated during the master planning process.

PARKS, OPEN SPACE & TRAILS CONCEPTUAL DIAGRAM

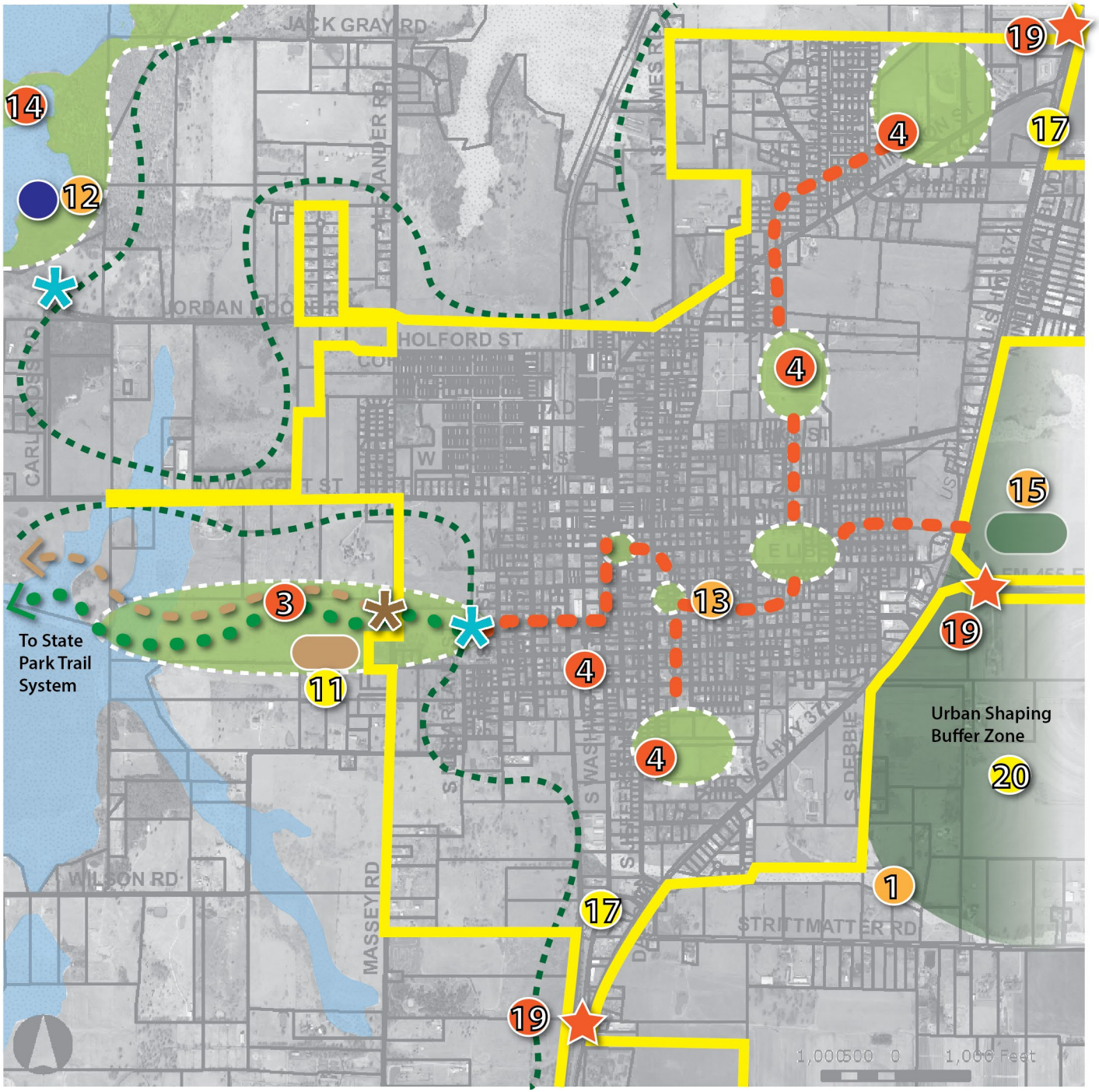
LEGEND

- City Boundary
- Floodplain
- Parks & Recreation Areas
- Preserved Open Space/ Pastoral Character
- Hard Surface Pedestrian & Bicycle Trail
- Soft Surface Pedestrian & Bicycle Trail
- Soft Surface Equestrian Trail
- Pedestrian & Bicycle Trailhead
- Equestrian Trailhead
- Gateway Monuments
- Marina
- Equestrian Center
- Soccer Field Complex

<u>Recommendations</u>

- Near Term Priority
- Mid Term Priority
- Long Term Priority

Note: Numbers on the plan correspond to recommendations on the previous pages. Colors of the numbers correspond to the recommendation's priority.



PRELIMINARY GOALS IDENTIFIED DURING THE R/UDAT PROCESS INCLUDE:

Goal: Preserve Natural Resources

Preserve natural areas, wildlife habitat, wetlands, agriculture and visual corridors. Conserve natural resources including, but not limited to, forest lands, range lands, agricultural lands, aquifer recharge areas, and surface water.

1 **Recommendation 1**: Protect and link natural areas around drainages, wildlife corridors and other environmentally sensitive areas where feasible. Create wildlife corridors that connect existing habitat at Lake Ray Roberts State Park to a system of smaller natural areas within the City open space system.

Recommendation 2: Develop a native plant list that ensures vegetation in natural areas, parks and open space supports local biodiversity and maintains Pilot Point's unique natural aesthetic.

Goal: Provide Connections

Provide linkages and trails, access to the lake and other usable open space lands, and scenic corridors along existing roadways.

3 **Recommendation 3**: Create a greenway with multi-use (pedestrian, bicycle, and equestrian) trail system that connects the town with Jordan Park and other recreation opportunities.

4 **Recommendation 4**: Connect schools and parks to greater greenway system by adding sidewalks and trails where possible.

Recommendation 5: Create environmental features to prompt turns or mark distances along segments of trail.

Goal: Protect existing open space and increase amount of open space

As population grows, protect existing open space (including private open space) from development and ensure open space increases as population increases. Ensure land acquisition is strategic to achieve overall vision of open space buffers and linkage.

Recommendation 6: Develop a city open space ordinance with input from the general public, City staff, the advisory committee, and the EDC to confirm that the ordinance fully and accurately represents the needs and desires of Pilot Point citizens. The Open Space Criteria spelled out in the ordinance should be utilized as the basis for the evaluation process to identify suitable land for preserving as open space.

Recommendation 7: Develop innovative opportunities for acquiring and creating additional open space (i.e., grants, conservation easements) with a special focus on acquiring land for the greenway connection

Recommendation 8: Explore ways to create partnerships and agreements with the School District, churches, nonprofits and other community organizations, and Denton County to participate in the creation of new park facilities and open space projects.

Recommendation 9: Maintain an open space per capita ratio of 35 acres per 1,000 people.

Goal: Provide for both active recreation and low-impact, passive recreation compatible with resource protection

Work with Texas State Parks and concessionaires to increase low-impact recreation, and develop city parks devoted to both active recreation (i.e., sports) and low-impact, passive recreational uses (i.e., walking, wildlife viewing).

Recommendation 10: Complete an up to date inventory and analysis of existing facilities and a basic needs assessment.

11 **Recommendation 11**: Develop a climate controlled, multi-use equestrian facility that can serve as a community center for special events (e.g., craft shows, weigh-in for fishing tournaments, rodeos)

12 **Recommendation 12**: Develop a marina on the east side of the lake including designated areas for non-motorized watercraft.

13 **Recommendation 13**: Enhance and/or redesign the city park and design more creative playgrounds and nature-play areas that cater to children of all ages

14 **Recommendation 14**: Develop a diversity of lodging facilities in addition to Lantana Lodge to support recreation—in partnership with Forever Resorts where possible (e.g., cabins, tent platforms)

15 **Recommendation 15**: Develop a soccer field complex to provide space for the growing number of soccer athletes, and to take pressure off existing athletic facilities.

Recommendation 16: Develop a smart phone app with a scavenger hunt to engage visitors and local children in the heritage and natural resources of the area.

Goal: Enhance Streetscapes, gateways, and highway corridors

Implement greenways and open space policies or strategies of the Longmont Area Comprehensive Plan.

17 **Recommendation 17**: Enhance streetscapes and gateways, and beautify highway corridors. Expand citywide street tree program and protect existing trees and woodland areas.

Recommendation 18: Develop Pilot Point landscape design guidelines that use a native plant palette, sustainable design principles, responsible stormwater

management strategies, and reflect architecture styles that will create a timeless community with historical relevance and ecological viability (see importance of Landscape Design Guidelines, below).

19 **Recommendation 19**: Create a hierarchy of gateway monuments at the main entry points to town to give a sense of arrival to visitors.

Goal: Provide Urban Shaping Buffers and Buffer Zones

Provide urban shaping buffers around downtown and between development nodes and village centers. Buffer zones between residential and non-residential development.

20 **Recommendation 20**: Use conservation easements and conservation development to create an open space network in new development areas and existing ranches, to buffer the town from proposed toll road development, and to protect natural environment features in perpetuity.

IMPORTANCE OF LANDSCAPE DESIGN GUIDELINES

The creation of a Landscape Design Guidelines document will provide the City of Pilot Point with an easy to use, handbook-type, illustrated guide to follow when doing landscape improvement projects. This document should provide everyone from citizen homeowners to contracted landscape architects and engineers with useful information and illustrations that ensure the maintenance and enrichment of the local landscape character. Successful landscape design guidelines will be integral to the successful, phased implementation of the Parks, Open Space & Trails master plan.

Developing landscape design guidelines will allow the City of Pilot Point to (1) maintain biodiversity and the town's unique natural aesthetic; (2) give visitors the feeling that they have arrived in a unique place; (3) ensure that there is a cohesive system of site elements (e.g., benches, light posts, trash cans, paving types) that celebrate the historic character of the town; (4) help visitors determine their destination (e.g., to the lake, to the town square); (5) ensure responsible stormwater management and tree canopy cover to reduce the urban heat island effect.

Within the Landscape Design Guidelines, a special focus should be given to wayfinding and interpretive design. Wayfinding encompasses the information-gathering and decision-making processes people use to orient themselves and move through space; simply put, how people get from one location to another. Wayfinding design addresses the built components of wayfinding design, including spatial planning, articulation of form-giving features, circulation systems, and environmental communication. The guidelines should concentrate on innovations in built form, architectural messages and wayfinding devices to reduce signage, which can be confusing or unsuccessful when layered on poorly designed site or architectural features. The guidelines should also focus on the design of building features in the downtown that can be used to assist visitors to find their way and maintain their sense of orientation, factors that will contribute substantially to their satisfaction and frequency of return to Pilot Point.

Developing interpretive design guidelines will be an initial step in the planning and design process for informal learning-based areas in downtown, parks, heritage sites and local museums and other cultural facilities where interpretation is used to communicate messages, stories, information and experiences. Interpretative design guidelines will inform the decision-making process that blends management needs and resource considerations with visitor needs and desires to determine the most effective way to communicate a message to a targeted audience, thereby sharing the unique heritage of Pilot Point.

Wayfinding design and interpretive design are mutually reinforcing and complementary design strategies for creating a successful parks and open space system which will require the collaboration of architects, landscape architects, graphic designers, and the City to achieve coordination of building and external site design features.

GREENWAY CONNECTION



The proposed greenway connecting downtown Pilot Point to Lake Ray Roberts State Park will allow pedestrians, cyclists, and people using other non-motorized transportation, as well as equestrians, direct access to the lake. The trail system winds through areas of natural planting before connecting to the proposed Pilot Point Equestrian Center. Trails becomes less formal as they leave the city- the pedestrian/cycling trail turns from concrete to soft surface.

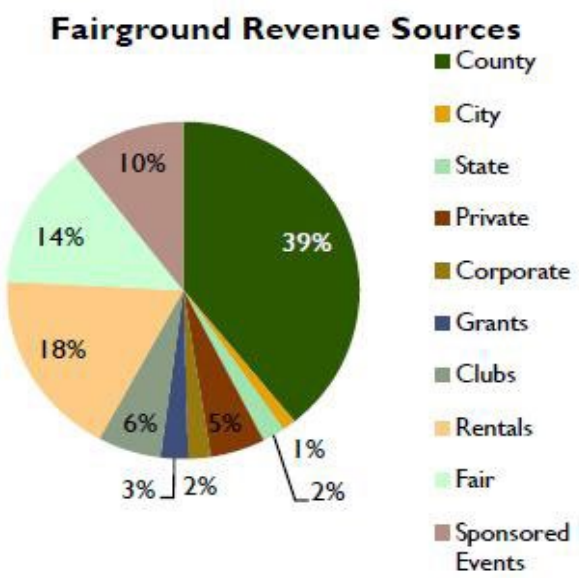
EQUESTRIAN FACILITY

The fairground and event center industry is tremendously diverse, with a significant shift in operations in recent years away from single purpose and publicly owned facilities. For rural facilities, the average size of facilities is 25 acres, although facilities built or remodeled in the last 10 years are typically larger than 100 acres, according to a study from the University of Montana. Larger facilities offer several operational advantages, including multiple simultaneous events, and the presence of on site camping and parking facilities, both of which improve the bottom line. According to surveys by the National

Association of Fairs and Expositions, the most common expansions or upgrades by facilities in the past five years include the following:

- Camping facilities (23%)
- Offices and restrooms (19%)
- Outdoor arenas (19%)
- Covered pavilions (16%)
- Motor sports tracks (12%)
- Exhibit buildings (8%)

In the same report, facilities reported hosting an average of 21-50 events per year, although 12 percent of facilities hosted more than 100 events per year. Research by the Mississippi Fair Commission identified an upper end target of 90 percent of days to maximize profitability. Another common target for facilities is 200 annual event days, which allows facilities to maximize use during peak months and focus on multi-day events when booking. Permanent revenue streams are also important. For equestrian facilities, these streams might include rentals for horse boarding, training facilities and campground rental. These ongoing revenue streams offer stability without the cost of marketing and are critical to operation. The annual budgets for base operations averages $400,000, excluding debt service or property payments. Although forty percent of fairgrounds received at least some funding from a governmental entity, as shown on adjacent graph), this source of funds has declined in importance over time.



Sample Travel Distances	
Equestrian Federation	50-250 miles
Quarter Horse	150 miles
Appaloosa	150 miles
American Paint Horse	250 miles
Cow Horse	300 miles
Reining Horse	500 miles
Palomino Breeders	350 miles
Cutting Horse	500 miles

Operational planning should accommodate specific regional variations in user groups. The table below identifies the average distance that various equestrian associations will travel for events, according to their event planners. Because equestrian events are typically multi-day events, lodging becomes a critically important operational component. The vast majority of user groups will require lodging for at least 50 percent of anticipated attendance, or a minimum of 100 rooms, with a preference for 250 to 300 rooms within a 10-15 minute drive of the facility. Equestrian groups have a preference for a minimum number of campground facilities to accommodate participants who would prefer to stay with or adjacent to their horses.

In addition to lodging, the design and structure of facilities is important. In order to maximize revenue, multiple events need to be accommodated simultaneously,

requiring multiple loading areas and entrances. Additionally, the aesthetics of the facility should be sufficient to accommodate basic uses as well as areas featuring higher design features to attract events such as weddings or private gatherings..

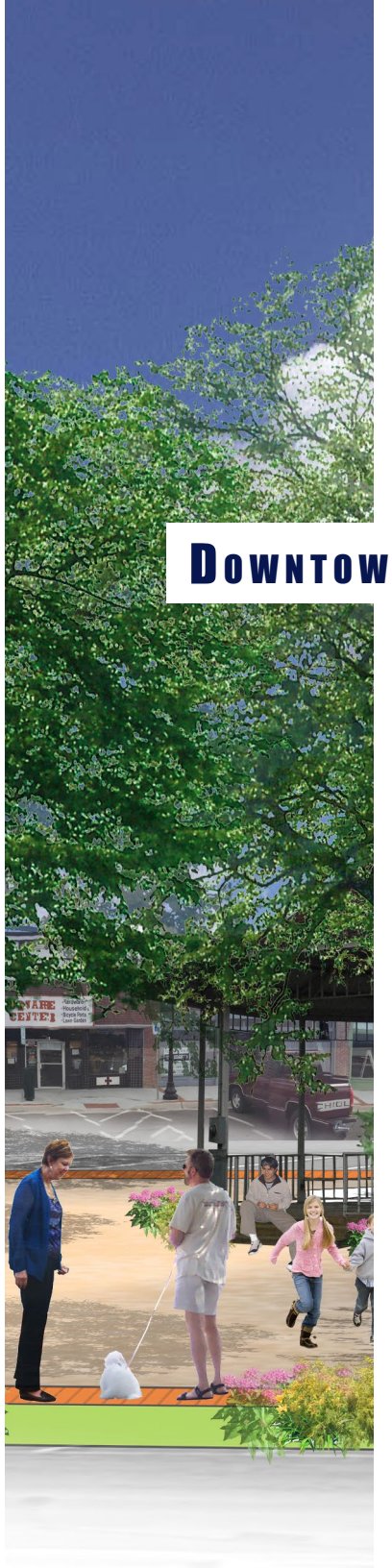
Example: Virginia Horse Center

Opened in the late 1980s, the Virginia Horse Center was created to promote all disciplines of equestrian sport. 600 acres with 4,000 seat coliseum, eight barns, 19 show rings and 2 indoor arenas. Also hosts non-equestrian events including agricultural, sporting and hobby shows. The center is operated as a nonprofit organization and welcomes 500,000 visitors annually to 115 events, 75 of which are equestrian related. Directly support 1,333 area hotel rooms and $3m in participant spending. The initial facility was funded by $1.2 million from the three surrounding counties, funding from the state General Assembly for capital construction bonds, and $11 million from a private foundation to supplement operations and upkeep.

Example: Diamond T Arena

Located in Denton, Diamond T Arena premiere rodeo and equine event facility. The arena seats 500, and features a 250' x 145' arena and 104 horse stalls. Event facilities hold up to 125. To support use by out of town groups and support multi-day events, the facility works closely with a number of local hoteliers to support larger events with out of town attendance. The space is utilized on average for 2-3 events each weekend with a few multi-day or week long events throughout the year.

Downtown Revitalization

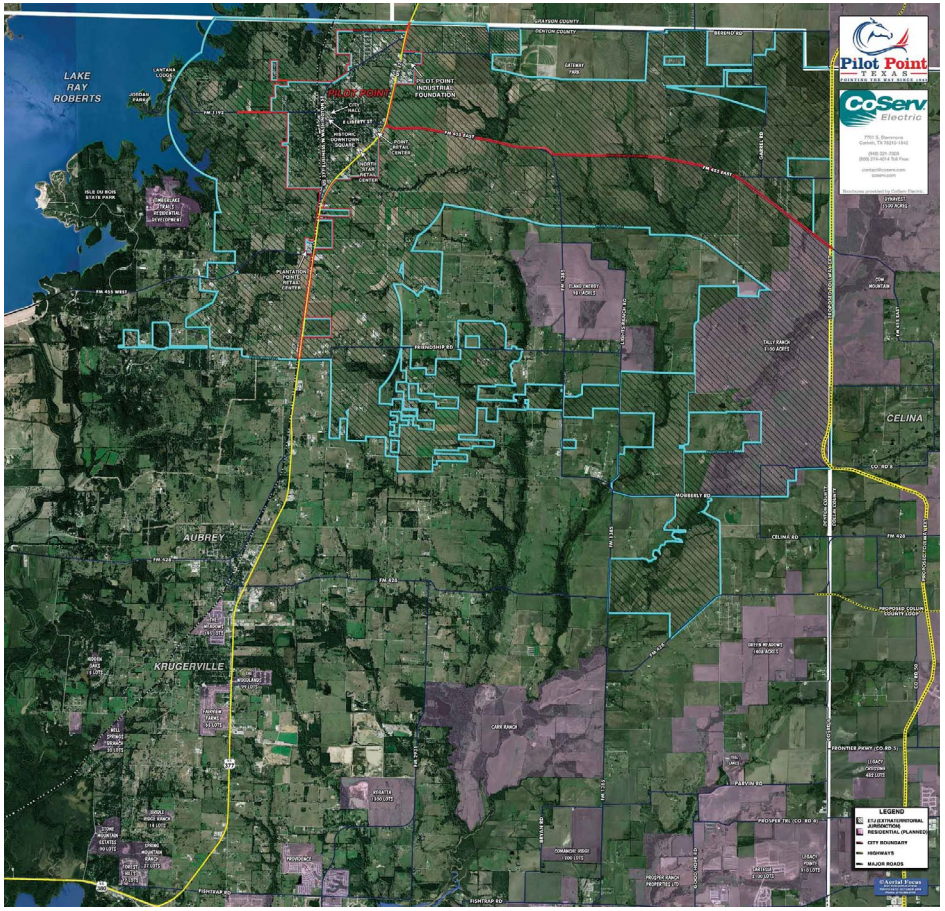


DOWNTOWN PILOT POINT AND THE SQUARE

The Square and the surrounding commercial area are essential to the long-term economic growth of the City of Pilot Point. As has been seen thus far in this report, the revitalization of the downtown crosses several planning functions.

For example, historic preservation is a key factor in the revitalization of the Square. Historic preservation will serve to maintain the character of the Square and will provide the long-term economic impetus for stabilization of downtown. Absent a robust historic preservation endeavor, the Square's economic generation capability is called into question. Surveys of Pilot Point residents over the last two decades clearly indicate that the historic nature of the Square is the single-most recognized attribute of the city.





The larger economic climate of the region of course significantly influences the micro economy that is defined by the Square. In other words, the economic vitality of the Square is inextricably tied to the economic growth of the region. This underscores the need for a long-term economic strategy for Pilot Point that embraces the city's geographic proximity to the Dallas-Fort Worth. The Metroplex with nearly six and half million people remains a key component of the long-term economic growth of Pilot Point and the Square.

All downtowns, including the area defined by the Square are linked as well to the local tourist economy. Such is the case with Pilot Point. Lake Ray Roberts and the State Park are now a significant economic generator for the regional economy. However, with the suggested recommendations contained in this report, the economic impact for the Lake and its affiliated recreation areas, the financial impact on the Square can be significant. Again , it is essential to understand that the Square does not exist within an economic vacuum, but rather, as part of an economy that includes tourists of many stripes.



MANAGEMENT OF DOWNTOWN AND THE SQUARE

Within Pilot Point there are a number of organizations with a direct interest in the revitalization of The Square in downtown. The Friends of the Square, The Chamber of Commerce and the City of Pilot Point Government are all engaged in the ongoing renewal of the downtown economy.

However, it is clear that there is one entity best positioned to manage the ongoing economic revitalization of the downtown and the Square. That organization is the Main Street Program.

The Main Street Program in Pilot Point is part of a state-wide and national downtown revitalization effort and by, Main Street Program standards, at ten years, is a relatively mature program. That said, there are some specific recommendations with respect to the Main Street Program:

- Expand the Advisory Board by 5 positions.
- Increase the Main Street Budget by 40% within one fiscal year—with the money derived primarily from the EDC. If the EDC cannot provide the needed increase, then the City of Power Point may consider a line item for the Main Street Program that provides the requisite funding. A budget slightly in excess of $100,000 will provide much-needed stability for the Main Street effort and allow for a full array of program options
- Enact a contractual agreement (perhaps even an informal written agreement) with the Friends of the Square outlining specific responsibilities for both organizations. Initially it seems that The Friends of The Square could assume significant responsibility for managing special events downtown. However, The Friends and Main Street can jointly establish programming priorities.
- As a non-governmental entity, The Friends of the Square possesses flexibility that the Main Street Program does not. However, the Friends is not a 501 (c) (3) non-profit entity. It is recommended that the Friends immediately commence the process of receiving their 501 (c) (3) designation. This provides the ability to access grant monies not available to the Main Street Program.

- The Main Street Program at this juncture is significantly understaffed given the pressing needs within downtown and The Square. It is recommended that the city provide an additional part-time staff person to support the Main Street effort.

MARKETING OF THE SQUARE—RETAIL AND TOURISM

The Square is a unique architectural district within a 125 mile radius of Pilot Point. In addition, there are significant features such as vintage building signs, a community-based Opera House and some limited one-of-a-kind stores and services. However, the Square, it would appear, could be enhanced with a more far-reaching marketing effort.

- Significantly enhance the web presence. While the Main Street Program and some other downtown organizations are visible on the internet, there is relatively little information about the Square and its history on line. Using the standard web presence measurement on a 1 to 100 scale—the Square rates a very low 4. Therefore, it is recommended that at least three additional websites for the Square and downtown be established. One for retailing/service one for historic architecture and one for day trippers from the Dallas-Fort Worth Metroplex.
- Secondary data tells us that the Pilot Point—and the Square –have very little name recognition—or what in marketing is called cognition recognition—in the DFW region. A review of six separate tourism studies indicates that Pilot Point is not mentioned in any focus groups conducted by tourism officials in Greater Dallas between 2002 and 2011. Therefore, it is recommended that a mailing to tourism officials in Greater Dallas be conducted. This mailing will talk about the historic nature of the Square and the connections to the Lake.
- Many local residents are not aware of current services offered by businesses in the Square and do not frequently shop in downtown. Therefore a marketed BUY LOCAL IN THE SQUARE PROGRAM is recommended. If it is easier to manage a more general Pilot Point BUY LOCAL program, it seems that the Chamber of Commerce may be able to assume responsibility for that.
- Develop a coordinated effort with the regional Convention and Visitors Bureau to make the known the historic character of the Square and to market special events is essential to the long-term stability of the Square.
- One of the major competitive advantages of the Square is of course the historic architecture—however there are very few updated GOOGLE EARTH photographs currently available online. New photos should be uploaded on a regular basis in order to buttress the architectural competitive advantage offered by the Square.



Pilot Point Historic Square Walking Tour



Originally known as "Pilot's Point" for a high point of timber that served as a landmark for travelers. Pioneers began settling in the area in the late 1840's. Pilot Point was near an early immigrant trail and was also a stop on the Butterfield Stage route.

The public square of the town was platted and laid out by George Newcomb on Christmas Day 1853, making Pilot Point the oldest town in Denton County. Goods and lumber were hauled from Jefferson to supply the needs of the community until the Texas and Pacific Railroad arrived in the city in the 1880's.

The Gazebo, pictured above, was built through donations to commemorate the visit of the United States Sesquicentennial Wagon Train in 1986.

- Brochures addressing the significance of the historic architecture should be distributed at the Lantana Lodge in order to gain a wider appreciation for the turn-of-the-century architecture. This approach has been employed by successfully by some local businesses
- The Denton Convention and Visitors Bureau coordinates horse country tours. A cooperative effort with the CVB could be helpful in bringing potential tourists to the Square.

SPECIAL EVENTS IN THE SQUARE

There are currently successful special events which take place within the Square. For example the Bonnie and Clyde promotion has become a favorite of many within the region and is managed by the Main Street program. In addition, there is a Santa Claus promotion during the holiday season that seems to be quite popular.

However, there appears a significant need to address and expand the special event schedule.

- The Friends of the Square might consider assuming responsibility for two additional special events within the Square. A number of options have been mentioned from equestrian-related events to festivals which align with local recreational opportunities at the Lake. The key is to expand the special events in order to create on an ongoing sense of activity.





- In order to secure community buy-in for special events, a concerted effort to engage new volunteers should be undertaken either by the Main Street program or the Friends of the Square. This will mitigate against the "we've tried that before" thinking with respect to event programming.
- The Opera House is a venue for interesting and engaging activity within the downtown. For example, the Songwriter event is increasing in size and importance and provides significant regional exposure for Pilot Point. The Main Street Program should continue to encourage the development of similar events at the Opera House.
- There are also opportunities for local groups to employ the Opera House as a meeting facility. For example local service groups such as the Rotary Club should be encouraged to come downtown to meet rather than meet on the highway.





BUSINESS STABILIZATION AND ATTRACTION

The Square currently has a limited number of retail businesses. There are some Square businesses which draw regionally and according to their owners are viable and ongoing enterprises. Yet other owners have noted that there has been significant erosion in retail sales in the Square over the last five years. A walking tour of the Square indicates that there are a number of ground-level vacancies.

- Engage a retail design firm to work with retailers on the Square on merchandising and window display related issues. Currently some businesses do not merchandise their windows in a manner befitting an historic downtown.
- The matching façade grant program has been successful and should be marketed consistently.
- A local community-based bank should be engaged to run a low-interest revolving loan program for business development within the Historic District. The program can be employed for operating capital, leasehold improvements, and by building owners for appropriate repairs and renovations. Ideally the bank, in conjunction with the Main Street Program, will develop underwriting criteria that increases access to capital. Main Street can assume responsibility for marketing the program.
- A Hospitality Demand Analysis should be undertaken to determine the long-term need for additional hotel/motel rooms city-wide. The former hotel site on Washington Street is currently being converted for use as a Bed and Breakfast type Inn. The demand analysis should examine opportunities for other smaller B/B venues downtown within proximity of the square.
- An historic district-specific brochure for business incentives within the district should be developed.



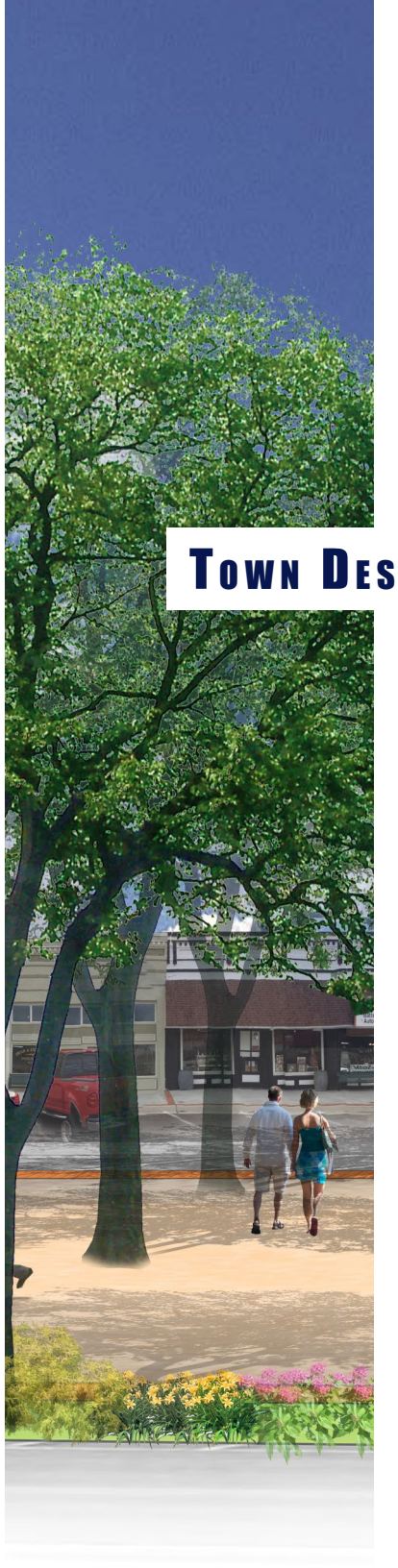




ENTREPRENEURSHIP

The Square is relatively limited with respect to the amount of ground floor retail space at this time. However, the Square and the immediate area around the Square can become a center of small business growth by inviting entrepreneurs from around the region downtown.

- A business plan competition using relatively unrestricted grants of five-thousand dollars can be created and marketed by the Main Street Program. This competition—marketed regionally—will seek business plans from those requiring additional funding to jump-start a business (retail or service). The only restriction on the business plan competition grants will be that the businesses must locate in the Square.
- In the long-run, a small center of entrepreneurship or incubator in a city-owned facility such as the Old Firehouse could be helpful in attracting creative entrepreneurs to the city—particularly in the historic district. In the short-run, the Denton Small Business Development Center could establish a weekly presence in the Community Center or the Opera House.
- If a new mixed-use building is developed on the South Side of the Square—as has been called for –this could be ideal space for new entrepreneurs to live and work and developers should be encouraged to market the space with that in mind.



Town Design

TOWN DESIGN

The historic and small-town charm of Pilot Point is a valued asset. Preserving, repairing and building on this character is critical to the town's future vitality. The following recommendations are divided into those for the square, the neighborhood surrounding the square, and the town as a whole.

RECOMMENDATIONS FOR THE SQUARE

The buildings and open space of the square are the heart of the town and provide a strong opportunity for hosting community events and economic development. Investing in creating a great public space is a well proven method to support a sense of pride of place, economic development, and social vitality.

Buildings

Substantial Actions

1. Infill Buildings: Work with land owners to support the creation of new buildings on currently empty lots. (See following description and pro-forma).

2. Refine Zoning: Alter zoning to allow all uses at street level as long as they have active storefront uses with sidewalk entrances, store windows, and are open to the public. This could increase the number of inhabited buildings and active storefronts.

Current Actions

3. Façade Program: Continue the highly productive façade program.

Tactical Actions

4. Building stabilization program: Offer a grant similar to the façade renovation program to conduct building stabilization reports. This will provide more certainty for future renovations and plans.

5. Center for entrepreneurship: See the Economic Development Report Section.

6. Cisterns: Develop a program to encourage building owners to add rain-water cisterns (To reduce storm surge and provide landscape irrigation). Consider design suggestions and design awards for best cisterns.



"Downspout" by Buster Simpson

7. Shading: Develop a set of guidelines to encourage building and sidewalk shading, and proper window orientation.

8. Side wall signs: Develop a program to conserve "vintage signs" (old signs painted on brick walls of commercial buildings), and consider a program to encourage new signs.



9. Art Windows: Develop a program to install an art show in unused storefront windows. Install new shows on at least a 6 month cycle perhaps to coordinate with public events in the square.





Open Space of the Square

Substantial Actions

1. Square Redesign: Redesign the square to provide additional pedestrian and event space, reduce storm flooding, provide an attractive space for residents and visitors, and reinforce the character of the historic district (see the illustrations on the next 2 pages). Aim to provide an elegant simple design with historic Texan roots. We suggest removing the central parking and replacing this area with a surface of crusher fines within a sidewalk, with a canopy of live oaks and decorative lighting and benches and/or chairs. Additional amenities could include a horseshoe pit, a 'jumping jet' fountain for kids play, and a food kiosk or hook-up for a street vendor. See following Tax Increment Financing Projects for information about this method of financing redesign of the square.











Temporary art installation



Seasonal lighting



Alternative mode parking



Street performers

Tactical Actions

2. Storm Drains: Install new storm drains.

3. Outdoor Movie Screen: Add a movie screen to the gazebo for outdoor movies on the square.

4. Temporary Uses: Develop a program of temporary uses for vacant parcels such as a picnic area, farmers'/ craft/ art market, temporary sculpture gallery and/or art making contest

5. Food Trucks: Actively invite food trucks to events, and aim to eventually create a food kiosk in the square.

6. Seasonal Lighting: Expand the winter lights program to include lights on the all the existing buildings and lights that outline potential future buildings.

7. Events: See the Downtown Revitalization Section for recommendations about events in the square.

8. Street Performers: Develop a program to allow and encourage street performers. Consider working with University of North Texas music and theater programs to jointly develop the program.

9. Parking for Alternative Modes: Add horse ties and bicycle racks to the square and sidewalks.

RECOMMENDATIONS FOR THE NEIGHBORHOOD

In addition to the immediate vicinity of the square, the historic neighborhood is a critical part of Pilot Point's charm. Efforts should be made to aid revitalization and livability of the neighborhood.

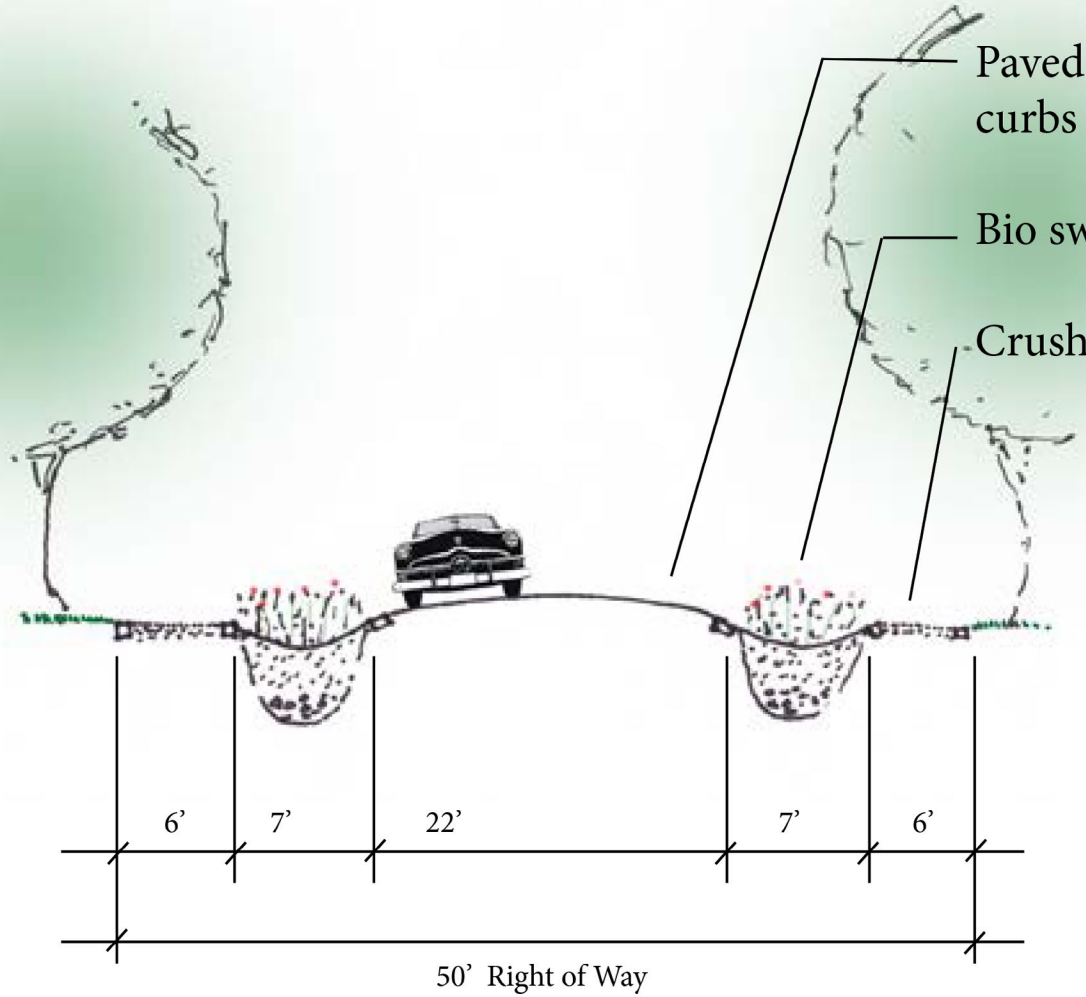
Tactical Actions

1. Historic Neighborhood Boundary: Extend boundaries to include all lots facing the streets surrounding the current boundaries so that both sides of the streets are included in the zone and the streets can be a coherent whole.

2. Pedestrian Walkways: Add pedestrian walkways to improve pedestrian safety, encourage exercise, and provide strolling opportunities for visitors (See illustration on next page).

3. Storm Drainage: Conduct a storm drainage study. Consider redesigning swales as bio-retention and cleaning systems.

4. Home Repair Center: Develop a home repair and tool lending center in conjunction with a non-profit, church or community group (e.g. Galveston Historic Organization glavestonhistoric.org)


Paved 2 lane road with flush concrete curbs
Bio swales to detain & clean storm water
Crusher fine walkways with concrete curbs
6’
7’
22’
7’
6’
50’ Right of Way

5. Front Yard Competition: Develop an annual front yard garden competition to inspire to creation and improvement of gardens. (for example see http://www.snwa.com/about/news_yardofmonth.html or http://phsonline.org/gardening/city-gardens-contest/)

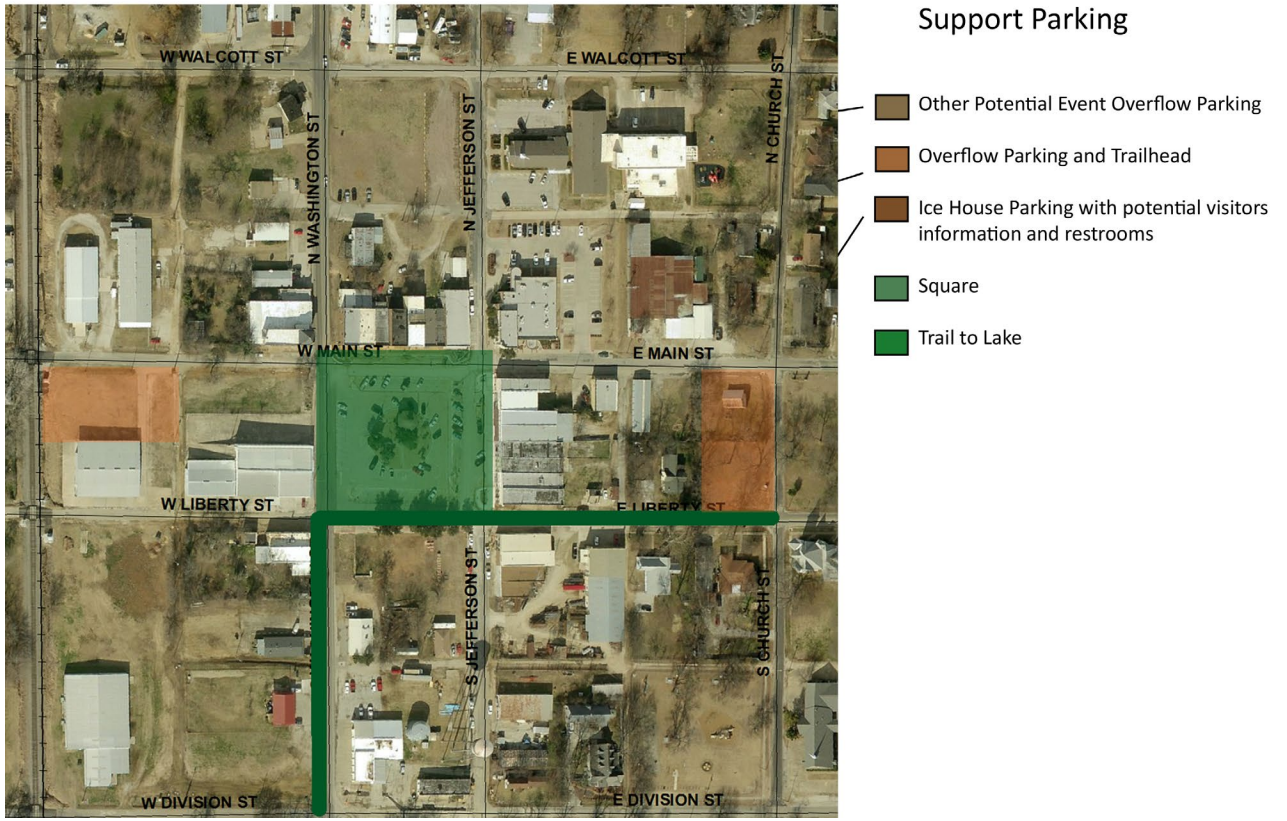
Substantial Actions

6. Entrance Parking: Consider using the lot on which the Ice House and its surrounding lot as an "entrance" city parking lot (See illustration on next page).

7. Event Parking: Consider using property adjacent to the railroad track for event parking and to reserve the property for a potential future rail station.

TOWN FORM

As the metroplex expands into the county, Pilot Point needs to consider its relationship to these areas of new development. Critical decisions include connections to adjacent landscapes and communities, and the character of new development.



1. Connection to Lake: The proposed trails to Lake Ray Roberts should connect to the square.

2. Horse country buffer: Develop a buffer of horse farms and agricultural lands around the existing town.

3. Town Gateways: Create entrance gateways at three edges of town to welcome and orient visitors, and mark the change from the horse country buffer to the town proper.

4. 377 Design Guideline: Consider developing a set of design guidelines for the Highway 377 corridor to coordinate curb cuts, parking lot design, landscape, signage, and building materials.

5. Online Image: Develop and monitor the online presence of the town including helping businesses post effective business profiles on Google Maps, uploading a set of photographs that display the attractions and character of Pilot Point on Google Earth, and regularly updating web-pages with current events and awards.

SOUTH SQUARE DEVELOPMENT

A key element of the revitalization of the square is development of a new structure on the south side. This facility will help to frame the square, increase the number and variety of storefronts available to attract consumers. Upper floor residential units will create activity downtown and increase the number of customers available to downtown merchants.

The South Square development that we modeled includes 17,000 square feet of first floor commercial space and 23 apartment units, including a mix of 1, 2 and 3 bedroom units. The building is three stories along the square, and steps down in the back, providing opportunities for upper floor balconies or rooftop patios. The plan also includes a rear patio and one covered garage stall for each unit.

Because of the limited local market, developing a structure in the near term may require a pool of community investors to raise equity from Pilot Point residents and businesses. The adjacent case study provides an example of this type of funding. A sample budget for a development of this type and scale is provided as an appendix. The total project is estimated to cost roughly $5 million, and would require $1 million in local equity, assuming financing at 70 percent loan to value. Depending on the acquisition costs for the land, City participation for infrastructure and site preparation may also be required. Using conservative estimates, the project would generate a positive return for investors over the long term.



Rendering: Port City Studio

Community Supported Development Case Study:

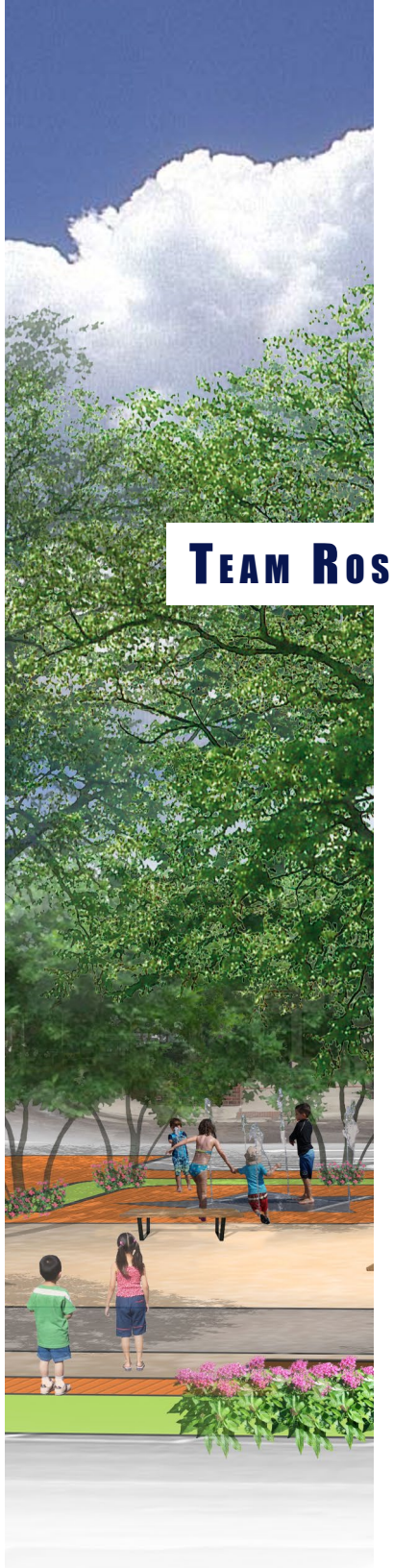
Renew Port Washington(RPH)

RPH was created to focus specifically on revitalizing downtown Port Washington, Wisconsin, RPH was founded in 2009 by Port Washington residents to acquire and retain the beloved historical Harry's restaurant which was threatened by redevelopment.

After restoring the initial property, the group has subsequently focused on acquiring and preserving adjacent historic properties to preserve local control of community assets. In addition, RPH has developed a sale leaseback model to provide downtown property owners with capital to fund building improvements or business expansions and streamline property management.

TAX INCREMENT FINANCING

In order to fund improvements to the central square, it will likely be necessary for the City to create a Tax Increment Financing district including the properties surrounding the square. Creating this district when development of the South Square building is imminent would provide a revenue source for these renovations, and would also capture additional revenues from subsequent increases in property value from additional restoration activity of other square properties. Based on current assessment ratios, the South Square Building as proposed would generate roughly $300,000 in annual increment or nearly $7 million in total increment over a 20-year period, assuming that all of the overlying taxing jurisdictions agree to participate in the TIF. Restoration or new construction of structures on the other three sides of the square would generate an additional $1.5 to $2 million in assessed value around the square. A spreadsheet illustrating increment projections is included in the Appendices of this report.



Team Roster

PILOT POINT, TX R/UDAT TEAM MEMBERS



Todd Scott, AIA – Team Leader

Todd is a licensed architect who specializes in historic preservation and downtown revitalization. His preservation experience includes stints with Oklahoma City, as historic preservation officer, and with King County, Washington, where he currently provides assistance for historic properties in that county and sixteen suburban and rural communities. He recently completed the intensive level survey of 175 historic barns on the Enumclaw Plateau and 200 historic residential and commercial properties in Kent, both in King County.

He has been involved in the rehabilitation of hundreds of structures in dozens of small downtowns as the state architect for Oklahoma Main Street and for DesignWorks, an arts-based design charrette program. Todd also served as community development director and assistant city manager for the city of Astoria, Oregon. He has presented at numerous state, regional, and national conferences on topics ranging from sustainability in design to mounting grass roots campaigns for endangered structures. Todd has served on the boards of various non-profit agencies including heritage organizations, community development corporations, urban renewal authorities, and architectural foundations.



Mark C. Childs, AIA

Professor Mark C. Childs is author of Urban Composition (Princeton Architectural Press 2012), Squares: A Public Place Design Guide (UNM Press 2004), and Parking Spaces (McGraw-Hill 1999), as well as numerous chapters, refereed papers, and popular press articles. He has lectured on these topics in England, Greece, Cyprus, Canada and the United States.

Professor Childs is founding director of the Town Design Graduate Certificate at the University of New Mexico. Previously he served as the director of the Design and Planning Assistance Center (DPAC). During that time DPAC worked with the State of New Mexico MainStreet program and multiple towns, villages and pueblos. DPAC won an award from the National Council of State Registration Boards (NCARB) for this work.

He holds a B.S. Arch. from MIT, an M. Arch from University of Oregon, and an M. Public Administration from University of Washington. He is a Fulbright Scholar (Cyprus 2005), and has won awards for community engagement, teaching, public art, heritage preservation, and poetry. His students have won Congress of New Urbanism, AIA, and APA awards. Mark works across disciplines, roles, and administrative structures to shape the emergence of towns and cities to create soul-enlivening and environmentally sound communities.



Chuck D'Aprix

Chuck D'Aprix has a wide-ranging and extensive background in economic development, neighborhood renewal and downtown revitalization. He has run economic development agencies, started economic development agencies, been a Main Street™ Manager, consultant, speaker, entrepreneur, trainer and advocate for urban change. Chuck D'Aprix has over twenty-five years of extensive economic and community development experience. Mr. D'Aprix has served as the first President/Executive Director of three public/private economic development agencies and served as one of the first Main Street Managers in a diverse urban environment. In addition, he was Director of Marketing for a major Boston area developer where he worked to unite several economic development entities in a common progressive mission.

Mr. D'Aprix has consulted in large cities and small towns across the country and abroad and is often called upon to speak on issues related to community revitalization. He has taught in the Main Street Certification Institute, a downtown management certification program offered by The National Trust for Historic Preservation's Main Street Center. In addition, Mr. D'Aprix has been retained several times by the Main Street Center and State Main Street Programs to consult on Main Street programs across the country.

Mr. D'Aprix has conducted extensive research on economic development and downtown revitalization and is currently writing a book on downtown entrepreneurs who have persevered against nearly insurmountable odds. He has been quoted frequently in national and regional publications as well as in a number of professional journals. He has Masters Degrees in Public Communications from Syracuse University and Management from Lesley University. He also holds certificates in Charrette Planning and Public Meeting Facilitation from the National Charrette Institute, and a certificate in Urban Design from the Edward J. Bloustein School of Public Planning and Policy at Rutgers University.



Wayne Feiden, FAICP

Wayne is the planning director for Northampton. He has helped that city earn the highest "Commonwealth Capital" score, the former Massachusetts scoring of municipal sustainability efforts, and an American Planning Association Great Streets award. Wayne also has a small consulting practice focused on municipal planning and sustainability. Wayne serves as an adjunct faculty at the University of Massachusetts and Westfield State College. Wayne's publications include three American Planning Association's PAS Reports, including Assessing Local Government Sustainability. Wayne has participated on or led 16 design assessment teams.

Wayne has BS in Natural Resources from the U. of Michigan and a Master's in City and Regional Planning from the U. of North Carolina. His Eisenhower Fellowship to Hungary and Fulbrights to South Africa and New Zealand all focused on sustainability. Wayne was inducted into the AICP College of Fellows in 2008.



Ian Scott

Co-founder of Root House Studio, Ian Scott has worked on a diversity of design and planning projects that range from small-scale landscape and architectural design to eco-tourism planning and large-scale land planning and resource management. He has devoted his career to public-sector planning and design projects that focus on recreation, natural and cultural resources. As the Creative Director for Root House, Ian leads the visioning process for site designs, multi-media productions, and experiences that inspire conservation, convey historical narratives and foster the connection between people and place. He works closely with clients to develop environmental graphics, interpretive plans, structures and exhibits, graphic designs, videos, documents, interactive media, and visualizations that cater to their conservation, educational and sustainable development goals. Ian is a skilled designer, graphic artist, illustrator and digital animator with a broad knowledge base in many software and graphic communication programs. By combining creative site design with a passion for communicating cultural and ecological stories, Ian helps clients envision how the experience of a place can be enriched through recreational amenities as well as interpretive and educational facilities.

With an educational background in anthropology, art, and landscape architecture, Ian has developed a unique approach to design. He continuously explores and develops our collective design vocabulary—combining new media art with a passion for communicating cultural and ecological stories.



Errin Welty

Errin Welty is a Madison-based economic development consultant and market analyst at Vierbicher, working with public and private sector clients to create market-based solutions to solve economic and planning issues. She currently serves as the economic development director for several rural communities, and has worked with public and private sector clients to create strategic economic development, real estate and marketing plans for sties, municipalities and regions. A frequent contributor to local, regional and national publications, she enjoys exploring the economic, demographic and business trends which shape America's communities.

Errin has significant planning and real estate experience, including downtown revitalization, greenfield development and marketing. She spent the first half of her career in downtown revitalization, including staff positions at the St. Cloud

Downtown Council and Downtown Dener Partnership, and was also a founding member of Wheat Ridge 2020, an economic development organization focused on revitalizing one of Denver's original inner-ring suburbs. Before returning to the Midwest, she spent five years managing the research and marketing department for Grubb & Ellis' Denver office, where she was responsible for real estate and economic forecasting and planning assistance for developer and landlord clients representing a variety of property types. Errin received her undergraduate degree in Community Development and GIS from St. Cloud State University and also holds a Masters Degree in Urban and Regional Planning with a real estate emphasis from the University of Colorado at Denver.

Joel Mills- Director, AIA Center for Communities by Design

Joel Mills is Director of the American Institute for Architects' Center for Communities by Design. The Center is a leading provider of pro bono technical assistance and participatory planning for community sustainability. Through its design assistance programs, the Center has worked in over 200 communities across 47 states. Its processes have been modeled successfully in the United States and across Europe. In 2010, the Center was named Organization of the Year by the International Association for Public Participation (IAP2) for its impact on communities and contributions to the field.

Joel's 18-year career has been focused on strengthening civic capacity and civic institutions around the world. This work has helped millions of people participate in democratic processes, visioning efforts, and community planning initiatives. In the United States, Joel has worked with dozens of communities in over 25 states, leading participatory initiatives and collaborative processes that have facilitated public-private partnerships and led to hundreds of millions of dollars in new investment. His work has been featured on ABC World News Tonight, Nightline, CNN, The Next American City, Smart City Radio, The National Civic Review, Ecostructure Magazine,The Washington Post, and dozens of other media sources.

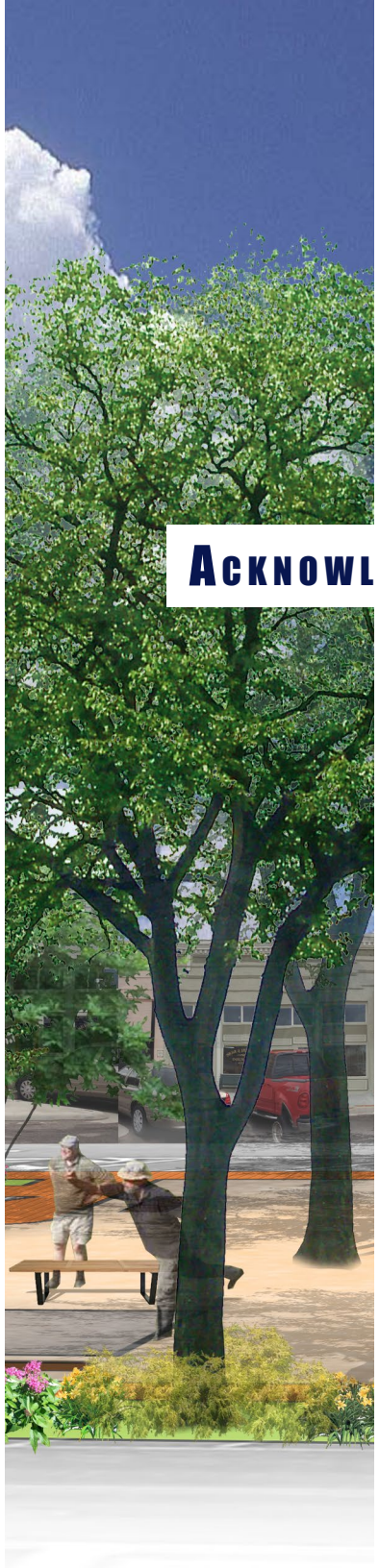
In December 2010, he was elected to the Board of Directors for the IAP2-USA. He is also a member of the International Association of Facilitators (IAF), the American Planning Association, the National Coalition for Dialogue and Deliberation (NCDD), and the Mid-Atlantic Facilitators Network.

Erin Simmons- Director, AIA Design Assistance

Erin Simmons is the Director of Design Assistance at the Center for Communities by Design at the American Institute of Architects in Washington, DC. Her primary role at the AIA is to provide process expertise, facilitation and support for the Center's Sustainable Design Assistance Team (SDAT) and Regional and Urban Design Assistance Team (R/UDAT) programs. In this capacity, she works with AIA components, members, partner organizations and community members to provide technical design assistance to communities across the country. Through its design assistance programs, the AIA has worked in 200 communities across 47 states. In 2010, the

Center was named Organization of the Year by the International Association for Public Participation (IAP2) for its impact on communities and contributions to the field.

Erin is a leading practitioner of the design assistance process. Her portfolio includes work in over 55 communities across the United States. A frequent lecturer on the subject of creating livable communities and sustainability, Erin contributed to the recent publication "Assessing Sustainability: A guide for Local Governments". Prior to joining the AIA, Erin worked as historic preservationist and architectural historian for an environmental and engineering firm in Georgia, where she practiced preservation planning, created historic district design guidelines and zoning ordinances, conducted historic resource surveys, and wrote property nominations for the National Register of Historic Places. She holds a Bachelor of Arts degree in History from Florida State University and a Master's degree in Historic Preservation from the University of Georgia.



Acknowledgements

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Charlotte Bridges

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Barbara Ettredge

Galen Ewton

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Sherry and Oli Johansen

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Ernesto's Fine Mexican Food

Kathy N BeBo's Country Kitchen

Milton and Joyce Duesman

Mom's on Main

Nick's Italian Restaurant

Notoriously Yours

Pedro's Tex-Mex

The Purple Door

Pizza Hut

The Post Signal

Stephens Supermarket

Bronze Level

Ace Hardware

Denton County Farm Bureau

D & L Farm and Home

Germania Insurance

Golden Chick

Greenberg Perlman Antiques

If the Shoe Fits

Linda Bullwinkle Financial Services

Laguna Madre Traders

Mark and Susan Roth

Pelzel's Hometown Pharmacy

Reid Heating and Air Conditioning

Rumbo Rescue

A PLACE PROJECT STEERING COMMITTEE BIOS

Tom Adams

Tom graduated from BYU with a Bachelor Degree in English in 1980, and completed a Master Degree in Public Administration in 1983. He then went to work in Abilene, Texas as an Administrative Assistant in the City Manager's Office. He has worked in City Management capacities in 7 Texas cities with 30 years of service. He has experience with water planning, historic preservation and economic development as well as general city management. He has been married almost 35 years; has five children and nine grandchildren; enjoys reading, classical guitar and gardening.

Dr. Glenn Barber

Glenn is the Superintendent of Pilot Point Independent School District. Dr. Barber has a bachelor's degree in music education and master's and doctoral degrees in educational administration all from the University of North Texas. He started his school career in 1975 as a teacher and coach. He has spent 17 years as a superintendent of three Texas school districts. Dr. Barber has been married to his wife Kathryn for thirty-seven years and they have three grown children.

Jim Bruner

Jim is a recent transplant to Pilot Point after he spent his career in corporate America and the US Department of Human Services. He has a BS in Accounting from Western Kentucky. He and his wife Jimmie are the proud grandparents of five grandchildren and six great grandchildren. Jim stays active in retirement as Sexton of the Pilot Point Community Cemetery and hobbies of photography, University of Kentucky basketball, baking, volunteering in community activities and spending time with his grandchildren.

Linda Bullwinkle

Linda has been a Pilot Point resident for 5 ½ years, and previously lived in Allen, McKinney, and Dallas. Following 20 years in the Optical Industry, she was recruited to implement a Business Retention & Expansion program, a partnership of McKinney's Chamber of Commerce and Economic Development Corporation. She has been involved in business and community development for the past 10 years; serving as Vice President of McKinney's Main Street Board, Executive Director of Celina's EDC, and currently on the Pilot Point Chamber Board, of which she is the immediate past President.

Whitney Delcourt

Whitney Delcourt is a REALTOR® with a Bachelors Degree in Advertising from Texas Tech University. She is active in the Real Estate, through Keller Williams Realty, Denton/Wise Country Association of REALTORS®, Texas Association of REALTORS® & National Association of REALTORS®. She has served as Co-Chair of the Keller Williams Project for Habitat for Humanity. Whitney lives in Pilot Point, Texas with her husband David and their two dogs. She serves on the Pilot Point Animal Control Board and works closely with the local shelter All American Dogs to find homes for dogs & cats.

Joyce Duesman

Joyce is a retired sales and marketing executive from PepsiCo, Inc. and currently teaches as an adjunct professor at University of North Texas for the College of Merchandising, Hospitality Management and Tourism. She has a BS from UNT and a MS from Texas Woman's University. She enjoys being active in volunteer work and was the founding President of the Pilot Point Educational Foundation and now serves on the Economic Development Corporation. She enjoys adventurous travel all over the globe with her farmer/rancher husband, Milton. She is the chair of the Steering Committee for a PLACE Project.

Scott Ingalls

Development Services Director for the City of Pilot Point since December 2011. Responsible for planning, engineering, and public works activities. Prior experience includes the cities of Frisco, Lewisville, Georgetown, and Nacogdoches. Over 28 years in the planning field. Married with two teenage kids. Has a Master's degree in Urban Planning from Texas A&M University.

Laura (Ziebell) Kayata

An award-winning graphic designer, illustrator and advertising / marketing consultant, Laura is the Art Director, Owner / Founder, metro-grafix advertising + PR. Prior to starting her own advertising and PR firm in 2006, Laura worked as a marketing executive for the Chamber of Commerce in McKinney and for a skin care/wellness company. Her work has been published in Texas Monthly, Healing Lifestyle & Spas, New Beauty, Spa, and American Spa magazines. She is a mom (and step-mom) to 3 grown kids and enjoys serving on community boards and committees. Laura is donating her time to do the advertising and pr for a PLACE project for Pilot Point.

Olivia Lilley

Olivia L. Lilley is a Licensed Architect and designer. She is currently building a residential design practice in the North Texas area and works as a consultant for C3 Architects + Design in New York City. When not at the drafting table, Olivia divides her time between her two children, her husband (Fox Sports television director J. Bryan Lilley) and various community organizations. Olivia is a member of the American Institute of Architects, The Texas Society of Architects, The Denton Benefit League and an active volunteer in church, her children's school and other local philanthropic organizations.

Mark Roth

Mark is a nurseryman and tree farmer with 25 years' experience in the landscape trade. He has a BS in Horticulture from Texas A&M University and is an ISA certified Arborist. Mark and Susan founded Roth Tree farm in 1996 and moved to Pilot Point with their children in 1999. He has served on the Pilot Point City council since May of 2008.

Elisa Rumbo

Born and raised in El Paso, Texas but hurried to get to Pilot Point! With her husband, she runs a small rescue ranch in Pilot Point and as her day job serves as an inspector with the City of Denton. Prior to working with the City, Elisa served as a narcotics K9

officer in schools all over DFW and prior to that, spent 10+ years as a consultant for small businesses and non-profits nationally, helping them brand, market and create strategic growth plans. She enjoys working with animals and along with her husband, cherishes the simple life!

Jeremy Sander

Jeremy is the Main Street Director and General Manager of the Economic Development Corporation for the City of Pilot Point. Prior to coming to Pilot Point, he worked for the Denton Chamber of Commerce in their Office of Economic Development. Jeremy graduated from Miami University in Oxford, Ohio with a Bachelor's degree in Political Science and from the University of North Texas with a Master's degree in Public Administration. He is involved in the Lake Ray Roberts Rotary Club and along with his wife, Amber, foster dogs for the humane society.

Donna Stephens

Donna married and moved to Pilot Point in 1975 where she has been an active part of the Stephen Grocery Market, a family owned grocery store since 1922. Her husband and her built a new store in 1981 at the present location on Hwy 377 where her sons operate it today. Donna is the sole proprietor of a home accent and gift retail business named 'Too Cute.' She is active on the Chamber of Commerce Board and Economic Development Corporation Board. She loves her life in the country spending time with her sons and daughter-in-laws, two grandchildren, 3 dogs, and raising miniature donkeys.

Rev. John Henry Theisen

John Henry Theisen is a 1984 graduate (B.A.) of Baptist Bible College in Springfield, MO. Rev. Theisen serves as a Mission Field Representative with Baptist Bible Fellowship International. After ten years of pastoral ministry in West Texas, John has served as Lead Pastor of Midway Church between Pilot Point and Aubrey since 1998. Midway has experienced rapid growth requiring flexibility, planning, and patience. John and his wife Kimberly have three children and four grandchildren.

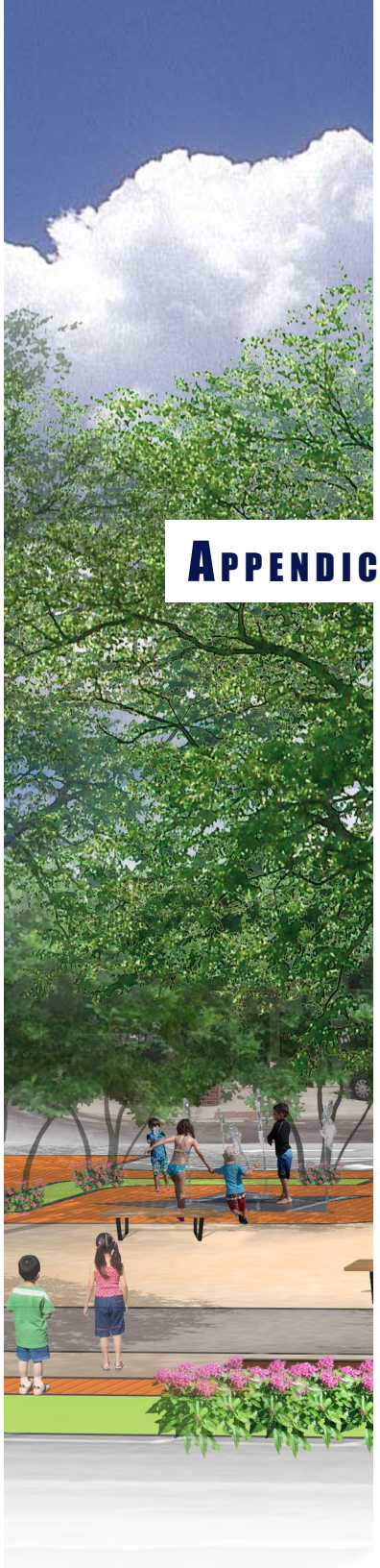
Bruce Thomas

Working as an executive with some of the nation's largest media companies like CBS, the Discovery Channel, A&E, TCI, and AT&T Broadband and The YES Network, Bruce Thomas's career has touched every aspect of the television and media business. Leaving the rat race of Manhattan, Bruce moved to the horse country in Pilot Point, where he made a contribution to his new community for two years as Director of Pilot Point's Main Street program, establishing Bonnie & Clyde Days celebrating Pilot Point and the day Hollywood came to a small town in Texas. He now enjoys travel and pursuing his seven grandchildren, three longhorns, two donkeys, two horse, a pony and too many chickens to count.

Chris True

Chris graduated from Emporia State University with a Master of Science Degree in Environmental Biology. He has worked for the Texas Parks and Wildlife Department for 16 years. He has worked as the Park Superintendent at the Ray Roberts Lake State

Park Complex for the past 12 years. Chris enjoys coaching youth sports, spending time with his family, and recreational activities related to the outdoors



Appendices

Rental Cash Flow

Downtown Square Project Assumptions

Months Until Stabilization	
Residential	6
Commercial	12
Parking, Other	

First Year Vacancy %	
Residential	7.00%
Commercial	45.00%
Parking, Other	

Vacancy @ Stabilization	
Residential	10.00%
Commercial	10.00%

Residential Rent		Market Rent
1 Bed	12	990
2 Bed	7	1265
3 Bed	3	1540
OPEX	37%	

Additional Assumptions
OPEX Escalate 2% per year
Rents escalate 1.5% per year
20% common area factor
6.5% interest, 30 year amortization

Commercial Rent		Base Rent/SF	OPEX	Gross Rent	Lease Type
Retail	17,000	$7.00	$2.33	$9.33	NNN

Cash Flow	Lease-Up	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
No. of Months Lease-Up	6										
Gross Rent - Residential		$347,195	$423,260	$429,609	$436,053	$442,594	$449,233	$455,971	$462,811	$469,753	$476,799
Less: Vacancy		$8,680	$21,163	$21,480	$21,803	$22,130	$22,462	$22,799	$23,141	$23,488	$23,840
EGI - Residential		$338,515	$402,097	$408,128	$414,250	$420,464	$426,771	$433,173	$439,670	$446,265	$452,959
Gross Rent - Commercial		$119,000	$119,000	$119,000	$119,000	$121,380	$121,380	$121,380	$122,594	$123,820	$123,820
Less: Vacancy		$59,500	$35,700	$11,900	$11,900	$12,138	$12,138	$12,138	$12,259	$12,382	$12,382
EGI - Commercial		$59,500	$83,300	$107,100	$107,100	$109,242	$109,242	$109,242	$110,334	$111,438	$111,438
Effective Gross Income		$398,015	$485,397	$515,228	$521,350	$529,706	$536,013	$542,415	$550,005	$557,703	$564,397
Less: Operating Expense total		$237,151	$240,656	$244,221	$247,847	$251,774	$255,526	$259,343	$263,346	$267,419	$271,437
Residential		$125,251	$127,756	$130,311	$132,917	$135,575	$138,287	$141,053	$143,874	$146,751	$149,686
Commercial (vacant only)		$11,900	$11,900	$11,900	$11,900	$12,138	$12,138	$12,138	$12,259	$12,382	$12,382
Asset management, debt reserve		$100,000	$101,000	$102,010	$103,030	$104,060	$105,101	$106,152	$107,214	$108,286	$109,369
Deferred Fee											
Net Operating Income		$160,865	$244,741	$271,008	$273,503	$277,932	$280,487	$283,072	$286,658	$290,284	$292,960
Less: Debt Service		$121,800	$121,800	$121,800	$121,800	$121,800	$121,800	$121,800	$121,800	$121,800	$121,800
Cash Flow Before Tax		$39,065	$122,941	$149,208	$151,703	$156,132	$158,687	$161,272	$164,858	$168,484	$171,160

Pilot Point Downtown Project Sample Development Pro Forma

Land Area	SF	Value
5 Parcels	40,000	58,809
Total	40,000	$58,809

Land Cost	Lost Rent
110% Assessed Value	$64,690

Building Area

Project Component (Identify Use)	Rentable Area	Rental Housing (Net SF)	Commercial (Net SF)
Mixed Use Apartment w/ Structured Parking	37,000	20,000	17,000

Parking

Residential Parking Stalls (Per Component)	No. of Structured Stalls	No. of Surface Stalls	Subtotals
	20	20	40

COST

Land Cost	Proposed	Per SF-Land	Per Unit
Purchase & Closing	$89,690	$2.24	
Total Land Cost	**$89,690**		**$4,077**

Demolition & Remediation Cost	Proposed	Per SF - Land	Per Unit
Demolition	**$-**	$-	**$-**
Demolition & Remediation	$4,000		0

Residential Hard Cost (Per Component)	Proposed	Per GSF	Per Unit
Site work	$125,000	$3	$5,682
Landscaping	$125,000	$3	$5,682
Building construction	$3,176,000	$86	$144,364
Tenant Finish (Retail)	$85,000	$2	$3,864
Project management	$63,520	$2	$2,887
Contractor overhead/profit	$794,000	$21	$36,091
Total Hard Cost	$4,368,520	$118	
Add: Contingency	$218,426		
Total Residential Hard Cost	**$4,586,946**	**$124**	**$208,498**

Pilot Point Downtown Project Sample Development Pro Forma

Parking Hard Cost	Proposed	Per GSF
Structured	$100,000	$50
Surface	$30,000	$1
Total Parking Hard Cost	**$130,000**	

Soft Cost	Proposed	% of Hard Cost
Permitting, Architecture, Engineering	$317,500	1.9%
Stabilization Interest (4% for 1 year after construction)	$244,596	
Total Soft Cost	**$562,096**	3.3%

TOTAL COST	$5,372,732

SOURCES AND USES

Value Assumptions	Proposed
Land	$80,000
Building	$1,850,000
Total Value of Project	$1,930,000

Ratios	Cap Rate
Residential	0.09
Commercial	0.1
Sources of Funds	**Proposed**
Loan	$3,760,912
Equity	$1,139,236
Deferred Fee (10%)	$537,273
Total Sources	$4,900,149
Less: Total Cost (Uses)	**$5,372,732**
SURPLUS (GAP)	**$(472,583)**

Total Equity %
31%

City Contribution - Infrastructure, Sewer, Site Prep

RETURN ON EQUITY

Return on Equity	Proposed
Annual Stabilized Net Income	**$244,741**
Less: Annual Mortgage	$121,800
Less: Return of Equity	
Return on Equity	**$122,941**

Timeline	Proposed	Est. Start Date	Est. End Date
Construction Period (Years)	**10 months**	**01/01/14**	10/01/14
Retail Leaseup Period (Years)	**12 months**	**07/01/14**	07/01/15
Lease-up Period to Stabilization (Years)	**6 months (residential)**	**10/01/14**	03/31/15
Investment Period (Years)	**12**		
Annual Return on Equity %	**0.90%**		
		Est. Value Yr. 12	$ 3,255,117
Annual Return % Including Developer & Construction Mgmt. Fee	**1.36%**	**Internal Rate of Return: 10 Year Hold Period**	**18%**

Tax Increment Projections
City of Pilot Point
South Square Development
2/1/2013

Assumptions		
Base Value	$3,866,580	TIF district includes square properties to alleyway
Mill Rate	0.14706	Rate per $1,000 assessed value
Property Appreciation Rate	1.00%	0
Annual Change in Tax Rate	0.00%	0
Construction Inflation Rate	0.00%	$0

Year	Previous Valuation	Inflation Increment	TIF Increment		Total Valuation	Cumulative Increment	TIF Tax Rate	TIF Revenue
			Building	Land				
2014	$3,866,580	$0			$3,866,580	$0	0.147058	$0
2015	$3,866,580	$38,666	$1,850,000	$80,000	$5,835,246	$1,968,666	0.147058	$0
2016	$5,835,246	$58,352	$0	$0	$5,893,598	$2,027,018	0.147058	$0
2017	$5,893,598	$58,936	$0	$0	$5,952,534	$2,085,954	0.147058	$289,508
2018	$5,952,534	$59,525	$0	$0	$6,012,060	$2,145,480	0.147058	$298,089
2019	$6,012,060	$60,121	$0	$0	$6,072,180	$2,205,600	0.147058	$306,756
2020	$6,072,180	$60,722	$0	$0	$6,132,902	$2,266,322	0.147058	$315,510
2021	$6,132,902	$61,329	$0	$0	$6,194,231	$2,327,651	0.147058	$324,351
2022	$6,194,231	$61,942	$0	$0	$6,256,173	$2,389,593	0.147058	$333,281
2023	$6,256,173	$62,562	$0	$0	$6,318,735	$2,452,155	0.147058	$342,300
2024	$6,318,735	$63,187	$0	$0	$6,381,922	$2,515,342	0.147058	$351,409
2025	$6,381,922	$63,819	$0	$0	$6,445,742	$2,579,162	0.147058	$360,609
2026	$6,445,742	$64,457	$0	$0	$6,510,199	$2,643,619	0.147058	$369,901
2027	$6,510,199	$65,102	$0	$0	$6,575,301	$2,708,721	0.147058	$379,286
2028	$6,575,301	$65,753	$0	$0	$6,641,054	$2,774,474	0.147058	$388,765
2029	$6,641,054	$66,411	$0	$0	$6,707,465	$2,840,885	0.147058	$398,339
2030	$6,707,465	$67,075	$0	$0	$6,774,539	$2,907,959	0.147058	$408,009
2031	$6,774,539	$67,745	$0	$0	$6,842,285	$2,975,705	0.147058	$417,775
2032	$6,842,285	$68,423	$0	$0	$6,910,707	$3,044,127	0.147058	$427,639
2033	$6,910,707	$69,107	$0	$0	$6,979,815	$3,113,235	0.147058	$437,601
2034	$6,979,815	$69,798	$0	$0	$7,049,613	$3,183,033	0.147058	$447,663
Total		**$1,214,367**	**$1,850,000**	**$80,000**				**$6,596,791**

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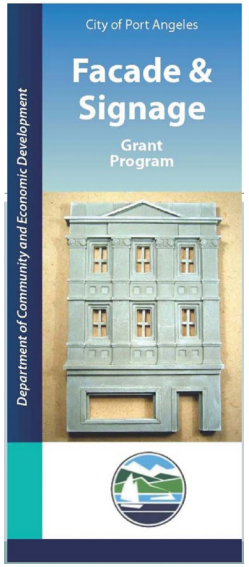
APPENDIX II- LESSONS FROM THE DESIGN ASSISTANCE PROCESS

The team was asked to provide some comparable community case studies that might offer lessons for Pilot Point, and the preceding report contains innumerable examples of design interventions, policy models, and other best practices that can be applied to many components of the community revitalization process. However, the team felt it would also be instructive to offer comparable case studies from the design assistance team experience which can help inform the design of an implementation process for Pilot Point. Each case reinforces the preceding framework described for Pilot Point, as each community has overcome challenges with scarce public resources by engaging the whole community in the process of revitalization successfully.

Port Angeles, Washington (pop. 17,000)- Building Community Pride through a Public Revitalization Process

Port Angeles, Washington provides an example of how to inspire pride in change by creating a truly public revitalization process. Their success has been built around involving everyone in the process. In 2009, Port Angeles hosted an SDAT to focus on downtown revitalization and waterfront development. Port Angeles had suffered declining fortunes as the result of mill closures and reduced productivity from natural resource industries. The three-day charrette process created enormous civic energy to pursue a vision for the city's future. "Just two weeks after the SDAT presented more than 30 recommendations, the Port Angeles Forward committee unanimously agreed to recommend 10 of those items for immediate action," said Nathan West, the City's Director of Community and Economic Development. "Public investment and commitment inspired private investment, and, less than a month later, the community joined together in an effort to revamp the entire downtown, starting with a physical face-lift. Community members donated paint and equipment, and residents picked up their paintbrushes to start the transformation."



During the first summer of implementation, over 43 buildings in the downtown received substantial upgrades, including new paint and other improvements. This effort led to a formal façade improvement program that extended the initiative exponentially. The city dedicated $118,000 in community development block grants (CDBG) for the effort, which catalyzed over $265,000 in private investment. The city also moved forward with substantial public investment in its waterfront, which had a dramatic impact in inspiring new partnerships and private investment. Three years later, the city had over $75 million in planned and completed investments and had turned the corner by producing huge civic momentum across the community. In June 2012, Port Angeles was recognized with a state design award for its waterfront master plan, designed by LMN Architects. The city will break ground on construction in the fall.



As West concluded, "The City of Port Angeles SDAT experience was far more than just a planning exercise. This opportunity for our community was a catalyst for action, implementation and improvement. Three years after the SDAT team arrived, the progress and excitement continue. A primary outcome has been that the process awakened community pride and inspired a "together we can" attitude. Today the inspiration remains and the elements and recommendations of the program continue to be the driver for publicly endorsed capital projects and investments in our community. More importantly this sustainable approach has tapped into the core values and priorities of our citizens to ensure a better and more balanced future for our City."

Newport, Vermont (pop. 5,000)- The Power of Leveraged Actions

In 2009, Newport, Vermont brought a Regional and Urban Design Assistance Team (R/UDAT) to town to help build a revitalization strategy. Patricia Sears, the Executive Director of the Newport Renaissance Corporation, described the town's dilemma a few years ago: "We were the last city in Vermont to achieve downtown designation from the state. We had some of the highest unemployment in the state. We decided we were done being last. We decided, 'we are going to be first.'" Newport hosted the first R/UDAT in state history. Hundreds of residents and stakeholders participated in the process.





As Mayor Paul Monette said, "it wasn't the usual political process. Everyone was heard during the R/UDAT."

Within two years of the project, the R/UDAT had built so much momentum that the town had over $250 million in new and pending investment, including 2,000 new jobs in a town of just 5,000 – an incredible achievement in the midst of a severe national recession. Like Port Angeles, Newport was able to achieve success through broad partnership and involvement. It also leveraged small actions to build momentum for larger investments. For example, the R/UDAT team included a recommendation to create a community garden downtown, something that has been suggested for Springfield as well. Newport created a community garden with over 32 organizational partners. They took advantage of existing capacity – a downtown parking lot that was donated – and not only created a garden, but programmed it to have a transformational impact.

Out of the community garden, the "Grow a Neighborhood" program was created, teaching neighborhood residents about urban agriculture, providing space for

family plots, and engaging local restaurants in a farm to table initiative. Six new restaurants opened in the downtown during the first two years of implementation. Newport also took advantage of widespread community participation in the R/UDAT to engage citizens in code changes, designing a participatory process to create the first form-based code in the state. New investments include boutique hotels, a tasting center featuring regional agriculture, and a waterfront resort. The city also created the state's first foreign trade zone, attracting a Korean biotechnology firm and other businesses.

The City has undergone a fundamental shift in its thinking since the R/UDAT process. In 2009, the public dialogue was dominated by nostalgia about the city's past. As one resident exclaimed, "I've seen Newport come, and I've seen it go." Two years later, the R/UDAT team conducted a follow up visit to assess progress in the community. As the Mayor stated, "I attribute our success to the successful R/UDAT in 2009 followed by the great public/private partnerships which have developed." The sense of change reaches all levels of the community. A citizen described the civic "attitude adjustment" that had occurred: "When you have people working together, things can happen and do happen. That's the most important change that has occurred – a change in attitude. All of a sudden, nothing is impossible." Today, communities across New England are visiting Newport to learn the 'secrets' of its success.