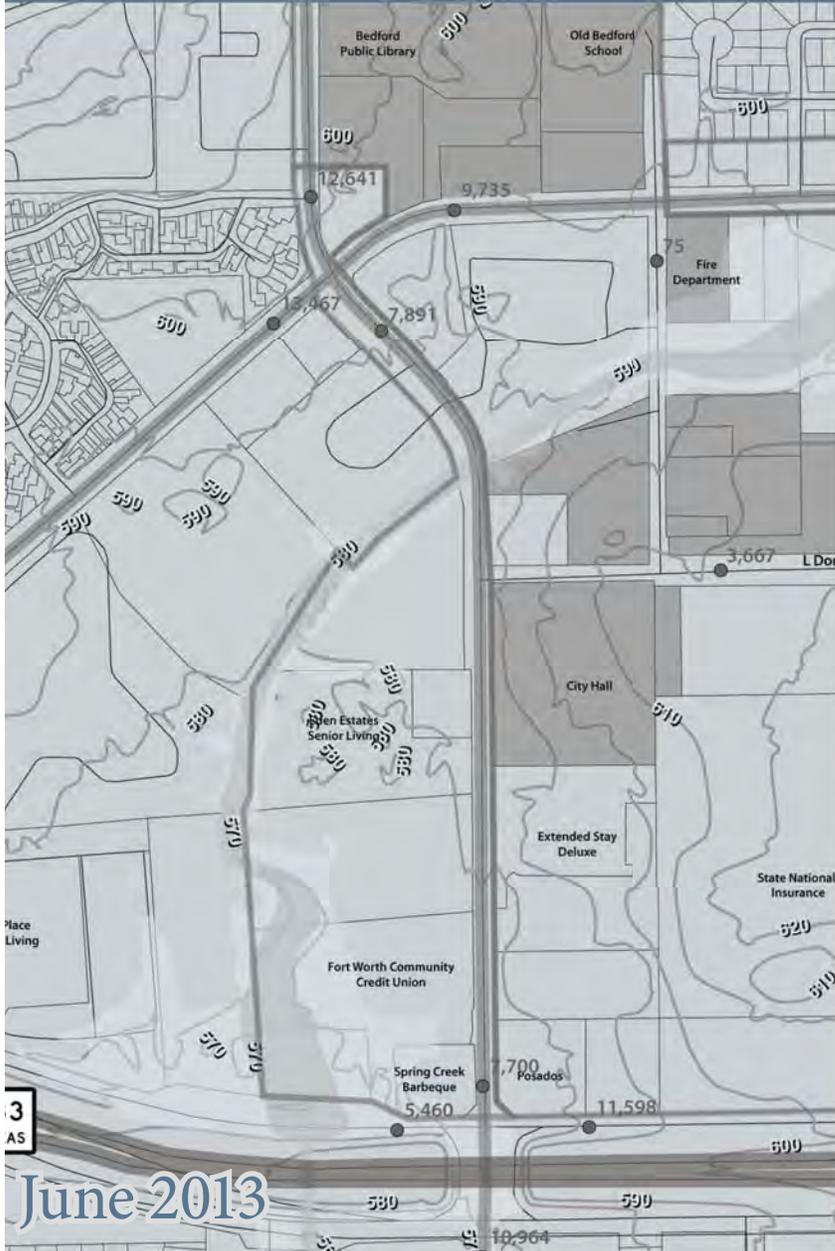


The Vision for Central Bedford



CITY OF
BEDFORD

Discover the Center



Kimley-Horn
and Associates, Inc.

TOWNSCAPE, INC.



June 2013

Acknowledgements

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Catalyst



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The Vision *— for —* Central Bedford



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1856
BEDFORD SCHOOL
THE FIRST BEDFORD AREA SCHOOL MET IN A LOG BUILDING DURING THE EARLY 1850s. AFTER THE CIVIL WAR CLASSES WERE HELD IN A FRAME STRUCTURE AT SPRING GARDEN, NORTH OF THIS SITE. AFTER IT BURNED IN THE EARLY 1880s, MILTON MOORE DECEDED LAND HERE FOR CONSTRUCTION OF BEDFORD COLLEGE, AN ELEMENTARY AND HIGH SCHOOL ACADEMY. IN 1893 IT WAS ALSO DESTROYED BY FIRE AND LOCAL CITIZENS RAISED FUNDS FOR A NEW ELEMENTARY SCHOOL. NEARBY, IT WAS REPLACED IN 1908 BY A 2-STORY BRICK SCHOOLHOUSE. THE SCHOOL CONSOLIDATED WITH THE HURST-RELESS DISTRICT IN 1958 AND THE BUILDING WAS USED UNTIL 1959.

Introduction



EXECUTIVE SUMMARY

Bedford has an advantageous central location in the Dallas-Fort Worth metroplex, as portrayed in its branding slogan “Discover the Center.” The City remained a quiet, rural town historically, but its position near State Highways 121 and 183, and proximity to DFW International Airport, influenced the rapid development and population growth within the mid-cities region. Since 1970, Bedford has transformed from a small town of 10,000 people to a city nearing 50,000 people today. City records show that the vast majority of Bedford’s area has been developed and is essentially “built-out.” However, even without much vacant land, new development will continue to improve and redevelop older sites, expanding with the renewed vibrancy planned in the central area. With the majority of Bedford built out, the development opportunities in the central area have even more potential long-term value. Planning for and implementing high quality, unique and place-making development is critical to the future of Bedford. With so little land available for future development in the city, it is imperative that this land enhances the tax base and serves to stimulate improvements throughout the city.

Through this effort, Bedford strives to establish a unique identity, with a city center that reflects its culture, character and values. Citizens recognize that it is time to capitalize on Bedford’s potential to have a thriving center. In recent years, there has been increasing demand for distinctive residential and commercial uses in central city districts, and cities locally and nationwide have begun to respond to this demand. As a city with little remaining undeveloped land, it is important for Central Bedford to move forward with a vision and get it right the first time. In order to maintain services and the quality of life Bedford residents expect, the City must generate new tax revenues, which is achieved through the attraction of new businesses. This vision intends to create a central district that will stimulate new investment, supported by the availability of publicly held land prime for new development, as well as a strong public interest in the success of Bedford.

The Central Bedford Development Plan was initiated by the City of Bedford to create a vision and action plan for the development of the core of the City. With the guidance of Bedford city leaders, community stakeholders, and residents, this planning process is intended to create a shared vision and framework for the long-term success of Central Bedford, with a development concept that respects the ideals and needs of the overall community. The timing of the Central Bedford Vision corresponds with the improvement and expansion of SH183. The vision serves as an action plan to promote Bedford as it ascends out of this phase of construction defined as a new destination within the metroplex. The plan will guide future development decisions and preferred economic activity with a set of short- and long-term strategic actions, with the ultimate goal of creating a unique district that conveys the identity and culture of the Bedford community and builds a robust tax base for the city.

This plan is based on extensive input from the public and a stakeholder committee consisting of council members, city staff, and local business leaders. Feedback from a series of meetings and workshops revealed a strong interest in creating a re-imagined center of activity that not only serves the local population but also attracts those who live in surrounding communities. Currently Central Bedford is characterized by commercial and retail development with portions of single-family and multi-family communities. A number of significant developed and undeveloped parcels in the Central Bedford area are owned by the City of Bedford that can provide new opportunities for development. Few residential properties exist within the central district to support consistent economic and cultural activity. A common perception is that Central Bedford is not yet an attractive destination, but the land and assets are in place to create a vibrant center. The set of land use and design guidelines described in this plan, rooted in analysis of current market opportunities, will enhance Central Bedford into a desired destination – one that is attractive, vibrant, walkable and family-oriented.



PUBLIC OUTREACH

Ongoing public involvement throughout the development of the Central Bedford plan was essential, to ensure that the vision represents local values, preferences and desires. The public involvement included a combination of stakeholder interviews, regular committee meetings, and city-wide public open houses. Through this process, feedback was received from numerous citizens to build the foundation for this plan based on their ideas and visions. The success of this plan is enhanced by the engagement of Bedford's leaders and residents.

Stakeholder Interviews

In preparation for the development of this plan, the consultant team conducted in-depth interviews with a variety of key representatives of the city, including council members, business owners, property owners, and non-profit organizations. These stakeholders were asked a series of questions to gauge their perspective on the strengths, challenges, and opportunities of Central Bedford. This process revealed the positive attributes of the city that the plan can build on, as well as overall long-term ideas for

the success of the city and hopes for the future.

The feedback touched on a variety of topics including development preferences, opportunity sites, economic and cultural assets, and the biggest issues facing the city. A number of consistent themes emerged among those interviewed. The consensus is that Bedford has a great central location within the metroplex, close to important destinations and easy access from surrounding communities. The strong building blocks and history within the center, such as the new public library, Old Bedford School and availability of land, were also recognized. However, it was routinely discussed that the area does not feel like a city center and that the disconnected development that exists does not create a walkable environment for people to linger and enjoy, and see as a "Downtown Bedford." Respondents expressed strategies for the long-term success of the city that included creating a visual identity through design that is built to last and attracting a mix of new development that creates a destination atmosphere and diversifies the tax base.



Stakeholder Committee

Regular meetings were coordinated with the plan's stakeholders. These stakeholders maintained an important level of support and involvement throughout the process. These meetings were structured to provide stakeholders and city staff progress updates and receive feedback on key research and direction on decisions. Ideas generated from the initial interviews were refined into a set of guiding principles and began the formation of the long-term vision for the city center. Additional feedback and discussion were generated through a visual preference survey that presented a wide range of development possibilities for residential, commercial and streetscape design. Finally, a design charrette and review session gave stakeholders an interactive opportunity to discuss initial site plan concepts.

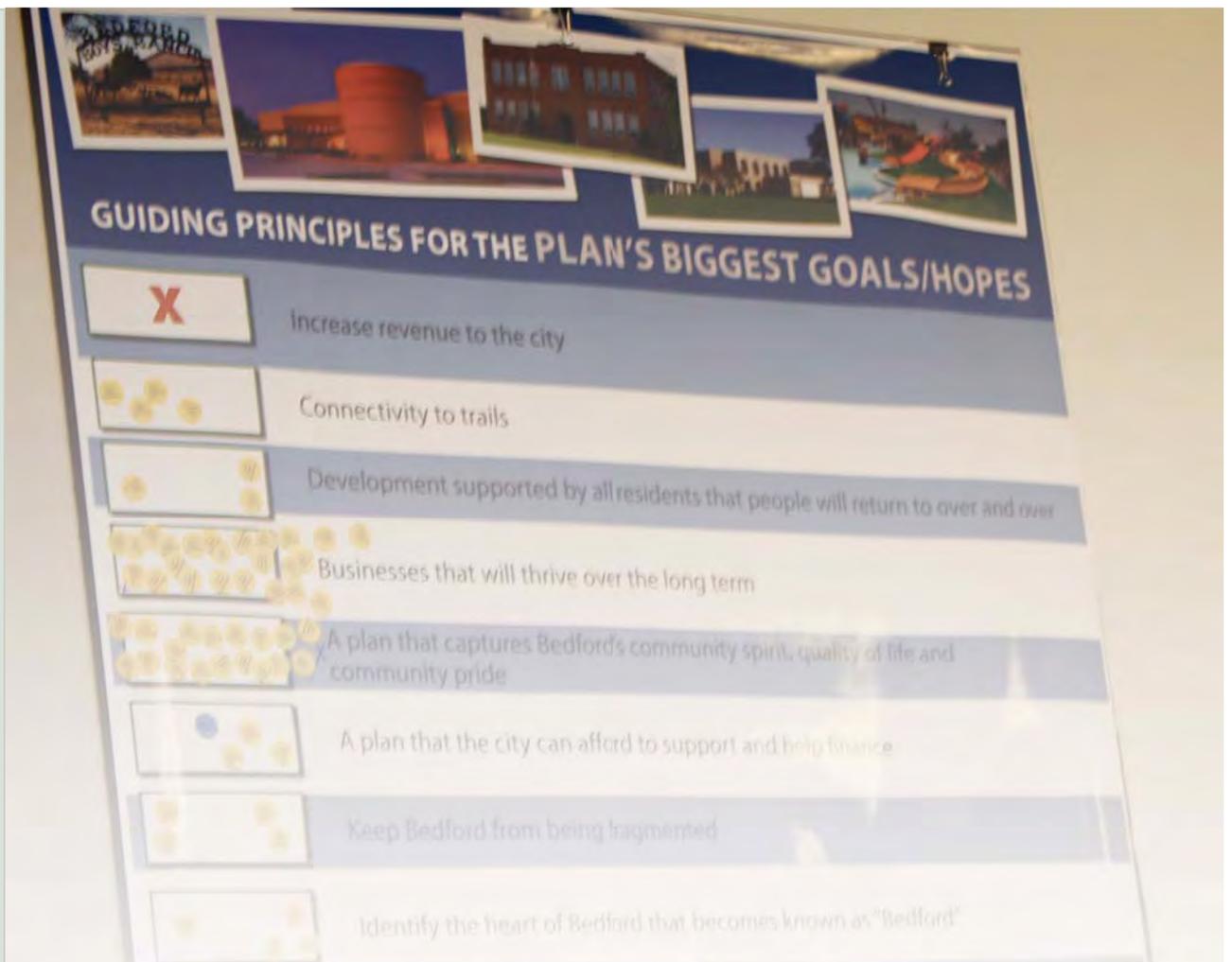
Public Open House

City-wide feedback on the vision was obtained

at an open house, intended to generate input and interest among community members and capture the long-term goals of Bedford residents. The workshop, held on March 20, 2012 and attended by approximately 76 citizens, presented attendees with an introduction to the plan process and an opportunity to express vision preferences through a series of interactive, hands-on activities. Citizens were asked to create their vision through a visual preference survey of development options. Preferences were tabulated on the best guiding principles for the plan, based on those generated from the stakeholder committee. A feedback method of writing ideas on large maps of the central development zone allowed citizens to point out opportunities for what could make the city center better. And finally, additional feedback was given through comment cards which asked the questions "What is your vision for Central Bedford?," "What do you like and not like about Central Bedford?," and "What type of development would you like to see?"



Public Open House - March 20, 2012



GUIDING PRINCIPLES

Guiding Principles are developed to ensure that the vision plan recommendations and strategies reflect and support the core values of Bedford citizens. Having a clear understanding and consensus of Bedford residents' values ensures that the recommendations and strategies within the plan are consistent with these values, and will move Central Bedford towards the residents' collective goals for the future.

The following Guiding Principles were established through citizen and stakeholder input. They are grouped in four topic areas: best economic principle to build on, type of desired development, the biggest goals and hopes for the vision plan, and the long-term dream for Bedford.

Best Economic Principle to Build On

1. Being located centrally in the metroplex
2. The availability of large tracts of property owned by the city
3. Restaurants
4. Medical-related uses

Type of Desired Development

1. Mixed-use with shops, restaurants, services, office and modern residential
2. Pedestrian-friendly development
3. Destination atmosphere; Retail shops, restaurants and services; Arts and cultural uses
4. Park and community square
5. Green space and fountains; Hotel and business destination uses

Plan's Biggest Goals and Hopes

1. Increase revenue to the city
2. Businesses that will thrive over the long term
3. A plan that captures Bedford's community spirit, quality of life and community pride
4. Development supported by all residents that people will return to over and over
5. A plan to improve the image of Bedford
6. A plan with a strong foundation in aesthetics; A strong, phase-able implementation plan
7. An aggressive plan that is grounded in reality



Long-term Dream for Bedford

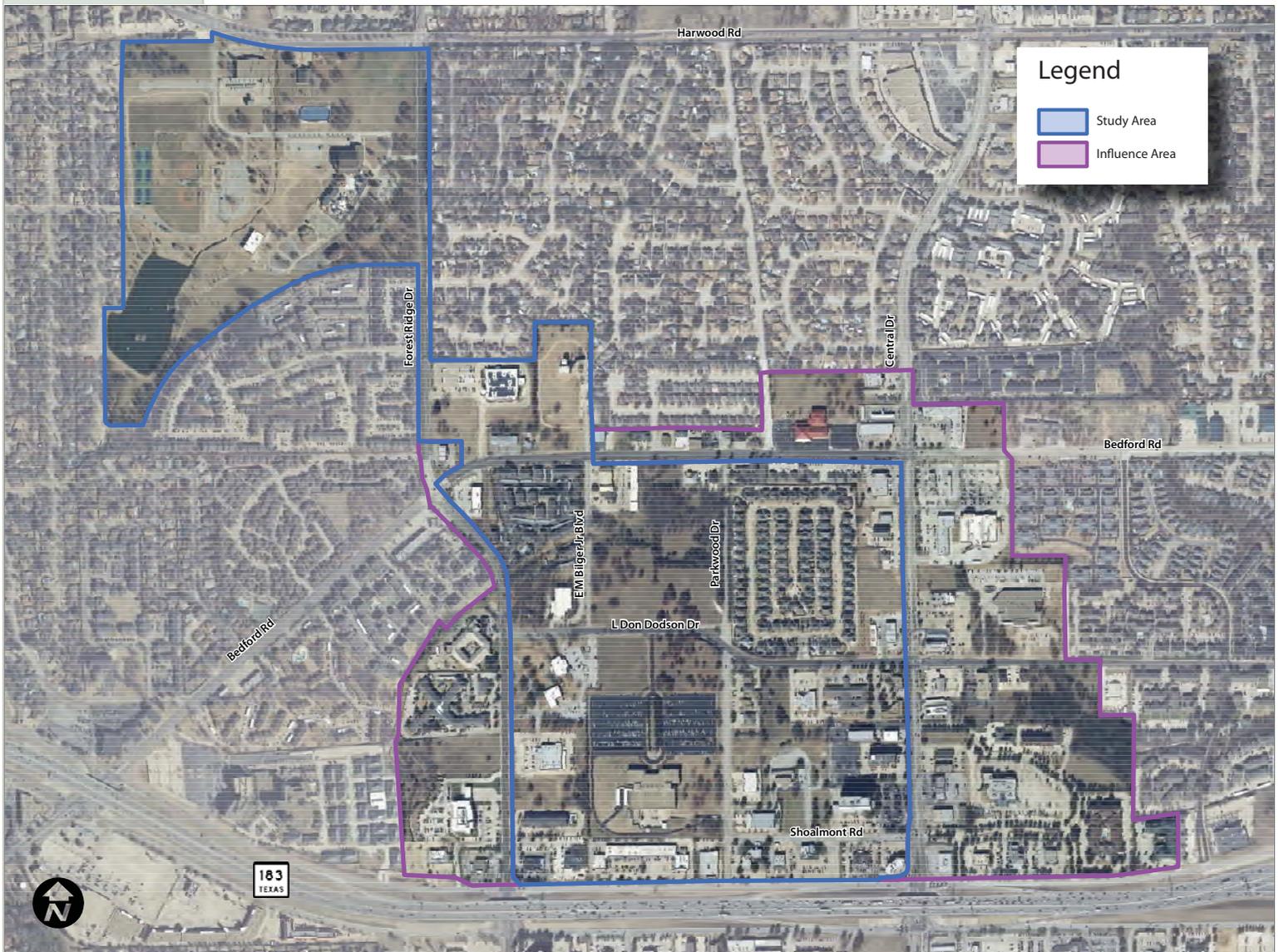
1. A destination that residents and visitors enjoy coming to – with entertainment, culture and places to eat
2. A walkable business district with community services enhanced by cultural offerings
3. A thriving mixed-use center where people can live, work, shop and recreate
4. A vibrant community that is seasoned and ages well – and continues to be open to new opportunities for arts, culture and development
5. Forward design and buildings – something that will hold its look and value through the years



Existing Conditions

CENTRAL BEDFORD STUDY AREA

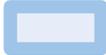
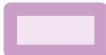
For the purpose of this vision plan, the Central Bedford study area is identified as the land generally bounded by Bedford Road, Central Drive, Forest Ridge Drive, and Highway 183, and including the City Hall, Bedford Library, Old Bedford School, and Boys Ranch Park north of Bedford Road. Two influence zones are defined adjacent to the study area as property that should be considered as important opportunity areas within the overall vision plan.

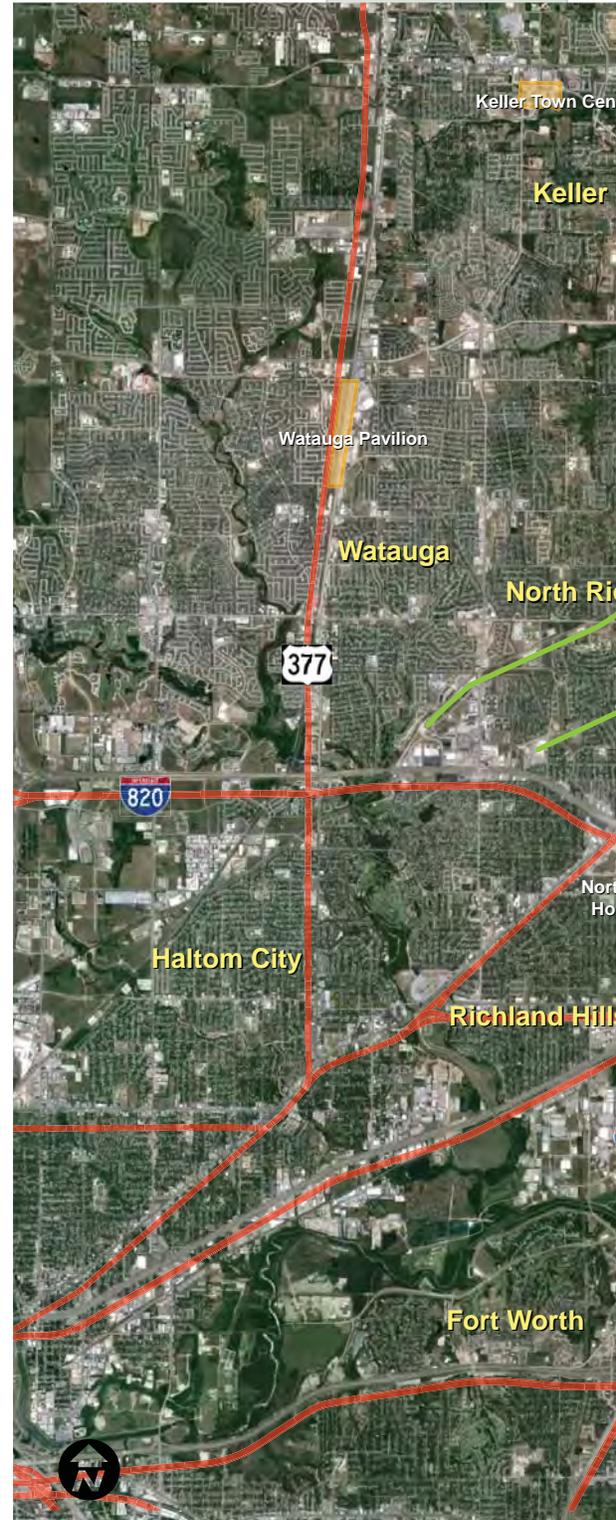
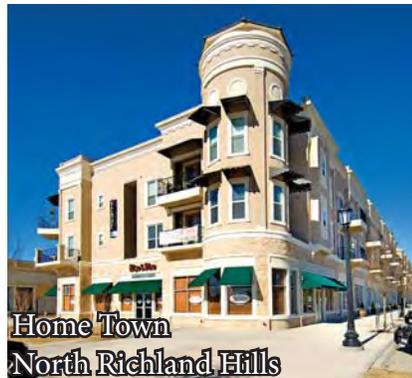
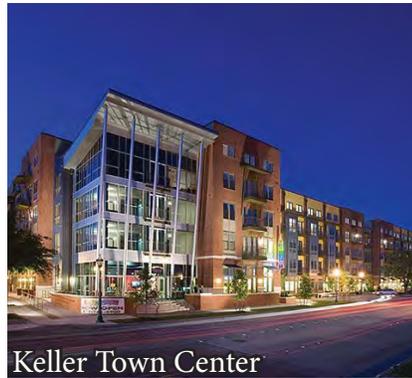


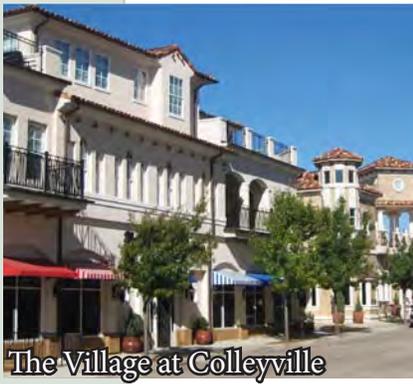
REGIONAL CONTEXT

The City of Bedford is strategically located in the center of the Dallas-Fort Worth region. With two major highways providing easy access to neighboring communities and the DFW airport, the City is a prime location to offer a regionally-attractive center of business, culture and housing. The following map shows the city's position within the region, as well as existing and planned town center developments in the region.

Legend

-  Study Area
-  Influence Area
-  Regional Centers
-  College
-  Hospital
-  Trail
-  Important Link

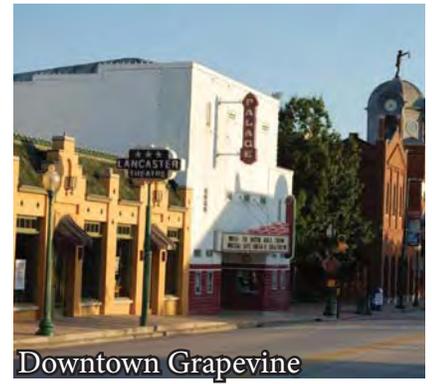




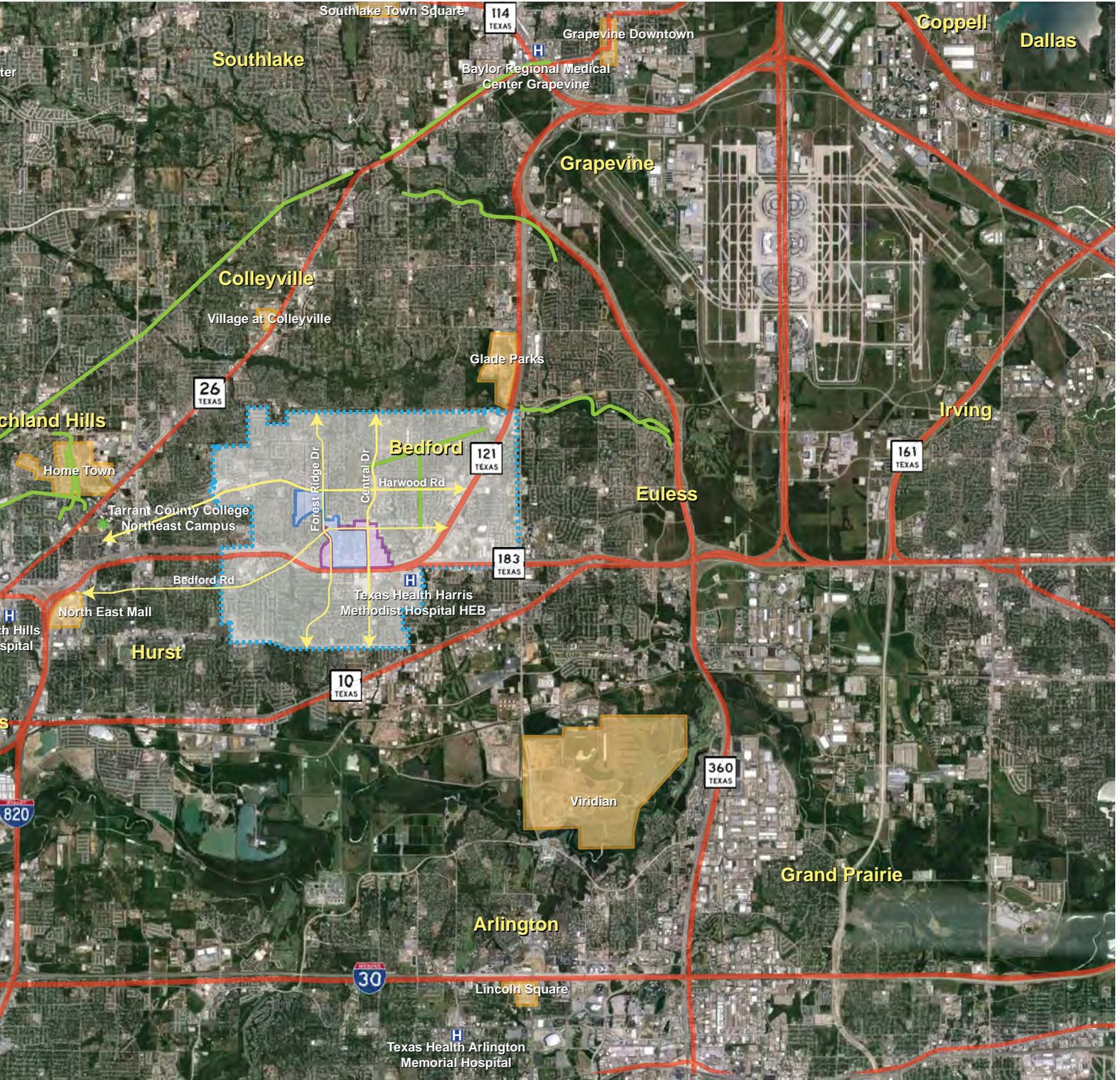
The Village at Colleyville



Southlake Town Square



Downtown Grapevine



DEMOGRAPHIC AND DEVELOPMENT TRENDS

North Texas is a continuously growing region. The North Central Texas Council of Governments projects that by 2050, the greater Dallas-Fort Worth area will reach a population over 11 million. One of the dominant demographic trends that cities must be prepared for is the changing age structure. The senior population will continue to increase as the “baby boomer” generation ages. In addition, North Texas’ relatively strong economy will continue to drive new migration to the area, both domestically and internationally. This factor will support the growth of a younger, skilled population, and many of these households will be smaller and without children.

With changing demographics, as well as an increased cost of commuting, comes a shift in housing preferences. North Texas has seen a recent decline in household sizes and an increased demand for living closer to places of employment, and cities are faced with the challenge of providing a mix of housing types to meet the needs of their changing populations. The growing number of single-person households and aging homeowners typically demand smaller dwelling units and community living, located in central areas close to businesses and other destinations.



Bedford Housing Statistics

Table 1: Type of Structure

| Type | Bedford | DFW | Texas |
|-----------------|---------|-------|-------|
| 1-Unit Detached | 54.9% | 63.6% | 65.6% |
| 1-Unit Attached | 4.6% | 2.9% | 2.6% |
| 2 Units | 1.1% | 1.5% | 2.1% |
| 3 or 4 Units | 4.6% | 3.3% | 3.2% |
| 5 to 9 Units | 10.8% | 7.0% | 5.0% |
| 10 to 19 Units | 12.5% | 8.2% | 6.6% |
| 20+ Units | 11.4% | 9.3% | 7.2% |

Table 2: Year Built

| Year | Bedford | DFW | Texas |
|---------------|---------|-------|-------|
| 2005 or Later | 1.0% | 7.1% | 6.7% |
| 2000-2004 | 6.0% | 14.3% | 12.3% |
| 1990-1999 | 14.5% | 17.1% | 15.9% |
| 1980-1989 | 41.9% | 20.3% | 18.4% |
| 1970-1979 | 22.8% | 15.9% | 18.2% |
| 1960-1969 | 10.5% | 10.1% | 10.4% |
| Pre-1959 | 3.2% | 15.2% | 18.1% |

Table 3: Housing Tenure

| Type | Bedford | DFW | Texas |
|-----------------|---------|-------|-------|
| Owner-occupied | 55.7% | 62.9% | 64.8% |
| Renter-occupied | 44.3% | 37.1% | 35.2% |

Source: 2010 American Community Survey

As of the 2010 U.S. Census, Bedford's population was 46,979. Since 1970 the population has had an annual growth rate of 5.6 percent, however since 2000 this growth has leveled off showing only 0.4 percent decline. Surrounding communities such as Southlake, Colleyville and Keller, have shown stronger growth rates but have also leveled off compared to previous decades. The total number of housing units is 22,301 with unit development continuing to rise over the last ten years, a 10 percent increase. With a strategic plan of new residential development, Central Bedford is poised to benefit from the shifting population trends and housing demand.

Currently, compared to the DFW region and Texas, Bedford has a larger proportion of multi-unit housing (40.5%) and a larger proportion of renter-occupied (44.3%) housing than compared to the average in the region and the state, see Table 4. This is evident even though the primary housing product in Bedford is owner-occupied, single-family homes (59.5%). The majority of housing units in the city were built in the 1970s and 1980s, with a much slower development rate in recent years. Aside from single-family homes,

the most common housing type in Bedford are developments with five or more units, many in the twenty units or greater range. Only one percent of all of Bedford's housing was built after 2005. The DFW region as a whole has seen a large decline in new single-family home construction since 2006, while the number of new multi-family developments has slightly increased. The demographic pressures mentioned before are helping to drive this change.

The median household income in Bedford is \$60,985, above both the median incomes of the Dallas-Fort Worth region (\$55,740) and Texas (\$49,485), according to the 2010 American Community Survey. Both the median home value of \$152,100 and median rent of \$877 are also higher than the region and state. With a growing preference for smaller household sizes and more walkable communities, Bedford is positioned to capitalize on this changing trend by attracting unique, uptown residential options as it develops its city center. A variety of housing choices are one of the keys to a strong community. With a large existing stock of rental properties, Bedford can look to develop more options for home

ownership, which does not necessarily mean single-family housing. Townhouses and mid-rise condos are important residential choices for a walkable center of town.

LAND USE

The Central Bedford area includes a variety of existing land uses and opportunity sites for future development. While the citizens of Bedford have expressed a desire for change for the central district of the city, there are elements worth preserving and enhancing to create a unique district. Bedford's economic strengths lie in its offering of office space, mix of restaurants and medical services. A concentration of these commercial and office developments are found along the SH 183, Central Drive and Bedford Road corridors. Despite the city nearing a built-out state, numerous undeveloped sites still exist within the central area and are prime opportunities for future development. This includes the vacant property adjacent to State National Insurance along L. Don Dodson. Redevelopment opportunities are also present with the reconstruction of SH 183, including vacant buildings at the Central Drive intersection.

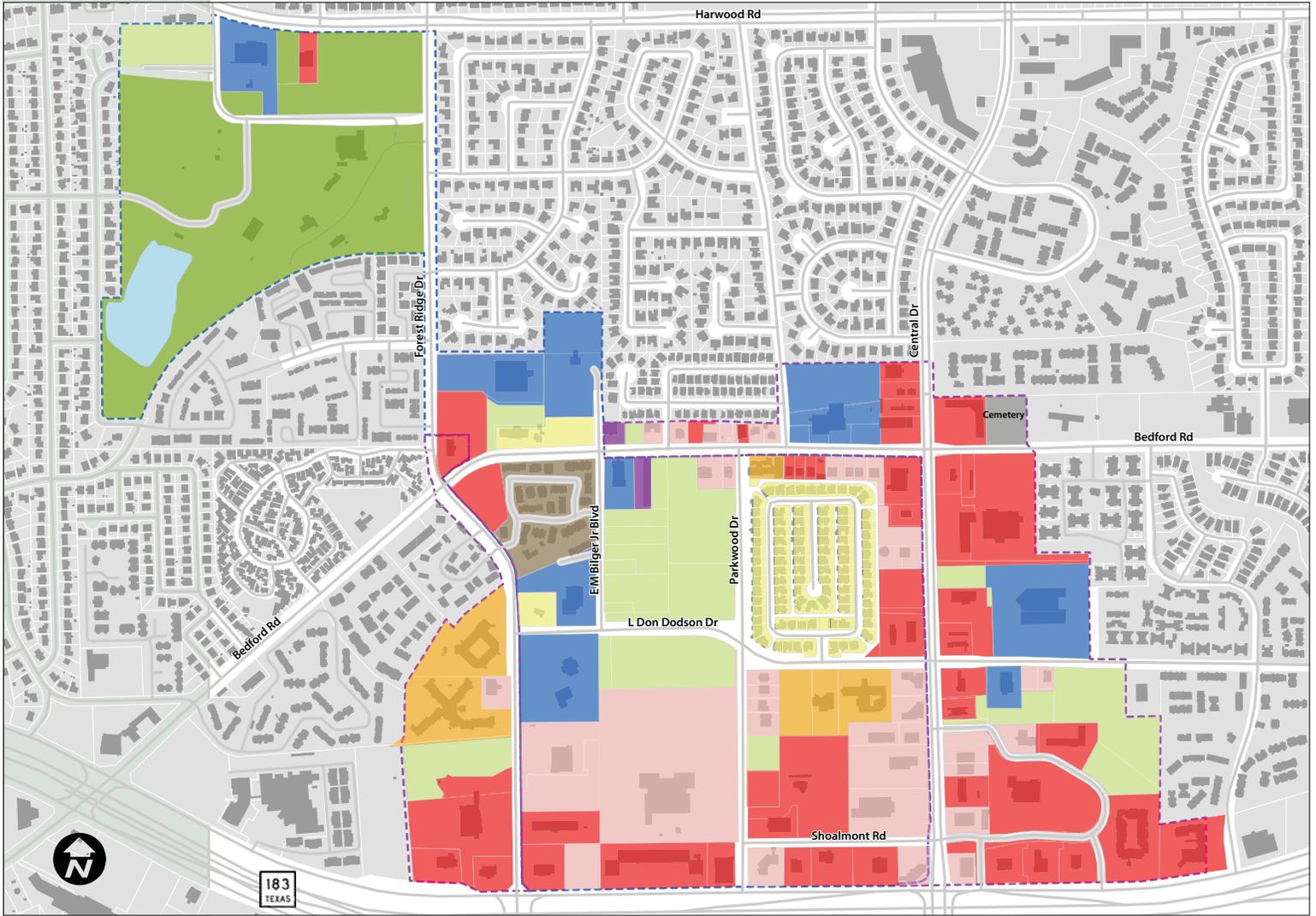
Many of the city services and civic uses are located within the Central Bedford area, including City Hall, Bedford Public Library, and the Old Bedford School. In total, 33% of the Central Bedford study area is city-owned property. These undeveloped and city-owned properties are easiest to develop, and the relocation of one or more city facilities would provide a new opportunity for property investment. The largest concentration of these opportunity sites is along L. Don Dodson from City Hall to Parkwood Drive. The Bedford

Boys Ranch Park is also included in the Central Bedford study area and is a great recreational asset to the city.

Despite these assets, there are several challenges that detract from Central Bedford's overall character and sense of place. The city-owned facilities are currently located on separate sites



and are not currently well connected. Some single family, multi-family and senior living residential developments are located within the study area boundaries, but housing makes up a relatively small percentage of existing Bedford central land uses. The large concentrations of single-family homes and apartments are located outside the influence zone boundary. Currently, much of the multi-family development in Bedford is limited to low-rise garden style and the majority is 20 to 30 years old. Central Bedford lacks diverse housing types, including townhomes and owner-occupied condos found in other city centers in the region, and a mix of centrally-located unique residential types would better support evening business hours.



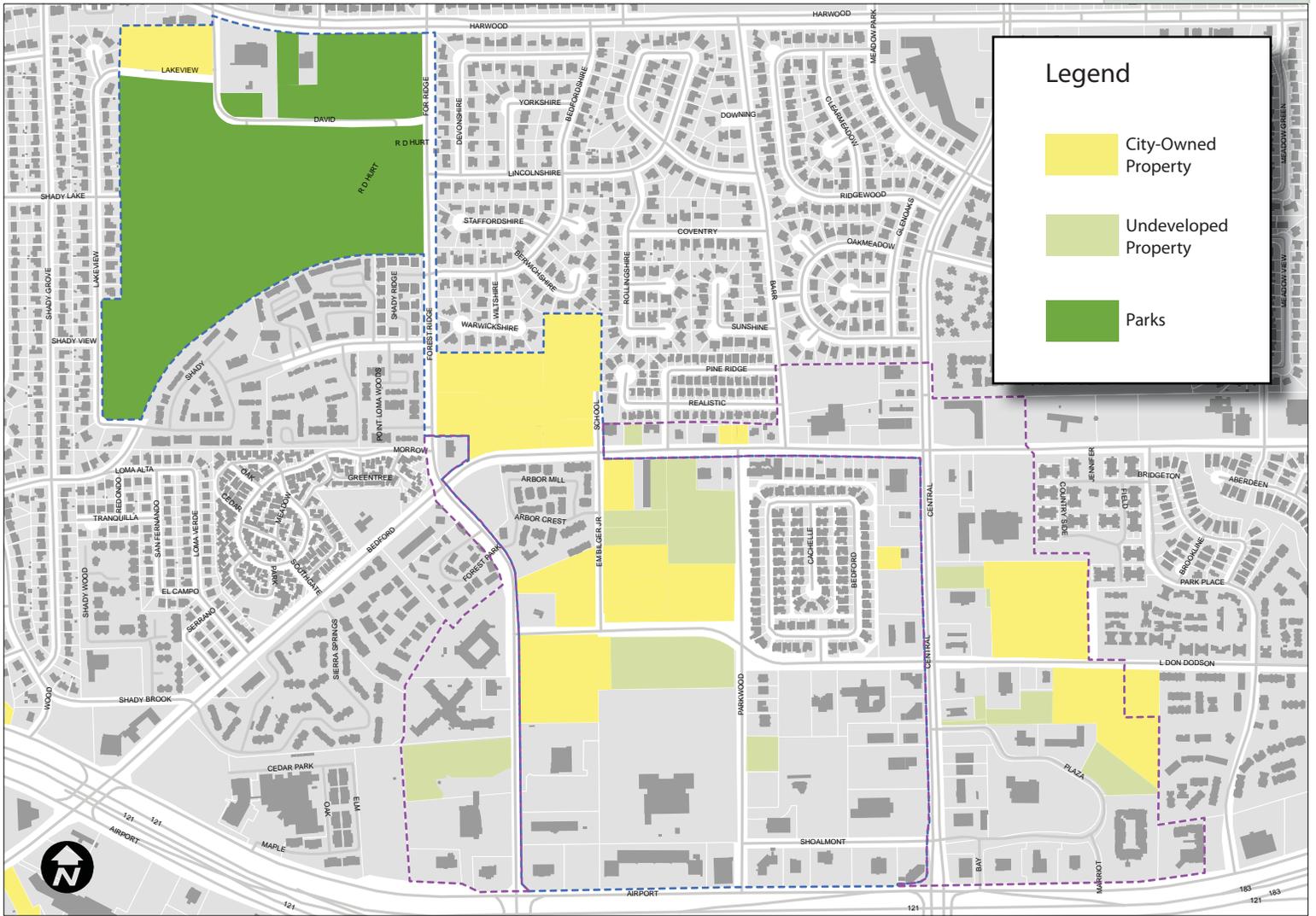
Central Bedford Land Use Map

Legend

| | |
|---------------------------|----------------------|
| Single Family Residential | Civic/ Institutional |
| Multi-Family Residential | Industrial |
| Group Quarters | Parks |
| Office | Undeveloped |
| Retail/ Commercial | Water |
| Cemetery | |

| Land Use | Total Acres | % |
|---------------------------|-------------|-----|
| Retail/Commercial | 84 | 26% |
| Undeveloped | 42 | 13% |
| Office | 51 | 16% |
| Parks | 56 | 18% |
| Civic/Institutional | 38 | 12% |
| Group Quarters | 16 | 5% |
| Single Family Residential | 16 | 5% |
| Multi-Family Residential | 6 | 2% |
| Water | 5 | 2% |
| Industrial | 1 | 0% |
| Cemetery | 2 | 1% |

Table 4: Central Bedford Land Use



Central Bedford Opportunity Sites



ACCESS AND TRANSPORTATION

The Central Bedford study area has excellent regional and local access (see Regional Map on Page 12-13). It is framed by SH 183, SH 121, Bedford Road, Forest Ridge Drive and Central Drive. The core redevelopment area is directly accessed by three main roadways – Bedford Road, Forest Ridge and Central from SH 183/121. They provide an opportunity to create an identity for the new Central Bedford.

All four corners of the intersection of Central and SH 183/121 have the potential for redevelopment. This provides an important opportunity for establishing an identity and entry to Central Bedford.

Internal to Central Bedford, is the opportunity to enhance the intersections of Bedford Road both at Forest Ridge and at Central. These are primary intersections within the study area that can help reinforce the Central Bedford image and identity.

The land bounded by SH 183, Forest Ridge Drive, L. Don Dodson and Parkwood has very limited internal access, making it more difficult to attract significant new development. The Analysis Diagram indicates at least two future opportunities to greatly improve circulation in this area. The extension of Shoalmont to Forest Ridge would provide an important parallel road facility between Central Drive and Forest Ridge Drive; these main arterials intersect with SH 183, and the extension of E.M. Bilger south to intersect that same parallel road would provide important



Recommended Transportation Network Map

access to anticipated new development.

Future access from the reconstructed SH 183/121 will be the same before and after construction. Bedford Road will continue to have easy on/off access from both directions. Access to Forest Ridge and Central will be from the Bedford Road exit coming from the west, and an exit for Central coming from the East, but it will be before the SH 121 merge providing an extra level of access for businesses on the north side of SH 183. The new managed lanes on SH 183 will be restricted due to reduced access locations.

TRANSPORTATION ISSUES

Each city is responsible for getting people around safely and efficiently. Bedford should ensure that each type of traveler has an enjoyable experience using its transportation network, whether it is by car, bicycle or walking. As Central Bedford develops with increased multimodal activity, it will be critical to improve connections for all users.

Street design has historically focused on only the area located between the curbs and has centered design criteria around the private automobile. However, emerging practice places emphasis on other aspects of the street in addition to the travel way. For example, pedestrian and bicycle infrastructure is being implemented with higher priorities to encourage healthy living and exercise, and in more central locations within cities to spur increased economic development. Given that new development along these streets should aim to create a pedestrian-friendly environment, improved sidewalks, on-street parking and shared use of the travel way for bicyclists would be appropriate.

One of the concerns expressed by Bedford citizens is the lack of a consistent and safe pedestrian network that connects activity centers. In many places, sidewalks are minimal or disconnected, and are often located adjacent to the curb. Some sections of Forest Ridge Drive, Bedford Road and L. Don Dodson lack sidewalks altogether. For example, there is currently no

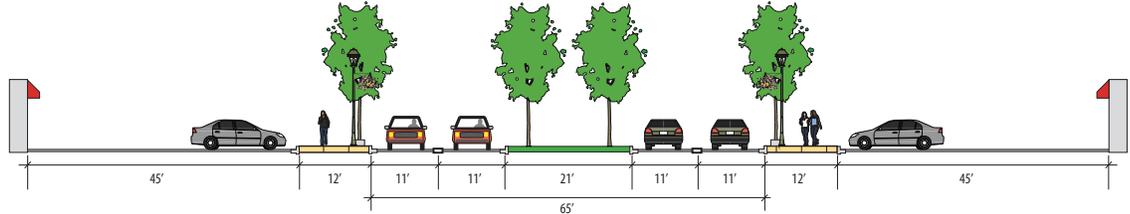


adequate pedestrian link from Boys Ranch to the Bedford Library and City Hall. As new cultural and commercial developments fill in within short distances of each other, the need to drive from one location to the next will be minimized, making improvements to the pedestrian realm a high priority. Also, there are no on-street bicycle facilities located in Bedford, and certain roads in

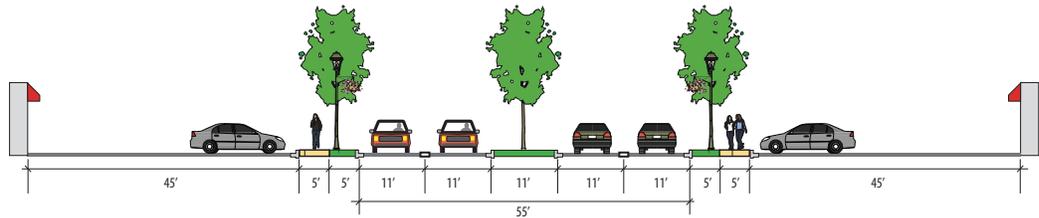
the central area may benefit by the conversion of under used roadway space to bike lanes or shared bike facilities. Wide utility easements, such as the one on Forest Ridge may provide adequate space for an off-street multimodal path, and ideally would link to the park or other public spaces. Improved on- or off-street facilities would enhance walking and biking experiences.

Potential Street Design Concepts

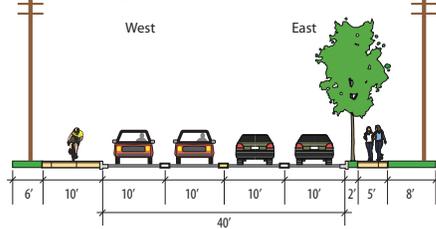
Central Drive



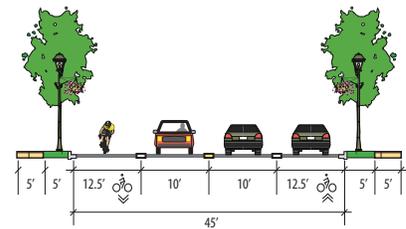
Bedford Road



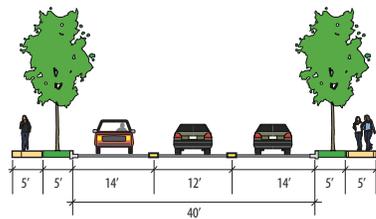
Forest Ridge Drive - North of Bedford Road



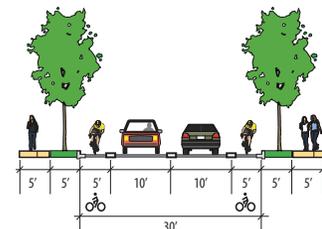
L. Don Dodson Drive / Parkwood Drive



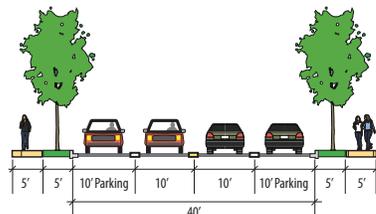
Forest Ridge Drive - South of Bedford Road



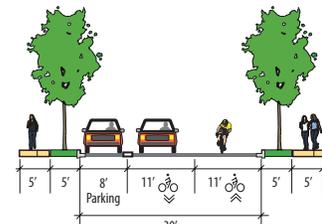
E.M. Bilger Jr. Boulevard (typical internal street)



Shoalmont Road (typical internal street)



Internal Street Option



SITE ANALYSIS

The site analysis map identifies the assets and economic building blocks of the Central Bedford study area. This process utilized information about Bedford's land use, city-owned property, transportation network, open space and floodplain to determine opportunity sites for future development.



Site Analysis Map

THE MARKET ENVIRONMENT

The City of Bedford, as with the rest of the nation, has felt the impact of the recession over recent years. There has been a rise in unemployment, a decrease in sales along with sales tax revenues, and construction has stagnated. However, the impact both within Texas and the DFW Metroplex has been less severe than the rest of the nation, and there are positive signs that the state and local economy have emerged from the recession and are poised for substantial growth over the decades to come.

Residential Analysis

While there is currently an excess supply of housing within the City of Bedford as a whole, Central Bedford is predicted to have a shortage of 713 units by 2015 and a shortage of 1,326 units by 2020. Bedford is well positioned in the region, but has lower per capita income than its peer communities and does not have the level of affluence that can attract the higher spectrum of retail/commercial operators. In order to offset the lower income, one solution would be to integrate higher density residential into the project. The full financial analysis can be found in *Appendix C: Economic Assessment*.

Commercial Analysis

There is approximately 150,000 square feet of potential retail/restaurant/office demand in the Central Bedford study area. Much of this demand is along the Highway 183 corridor, which has a much larger regional customer base. Together with the existing occupied commercial development this amounts to a total of over 380,000 square feet of commercial uses in the area, which includes restaurants, offices and retail. Additional detail on this analysis can be found in *Appendix C: Economic Assessment*.

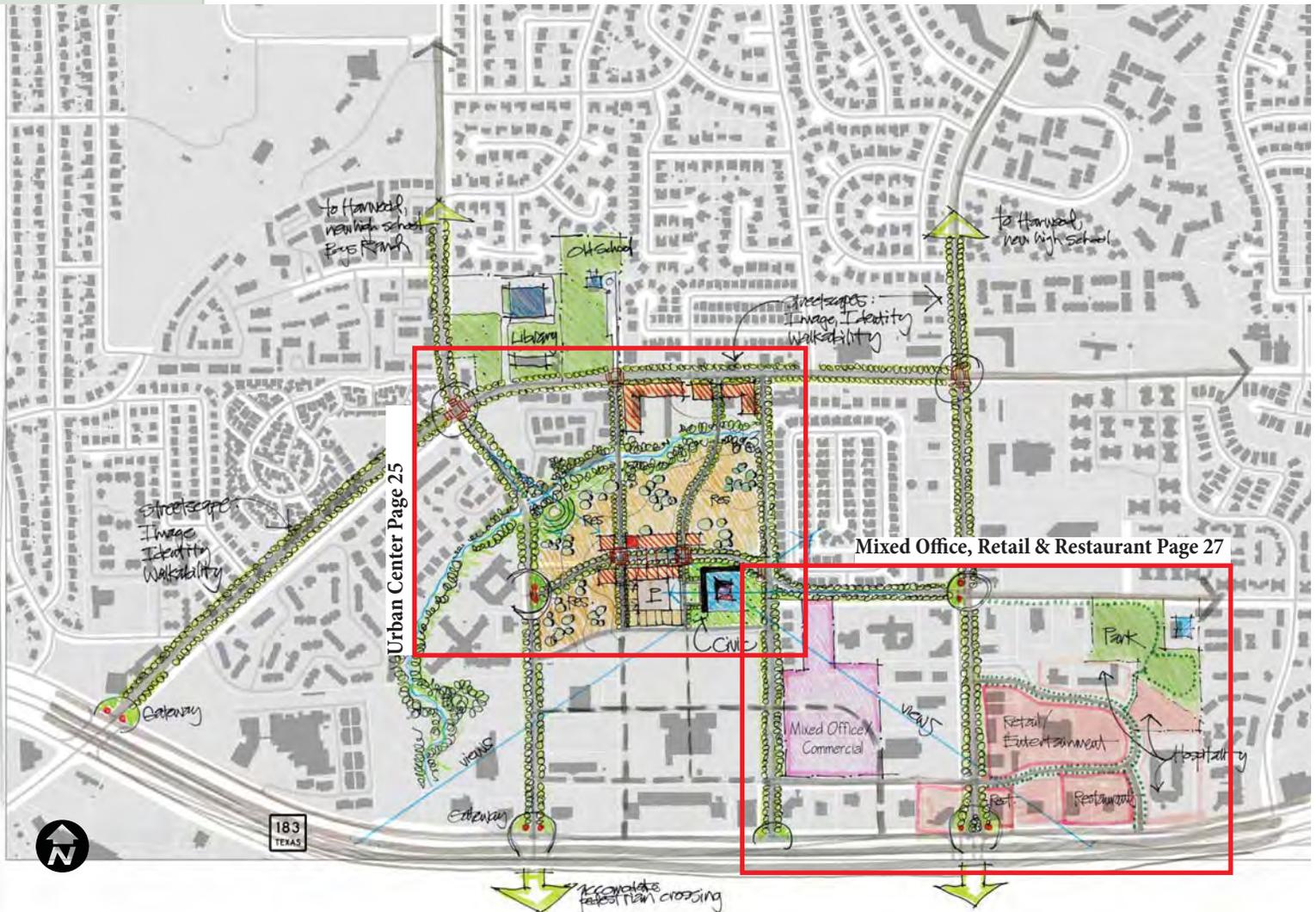
The Vision for Central Bedford

The Central Bedford area is dominated by restaurants (primarily along the freeway); medical-related uses, such as professional offices, clinics, senior care, and senior housing; and civic uses such as city hall, the public library, the Old Bedford School, law enforcement and the parks service center.

In addition, there is a significant amount of vacant land and other properties, including the

current municipal complex and old library, which can be prime candidates for redevelopment. This provides the palette for a substantial amount of new development. The City owns three prime properties in the heart of the center.

Important amenities to the area include the Boys Ranch, Cultural District and a high concentration of restaurants. The Boys Ranch has a range of active and passive recreation activity that is



within easy walking and biking distance from the core of Central Bedford. Implementation of a new Master Plan is just underway for this facility.

The evolving Cultural District is comprised primarily of the Library, Old Bedford School, and surrounding property. It hosts the Christmas Tree Lighting Ceremony, Weddings, Concerts (indoors and out) and Art Exhibits; and it contains meeting and performance spaces. A Cultural District Strategic Plan is also currently underway.

The vision map is a concept of the future of Central Bedford, as shaped by the plan's participants and stakeholders. The map illustrates potential big ideas for development to stimulate future growth, reinvestment and improved connectivity. Together these ideas illustrate a vision of a vibrant and attractive city center.

In the Central Bedford Study Area, there are two specific catalyst sites that provide new opportunities to capture development that achieves the vision for Central Bedford. The sites include the Urban Center which is located around the current Municipal Complex and the Mixed Office / Retail / Restaurant Area which is located south of L. Don Dodson and east of Parkwood Drive and east of Central Drive.

Other elements that make up this vision plan include more specifics about the area's access, identity, transportation and urban design concepts. These establish the framework for the goals and policies that make up the implementation that are needed to transform this plan into reality.



CENTRAL BEDFORD URBAN CENTER

The Urban Center is an important site in the City of Bedford because of its large proportion of developable land (29 acres). Of the developable land, 60% is city-owned.



The Urban Center would consist of lofts, condos, townhouses and possibly small lot single family patio homes. This product type would address an underserved housing market that currently is not included in the City. It would attract a largely new demographic to the City – the young professional, young couples, empty-nesters and retirees. This household demographic market often looks for a true walkable neighborhood which provides opportunities to meet neighbors in the parks, plazas, on the sidewalks and in local coffee shops and restaurants. They want little or no maintenance so that they are free to lock up and travel for business or pleasure.

New restaurant, retail and personal service uses in the Urban Center would be a major amenity for the neighborhood and help fulfill a larger market need. Walking distance to the City's cultural activities and recreational activities are important factors in attracting these new residents and businesses.

The residential goal of the area is to maintain an average residential density of around 32 units / acre. Having a higher density goal in the area will provide many opportunities. First, it will allow for the area to develop into a vibrant center and establish a sense of place within the city. Second, it will increase the potential buying power in the area to approximately \$50 Million. Lastly, it has the potential to increase sales tax generated in the city by \$350,000 every year. This would add



an additional 800 housing units into the area. See Appendix C: Economic Assessment for more details.

The Municipal Complex is currently located in the Urban Center and there is no plan to change its location. However, relocating the Municipal Complex as the area is redeveloped can be reassessed at a future time based on financial opportunities provided from the city or private development.

Site Objectives:

- Mix of housing types
- Attract and retain a mix of population segments
- Walkable area with retail, restaurants, services, and park/plaza space

Possible Housing Choices



TOWNHOMES

Building Height: 2 - 3 stories

Focused Demographic: Families & retirees

Average Density: 15 units / acre

Average Unit Size: 1,600 square feet

Attached garages, small yard



LOFTS

Building Height: 3 - 4 stories

Focused Demographic: Young singles, couples

Average Density: 43 units/acre

Average Unit Size: 1,000 square feet



CONDOS

Building Height: 3 - 4 stories

Focused Demographic: Couples, retirees

Average Density: 25 units / acre

Average Unit Size: 1,600 square feet

Larger average unit size

Limited maintenance

CENTRAL BEDFORD MIXED OFFICE / RETAIL / RESTAURANT AREA

The Mixed Office / Retail & Restaurant Area is an important opportunity area within the City of Bedford. Its proximity to SH 183 provides an excellent location for increased business activity in the region. There are currently 42 acres in this area with 30 of those acres ripe for development. The areas that are developable include both parcels with vacant buildings and greenfield parcels with no structures. Of the 42 acres, 17% are owned by the City of Bedford.



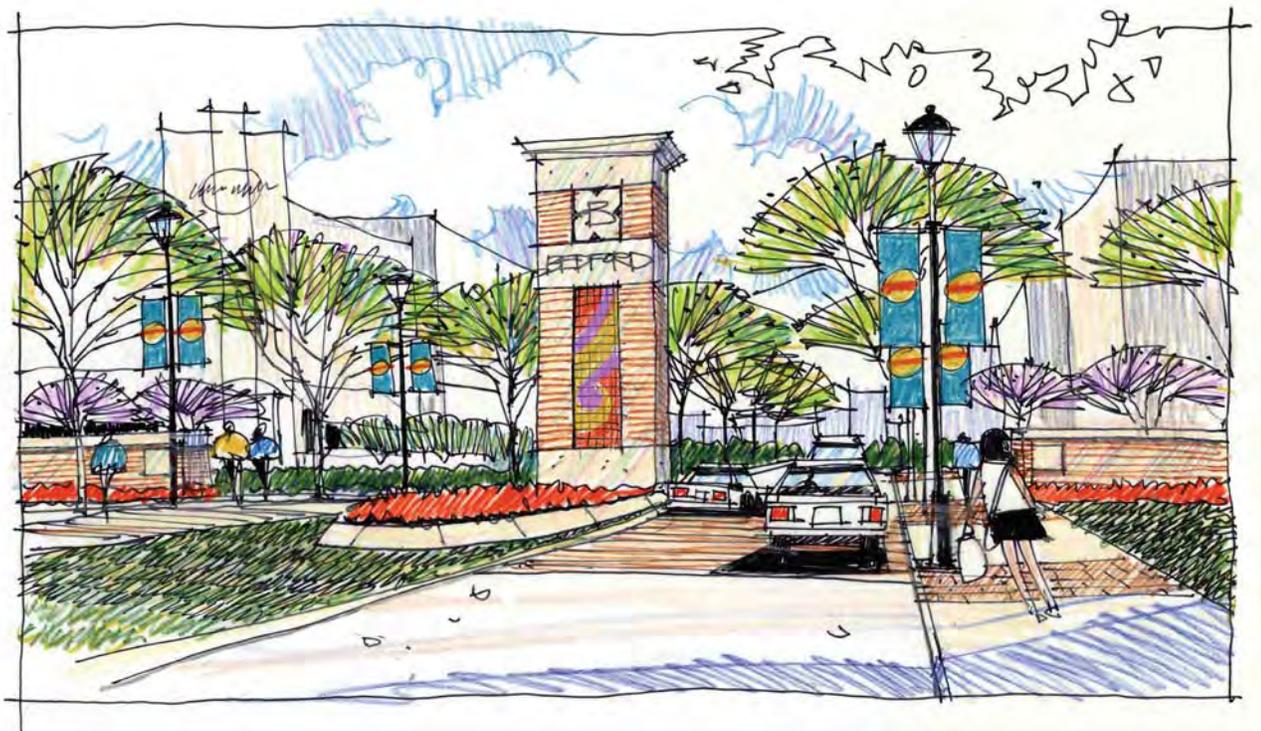
Site Objectives:

- Retain flexible uses
- Walkable area with access to retail, restaurants, personal services, and public space
- Infill development on undeveloped parcels
- Possible redevelopment of aging structures
- Mixed-use
- Combination of on-street and structured parking

The large amount of land that is available for redevelopment at Central and SH 183/121 currently includes outdated and vacant buildings, and successful active restaurants and hotel facilities. This is a good range of uses to take advantage of the freeway adjacency and the private internal access street and parallel collector roads. Commercial buildings located the corners of the intersection could take advantage of the high identity locations, and the extra level of access through providing higher density.

The reconstruction of SH 183 provides additional opportunities for redevelopment along the corridor as many businesses will be looking to improve their structures or build new development in parcels with neglected buildings.

The focus of this area will be on increasing business activity and creating a place similar to what is in the Urban Center. The design standards to be developed following this study will provide cohesiveness between the different focus areas (urban center & mixed office/retail/restaurant). For pedestrians and bicyclists, Shoalmont Road and L. Don Dodson Drive will provide a key link between both areas.



STREETSCAPES

Urban design and streetscaping practices can add significant visual appeal to a street and provide a cohesive sense of place throughout Central Bedford. Intersection improvements may include shortened pedestrian crossings, high visibility and mid-block crosswalks, and attractive pavers. Other elements used to create pedestrian appeal include street furniture, trees and enhanced sidewalks.

On-street parking is an option along the lower-speed internal streets. The travel realm on many of these streets is wide enough to accommodate both travel and parking lanes. As businesses, residences or other civic uses develop, especially with improved street frontage, parking adjacent to the curb would be appropriate. This helps close in the street space, calm traffic, and provide an added safety buffer for pedestrians. If on-street parking does not allow for dedicated bike lanes, streets with reduced vehicular speeds would be ideal for shared-use markings.

Central Bedford has a variety of thoroughfare right-of-way opportunities and constraints, and no single set of design criteria would be appropriate for all roads. The mix of uses and scale of development affect the context on any given street, and the elements within the travel way and pedestrian realm should be prioritized based on those differences. A set of example cross sections is provided to guide the improvement of Central Bedford's connections over the long term.



Bedford Road



Forest Ridge Drive



On-Street Parking Example



Creek through Central Bedford

NATURAL FEATURES

A tributary of Sulphur Branch Creek crosses Forest Ridge north of L. Don Dodson and continues between the new Central Fire Station on Bedford Rd. and the large city-owned vacant tract east of E.M. Bilger Jr. Blvd. There is a significant amount of flood plain associated with this creek on the private property adjacent to the vacant city tract. This provides an opportunity for a special open space feature for future development.

In addition, the elevation of land at L. Don Dodson and Parkwood Dr. is the highest point in the area, lending an opportunity for a landmark structure that could be viewed from SH 183/121.

MUNICIPAL COMPLEX

The property that currently contains the municipal complex is much more valuable as residential or commercial mixed use. A possible alternative would be to develop on the vacant site at the intersection of L. Don Dodson and Parkwood, which could be a highly imageable location. Developing a tall structure on this higher elevation would add to the visual identity of Bedford as seen from the highway.

Additionally, city hall parking could be utilized for special or regular evening and weekend events. In fact, the City Hall could contain multi-use facilities which could accommodate plays, concerts,

lectures and even movies associated with the Cultural District. These types of activities would attract visitors to Central Bedford, who might not otherwise be aware of its other attributes, and support new traffic to surrounding businesses. Development of a new municipal complex does not have to be the first part of the plan implemented, and a public-private partnership could be pursued in connection with the relocation from the current city hall property.



Guiding Principles for Development Standards

Truly great city centers have several attributes in common—

- Placemaking
- Distinctive Destination / Compactness
- Great Streets / Walkability
- Entry Feature Concept
- Mixture of Land Uses
- Engaging Street Wall
- Parking
- Authenticity / Details

PLACEMAKING

Stakeholders and citizens expressed a desire for Central Bedford to develop a “destination atmosphere” - with a thriving mixed-use center and pedestrian-friendly environment. In order to accomplish this, Bedford should focus on attracting new development with qualities that create a sense of place and invite people to live, work, shop and play. The following physical characteristics and design principles are intended to inspire successful placemaking that will give Bedford a distinct center that is both culturally vibrant and economically viable. These ideas establish the framework for developing the urban design concepts on the following pages.

Unique Destination

Central Bedford will require development standards that allow for a human-scaled architectural form unlike what exists in the city today. In order to fulfill the principle of a walkable environment, this central district should encourage properties to develop with respect to one another, creating a compact area with a mix of public and open space. Design guidelines should encourage appealing structures and streetscapes that create a memorable place for both residents and visitors.

Functionality

One of the keys to creating a vibrant central district is embracing a mix of uses – retail, employment, residential and other basic amenities – within a proximity that allows people to reach all destinations by foot. Higher densities with residential units incorporated into or adjacent to office and retail structures promote a walkable area with extended economic activity beyond typical work hours. A higher concentration of activity also promotes community socialization and involvement opportunities, and the district becomes a place for all ages. Improved sidewalk design, pedestrian amenities and public spaces all add to making Central Bedford a safe and comfortable environment, where people can enjoy all destinations without having to re-park their vehicle.



Accessibility

New structures in this central district should generally be designed adjacent to public sidewalks, which create a comfortable street enclosure and consistency to building façades. Prominent points that are seen from a distance orient visitors and enhance the feel of a destination. On-street parallel parking or parking lots behind structures help to encourage visual continuity of the street wall. Pedestrian activity is also invited with a mix of plazas, pocket parks and other informal gathering spaces that would allow socializing and cultural activity, and enhance Central Bedford's diverse environment and unique quality of place.

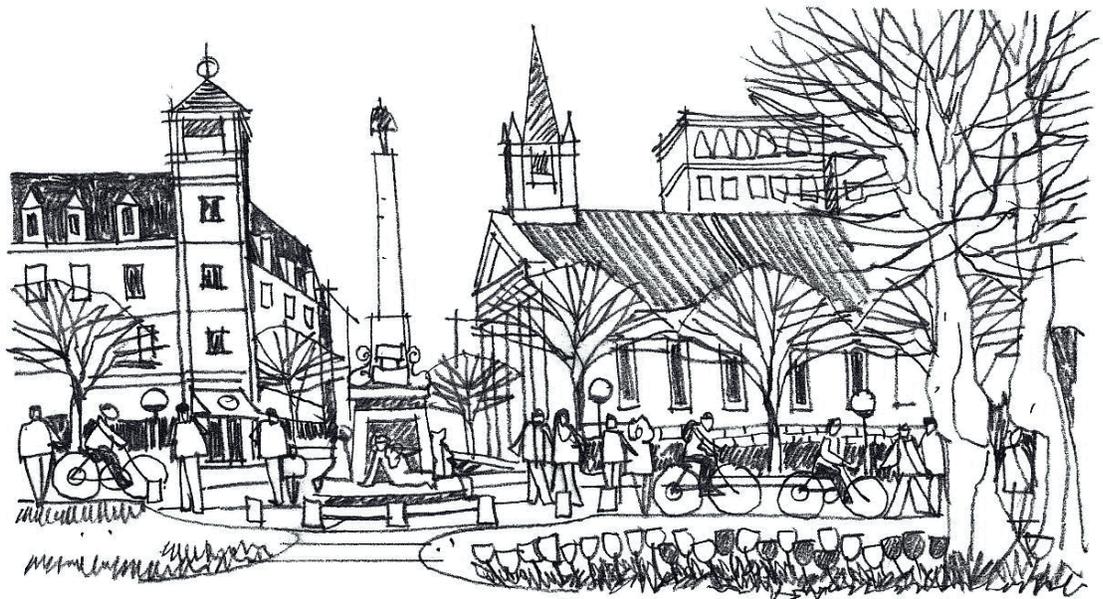


DISTINCTIVE DESTINATION / COMPACTNESS

People are attracted to places that “feel good”, are comfortable and provide the opportunity for social interaction. That has great implications for the design of streets, the range of land uses and the design of buildings, especially at street level.

The city center must be linked to, but distinct from, its surroundings and other districts in the city. It should have compactness, clear edges, human scaled architecture, walkable streets, public gathering spaces, amenities and eye-catching detail. It should be perceived as a distinctive place in its own right , as a singular and appealing destination whose character and vitality make it more than the sum of its individual parts.

A mix of land uses should be established within a quarter mile of the center of the district, promoting a compact, walkable village. It should be the highest density in the City and be identifiable from surrounding major roadways using landmark features such as streetscaping, an iconic structure and entry features.





GREAT STREETS / WALKABILITY

Street design should reflect a dual concept of the street as both a vehicular path and a civic space. Great streets are those that comfortably accommodate multiple users – cars, pedestrians and bicycles. This means easy circulation by vehicles, shade and protection for pedestrians, and safety for cyclists.

When streets are designed for traffic to move between 20 and 25 mph, all users can share the street. Drivers are moving slowly enough to watch for pedestrians and see signs and signals. Pedestrians feel safe crossing the roadway; and cyclists can blend in with vehicular movement.

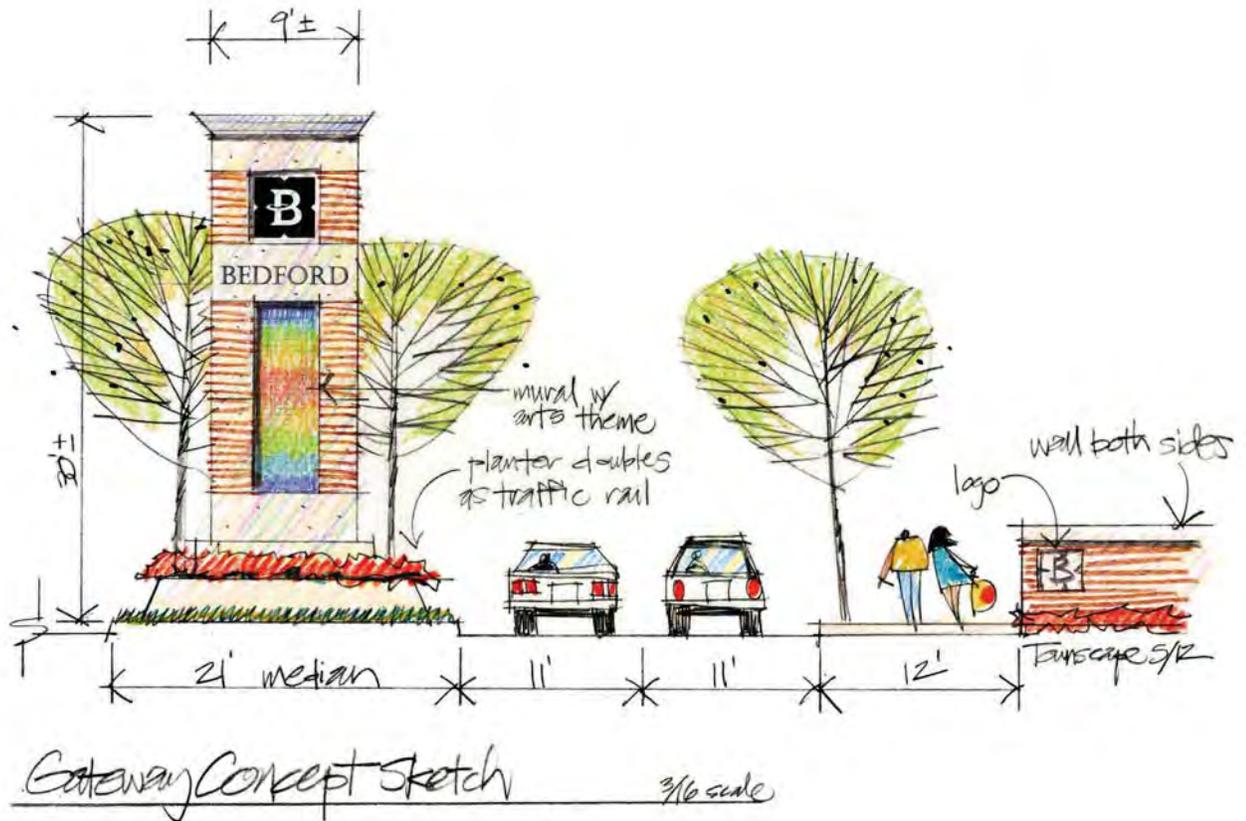
Large shade street trees at 25 to 30 centers behind the curb will help shade the sidewalk and roadway paving to lower the ambient temperature by 7 to 11 degrees and make walking and dining outside desirable, even in the summer.

Other street improvements that help achieve this goal include:

- Bulb-outs at pedestrian crossings
- Special paving at pedestrian crosswalks
- On-street parking
- Street furniture such as pedestrian level lighting, seating and trash bins
- Pedestrian-oriented signage

ENTRY FEATURE CONCEPT

A vertical tower element located near freeway intersections would increase the visibility of the city and its entry points. A structure should be an appropriate height and width to be in keeping with the scale of the width of the street and the adjacent elevated freeway. This prototype includes the City's logo, and street trees are shown as they appear in the cross section design. A planter filled with seasonal color around the base of the tower is designed to double as a concrete "crash rail," to protect vehicles from hitting the tower. This version suggests a tile mural in the center of the tower, executed by a local/regional public artist, to tie in with the City's emphasis on arts and culture. Mural subjects could be abstract designs, could reference the City's history or landscape, or could reference the Blues Festival. If gateway towers are incorporated into more than one entry, each of the murals could be of a different design.



Entry Feature Locations

The “gateway tower studies” drawing shows how the vertical tower concept, the use of the City’s logo, and the same basic palette of materials could be interpreted in a number of different ways.



MIXTURE OF LAND USES

General Land Uses.

City Centers should be a mixture of land uses including retail, personal service, residential and office. This can provide activity during days, evenings and weekends that help animate the city.

Flex space (which can ultimately accommodate retail and restaurant uses) should be constructed along all primary pedestrian corridors in the city center, and should incorporate windows and entries directly to the sidewalk. These spaces can be populated with stores, restaurants and “third places” (places which are not “home” or “work” where people meet, visit and exchange ideas). This will provide an engaging walking environment.

A variety of housing types should also be encouraged, in order to fill a variety of needs and markets.

- Lofts with or without retail/flex space at grade
- Live-Work
- Townhomes
- Condominiums

This works well with the changing demographics both in Texas and the nation. Young professionals, young couples and retirees are attracted to mixed-use pedestrian-oriented city centers. They tend to have a high level of disposable income to support restaurants and other businesses.



Open Space and Trails.

All compact city centers should have pockets of green space and be tied into a regional trail system. This helps to provide a focus for the city center and its neighborhoods in the form of green space, parks and plazas. Trail systems will help link the city center to surrounding neighborhoods, and to cultural and recreational activities.



ENGAGING STREET WALL

Buildings should generally be placed at the sidewalk to give streets and blocks a comfortable sense of enclosure. Continuity of windows and doors

should create a permeable relationship between the buildings and the sidewalk, connecting inside to outside. A consistent “visual texture” for the street wall, created by complementary arrangements of floor lines, window and door openings and other features is more important to a cohesive image than a consistent architectural style.



PARKING

Parking should be maximized on streets to provide easy customer access to businesses. Additional parking should be relegated to the center of blocks and lined with buildings. Parking requirements for office, retail and restaurant uses should be the same in order to allow changes in use of “flex” space at grade over time.



Parking should also be shared between non-residential uses in the district to minimize the amount of parking that is reserved for individual users. This will greatly improve the efficiency of parking and reduce the total amount of parking spaces that must be built for development.

AUTHENTICITY / DETAILS

City centers must look and feel like the “real thing” and not an accumulation of faceless temporary buildings. Solid, enduring materials should be used; buildings should be articulated in a way that establishes a rhythm of bays; and windows should be “punched” and have shadow lines rather than be flush with the building wall surface.

Historic Texas towns have these details including buildings with a distinct “bottom”, “middle” and “top” to them, as well as inset entries to stores to better provide for browsing.

The framework and building infrastructure of great city centers should be timeless. They should attract people who will fix them up rather than tear them down – and who will reinvest in them rather than remove them.



URBAN DESIGN CONCEPTS

The following concepts were developed at a one-day charrette with City leaders and stakeholders, and the consultant team.

The principal concept is to build on the locational strengths of this area within the sub-region, and the strong presence of the --

- Physical attributes of the area including the topography and trees, which are special in this part of the metroplex.
- Cultural activities and facilities in the Library, Old Bedford School and their grounds which provide opportunities for performances and activities,
- Recreation activities afforded by the Boys Ranch
- Restaurant destinations that have evolved along the highway in this location, and
- Concentration of senior care and housing.

Identifying concentrations of land uses, vacant properties and adjacencies, and evaluating accessibility, four land use development nodes emerged to build upon. Each of these uses was identified as strong opportunities in the market research analysis.

1. Higher end Urban Neighborhood with retail and restaurant support uses,
2. A new Municipal Center at a prominent point to give identity to Central Bedford, and to the entire City,
3. A mixed office/commercial comprised of corporate offices, laboratories, testing facilities and rehabilitation, and with the ability to attract additional business expansion in the area.
4. A strengthened Restaurant and Hospitality District



Nodes of Activity Diagram

Central Bedford

Implementation Strategy

TASK 1: DEVELOP MARKETING STRATEGY

This would include a brief summary document with illustrative figures that outline the potential development standards, the vision for Central Bedford, and the financial benefit to locating in Bedford. The document would give developers a clear view of the goals the City has for Central Bedford and what partnerships each owner would have in working to implement the vision.

TASK 2: DEVELOPING REGULATING STANDARDS FOR CENTRAL BEDFORD

Task 2-1: District Regulating Workshop

This task would occur within a few months of the adoption of the Central Bedford Vision document. The purpose of this workshop is to discuss the implementation schedule and the different options and alternatives for regulating the Central Bedford Development Zone. This workshop would include various city departments, City Council and the Central Bedford Stakeholder Committee. Topics will include discussing building types, architectural design and potential regulating formats.

Task 2-2: Develop Regulating Standards

This task would involve the updating of the development code to reflect new regulations within the Central Bedford Redevelopment Zone. This revised code would include updated height, area and density standards; lot coverage; and parking regulations. This overlay district will also include the following separate standards to more fully coordinate the look and feel of the Central Bedford area. These can include: zoning standards, parking standards, lighting and utility standards, landscaping standards, urban design features, street standards, street typologies, and intersection design.

Task 2-3: Update the Development Standards (P&Z / City Council)

This task would include updating the current zoning code with the new regulations developed in task 2-2. These changes would need to be reviewed by the Planning and Zoning Commission with a 60 day waiting period before having the reading/public hearing in City Council.

TASK 3: UPDATE PARKS AND RECREATION MASTER PLAN

With the changes proposed in this vision it is important for the City to re-examine its Parks and Recreation Master Plan to include parks, existing trails, future trails and on-street bicycle facilities within the Central Bedford area.

TASK 4: ENTRY FEATURES

Task 4-1: Entry Feature Design

This task would involve the adoption of the entry feature design and its location at key entry points in the area. The purpose is to create a uniform theme for the City as both a marketing effort and an aesthetic effort. The engineering design will occur during this task and the Opinion of Probable Construction Cost (OPCC) will be developed to guide inclusion into the City's Capital Improvement

Program (CIP). The location of the entry features identified during the visioning process is: SH 183 & Central Drive, SH 183 & Forest Ridge Drive, SH 183 & Bedford Road, Harwood Road & Forest Ridge Drive, Central Drive & Bedford Road, L Don Dodson Drive and Central Drive

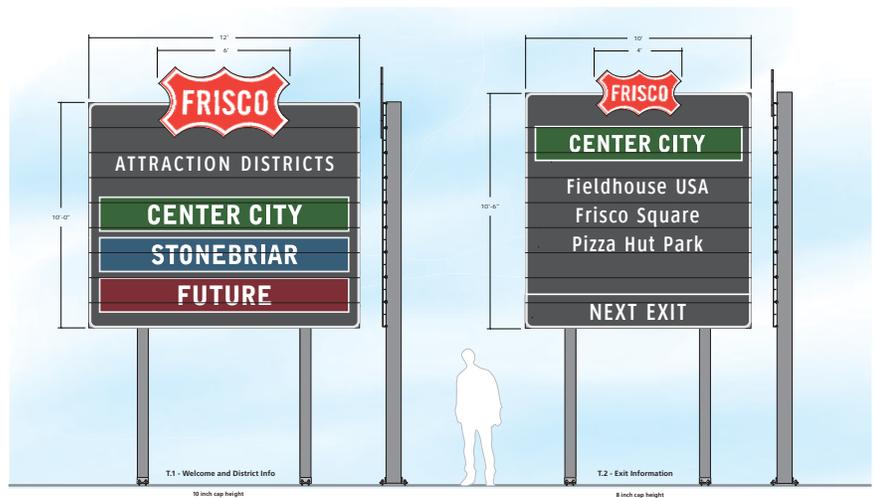
Task 4-2: Entry Feature Construction

As the construction completes on the widening of SH 183, the City should begin the installation of the Central Bedford Entry Feature Concepts as found on page 33. The goal of this feature is to express the City's continued commitment to the Central Bedford Development Zone. Three gateway locations have been identified at SH 183 and Bedford Road, SH 183 at Forest Ridge Drive and SH 183 at Central Drive. The different tower concepts can be found on page 34.

TASK 5: STREET WAYFINDING

Task 5-1: Prepare Street Wayfinding Sign Details and Location Plan

This task involves designing street wayfinding signage consistent with the look and feel of Central Bedford. These signs would assist in guiding people to important locations in Central Bedford. The following specific subtasks will be completed: prepare sign plan details, prepare a sign location plan and a message schedule, and compile and update the opinion of probable construction cost.



Example wayfinding sign details from Frisco

Task 5-2: Construction of Street Wayfinding

For mid-term improvements the City should begin to implement a system of way-finding signage to assist in guiding people to important locations in Central Bedford. As street signs and infrastructure are replaced, the City should update the feature to correspond with the way-finding design standards.

TASK 6: STREET IMPROVEMENTS AND STREETSCAPING

Task 6-1: Street Improvements and Streetscaping Design

This task will utilize the potential street design concepts (pg. 21) as the base for designing new streets in the Central Bedford Development Zone. The key corridors to focus on for improvement stemming from the development of the vision are: Forest Ridge Drive (South of Bedford Road), L. Don Dodson Drive, E.M. Bilger Jr Blvd, and Shoalmont Road

Task 6-2: Street Improvements and Streetscaping Construction

The construction of street improvements and streetscaping elements should be completed to improve safety and aesthetics along the corridors within Central Bedford. The improvements can be coordinated with other rehab projects to reduce the potential construction costs associated with the improvements. As the area increases in development, the City should dedicate funds to assist in the streetscaping and landscaping of the corridors.

IMPLEMENTATION SCHEDULE

| Tentative Schedule | | 2013 | | | | | |
|--|-------------------------------------|-------------|--|--|---|---|---|
| | | Q2 | | | Q3 | | |
| Key Task Name | Department | | | | | | |
| Task 1: Develop Marketing Strategy | City Manager / Economic Development | | | |  |  | |
| Task 2: Developing Regulating Standards for Central Bedford | Planning & Zoning | | | | |  | |
| Task 2-1: District Regulating Workshop | Planning & Zoning | | | | |  | |
| Task 2-2: Develop Regulating Standards | Planning & Zoning | | | | | |  |
| Task 2-3: Update the Development Standards | Planning & Zoning | | | | | | |
| Task 3: Update Parks and Recreation Master Plan | Parks & Recreation | | | | | | |
| Task 4: Entry Features | Planning & Zoning | | | | | | |
| Task 4-1: Entry Feature Design | Planning & Zoning / Public Works | | | | | | |
| Task 4-2: Entry Feature Construction | Public Works | | | | | | |
| Task 5: Street Wayfinding | Public Works / Planning & Zoning | | | | | | |
| Task 5-1: Street Wayfinding Sign Details and Location Plan | Public Works | | | | | | |
| Task 5-2: Construction of Street Wayfinding | Public Works | | | | | | |
| Task 6: Street Improvements and Streetscaping | Public Works / Planning & Zoning | | | | | | |
| Task 6-1: Street Improvements and Streetscaping Design | Public Works / Planning & Zoning | | | | | | |
| Task 6-2: Street Improvements Streetscaping Construction | Public Works / Planning & Zoning | | | | | | |

| | 2014 | | | 2015 | | | 2016 | | | 2017 | | | 2018 | | | 2019 | | | 2020 | | |
|----|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------|--|--|------|--|--|
| Q4 | | | | | | | | | | | | | | | | | | | | | |
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Vision

Summary

Planning for and implementing high quality, unique development is critical to the future of Bedford in order to create a place that is desired by the residents of Bedford. Citizens recognize that it is time to capitalize on Bedford's potential by implementing a thriving center. In recent years, there has been increasing demand for distinctive residential and commercial uses in central city districts, and cities locally and nationwide have begun to respond to this demand.

This vision creates a central district that will stimulate new investment, supported by the availability of publicly held land prime for new development, as well as a strong public interest in the success of Bedford. It establishes a unique identity, with a city center that reflects its culture, character and values. This vision will be used to attract developers and land owners that want to work together with the City in creating a unique destination that builds on the character of Bedford.

In the Central Bedford study area, there are two specific catalyst sites that provide new opportunities to capture development that achieves the vision for Central Bedford:

Urban Center

- Mix of housing types
- Attract and retain a mix of population segments
- Walkable area with retail, restaurants, services, and park/plaza space

Mixed Office / Retail / Restaurant Area

- Retain flexible uses
- Walkable area with access to retail, restaurants, personal services, and public space
- Infill development on undeveloped parcels
- Possible redevelopment of aging structures
- Mixed-use
- Combination of on-street and structured parking

Additionally, this vision sets up development standards guiding principles to assist as the next steps of this vision are implemented. They set the framework to begin establishing the development standards in the next phase that will codify the development process and allow for clear guidance for those developing in Central Bedford.

Appendix A:

Visual Preference Survey Results

Commercial Development



Rank 4
5.1

Rank 3
14 Votes



Rank 6
3.8

Rank 6
0 Votes



Rank 3
5.2

Rank 4
1 Vote



Rank 4
5.1

Rank 4
1 Vote



Rank 2
6.9

Rank 2
24 Votes



Rank 1
7.5

Rank 1
60 Votes

Results

- Stakeholder Committee
- Public Open House

Mixed-Use Development



Rank 6
5.8

Rank 3
5 Votes



Rank 1
7.5

Rank 2
40 Votes



Rank 3
6.7

Rank 4
4 Votes



Rank 4
6.1

Rank 5
2 Votes



Rank 2
7.1

Rank 1
46 Votes



Rank 4
6.1

Rank 5
2 Votes

Residential Development



Rank 10
4.7

Rank 8
2 Votes



Rank 8
5.0

Rank 4
9 Votes



Rank 6
5.1

Rank 7
5 Votes



Rank 1
6.3

Rank 6
6 Votes



Rank 12
4.2

Rank 10
0 Votes



Rank 5
5.8

Rank 5
8 Votes



Rank 2
6.2

Rank 1
27 Votes



Rank 3
6.1

Rank 2
21 Votes



Rank 9
4.8

Rank 9
1 Vote



Rank 3
6.1

Rank 3
17 Votes



Rank 11
4.3

Rank 10
0 Votes



Rank 6
5.1

Rank 10
0 Votes

Streetscapes



Rank 1
7.9

Rank 1
52 Votes



Rank 3
7.1

Rank 3
23 Votes



Rank 5
6.7

Rank 6
4 Votes



Rank 6
5.7

Rank 4
20 Votes



Rank 2
7.7

Rank 5
11 Votes



Rank 4
6.8

Rank 2
35 Votes

Appendix B:

Guiding Principles Survey Results

| | | Stakeholders | | Public | |
|---|---|--------------|-------|------------|-------|
| | Best Economic Principle to Build On | Score | % | Score | % |
| 1 | Location - being central in metroplex | 15 | 39.5% | 36 | 29.5% |
| 2 | Availability of large tract owned by city | 9 | 23.7% | 27 | 22.1% |
| 3 | Restaurants | 8 | 21.1% | 25 | 20.5% |
| 4 | Medical-related uses | 5 | 13.2% | 22 | 18.0% |
| 5 | Highway improvements | 1 | 2.6% | 5 | 4.1% |
| 6 | Banking and services | 0 | 0.0% | 3 | 2.5% |
| 7 | Nightlife | 0 | 0.0% | 3 | 2.5% |
| 8 | Large number of households | 0 | 0.0% | 1 | 0.8% |
| | Total | 38 | | 122 | |

| | | Stakeholders | | Public | |
|----|--|--------------|-------|--------|-------|
| | Plan's Biggest Goals/Hopes | Score | % | Score | % |
| X | Increase revenue to the city | X | | | |
| 1 | Businesses that will thrive over the long term | 3 | 7.9% | 30 | 25.4% |
| 2 | A plan that captures Bedford's community spirit, quality of life and community pride | 7 | 18.4% | 23 | 19.5% |
| 3 | Development supported by all residents that people will return to over and over | 15 | 39.5% | 3 | 2.5% |
| 4 | A plan to improve the image of Bedford | 1 | 2.6% | 10 | 8.5% |
| 5 | A plan with a strong foundation in aesthetics | 1 | 2.6% | 8 | 6.8% |
| 6 | A strong, phase-able implementation plan | 0 | 0.0% | 9 | 7.6% |
| 7 | An aggressive plan that is grounded in reality | 8 | 21.1% | 0 | 0.0% |
| 8 | Connectivity to trails | 0 | 0.0% | 8 | 6.8% |
| 9 | No Central Bedford Development (write-in) | - | - | 8 | 6.8% |
| 10 | A plan that the city can afford to support and help finance | 2 | 5.3% | 5 | 4.2% |
| 11 | Keep Bedford from being fragmented | 0 | 0.0% | 6 | 5.1% |

| | | | | | |
|-----------|---|-----------|------|------------|------|
| 12 | Identify the heart of Bedford that becomes known as “Bedford” | 1 | 2.6% | 4 | 3.4% |
| 13 | Create a place where people enjoy walking and feel safe | 0 | 0.0% | 2 | 1.7% |
| 14 | More “green” development - similar to the library | 0 | 0.0% | 1 | 0.8% |
| 15 | Better connections with Central Bedford | 0 | 0.0% | 1 | 0.8% |
| | Total | 38 | | 118 | |

| | | Stakeholders | | Public | |
|-----------|--|--------------|-------|------------|-------|
| | Type of Desired Development | Score | % | Score | % |
| 1 | Mixed use with shops, restaurants, services, office and modern residential | 12 | 31.6% | 33 | 28.9% |
| 2 | Pedestrian-friendly development | 2 | 5.3% | 29 | 25.4% |
| 3 | Destination atmosphere | 13 | 34.2% | 0 | 0.0% |
| 4 | Retail - shops, restaurants and services | 3 | 7.9% | 10 | 8.8% |
| 5 | Arts and cultural uses | 3 | 7.9% | 11 | 9.6% |
| 6 | Park and community square | 0 | 0.0% | 11 | 9.6% |
| 7 | Green space and fountains | 1 | 2.6% | 6 | 5.3% |
| 8 | Hotel and business destination uses | 0 | 0.0% | 7 | 6.1% |
| 9 | Nightlife to continue to attract young professionals | 1 | 2.6% | 3 | 2.6% |
| 10 | Municipal complex | 2 | 5.3% | 0 | 0.0% |
| 11 | Big box retail and regional retailers | 1 | 2.6% | 1 | 0.9% |
| 12 | Offices | 0 | 0.0% | 1 | 0.9% |
| 13 | Condos and townhomes | 0 | 0.0% | 1 | 0.9% |
| 14 | Open air uses | 0 | 0.0% | 1 | 0.9% |
| 15 | Signature use - like a stadium or performing arts center | 0 | 0.0% | 0 | 0.0% |
| 16 | Amphitheater | 0 | 0.0% | 0 | 0.0% |
| | Total | 38 | | 114 | |

| | | Stakeholders | | Public | |
|---|---|--------------|-------|------------|-------|
| | Long-Term Dream for Bedford | Score | % | Score | % |
| 1 | A destination, that residents and visitors enjoy coming to - with entertainment, culture and places to eat | 16 | 42.1% | 26 | 23.2% |
| 2 | A walkable business district with community services enhanced by cultural offerings | 0 | 0.0% | 32 | 28.6% |
| 3 | A thriving mixed-use center where people can live, work, shop and recreate | 12 | 31.6% | 10 | 8.9% |
| 4 | A vibrant community that is seasoned and aging well - and continues to be open for new opportunities from the standpoint of arts, culture and development | 0 | 0.0% | 16 | 14.3% |
| 5 | A regional leader in quality of life - with nice homes, a safe community, and strong businesses | 0 | 0.0% | 16 | 14.3% |
| 6 | Forward design and buildings - something that will hold its looks and value through the years | 4 | 10.5% | 11 | 9.8% |
| 7 | A popular regional destination that is considered one of the "best" | 5 | 13.2% | 1 | 0.9% |
| 8 | An area with well-known big box retailers | 1 | 2.6% | 0 | 0.0% |
| | Write-In Ideas | | | | |
| | Tax incentives | | | | |
| | Public-private partnerships | | | | |
| | Total | 38 | | 112 | |

Appendix C:

Economic Assessment

Near the beginning of the Central Bedford study, a preliminary economic assessment was conducted to determine the market potential of the study area. Below are the findings of that study:

THE MARKET ENVIRONMENT

The City of Bedford, as with the rest of the nation, has felt the impact of the recession over recent years. There has been a rise in unemployment, a decrease in sales along with sales tax revenues, and construction has stagnated. However, the impact both within Texas and the Dallas/Fort Worth metroplex has been less severe than the rest of the nation, and there are positive signs that the state and local economy have emerged from the recession and are poised for substantial growth over the decades to come. According to the O’Neil Center for Global Markets and Freedom, between 2004 and 2008, net migration added more than half a million people to Texas, more than any other state, with most arriving from within the country. These newcomers were overwhelmingly attracted to DFW, as well as other major metropolitan areas. These population shifts created a financial inflow into the state of nearly \$10 billion. The state continues to see a rise in population growth, largely due to a continued influx in migration attracted to the relative low cost of living and strong economic opportunities, which include the energy, transportation, and technology sectors. In addition, the relatively low tax rates, land and resource availability, and a competitive labor market indicate future development and growth. It is important for Bedford to be on the leading edge of attracting new people and capital.

| Year | A. Sales Tax | B. Unemployment | C. SFR Permits |
|-------|--------------|-----------------|----------------|
| 2001 | 9,454,672 | 2.30% | 299 |
| 2002 | 8,811,794 | 3.10% | 168 |
| 2003 | 8,015,201 | 3.20% | 104 |
| 2004 | 8,041,905 | 2.90% | 86 |
| 2005 | 8,251,538 | 4.40% | 113 |
| 2006 | 8,980,548 | 4.00% | 67 |
| 2007 | 9,449,224 | 3.70% | 50 |
| 2008 | 9,585,194 | 4.20% | 64 |
| 2009 | 9,289,143 | 6.70% | 4 |
| 2010 | 9,544,889 | 7.40% | 23 |
| 2011* | 9,057,171 | | |

Table 1: Recent Bedford Annual Indicators

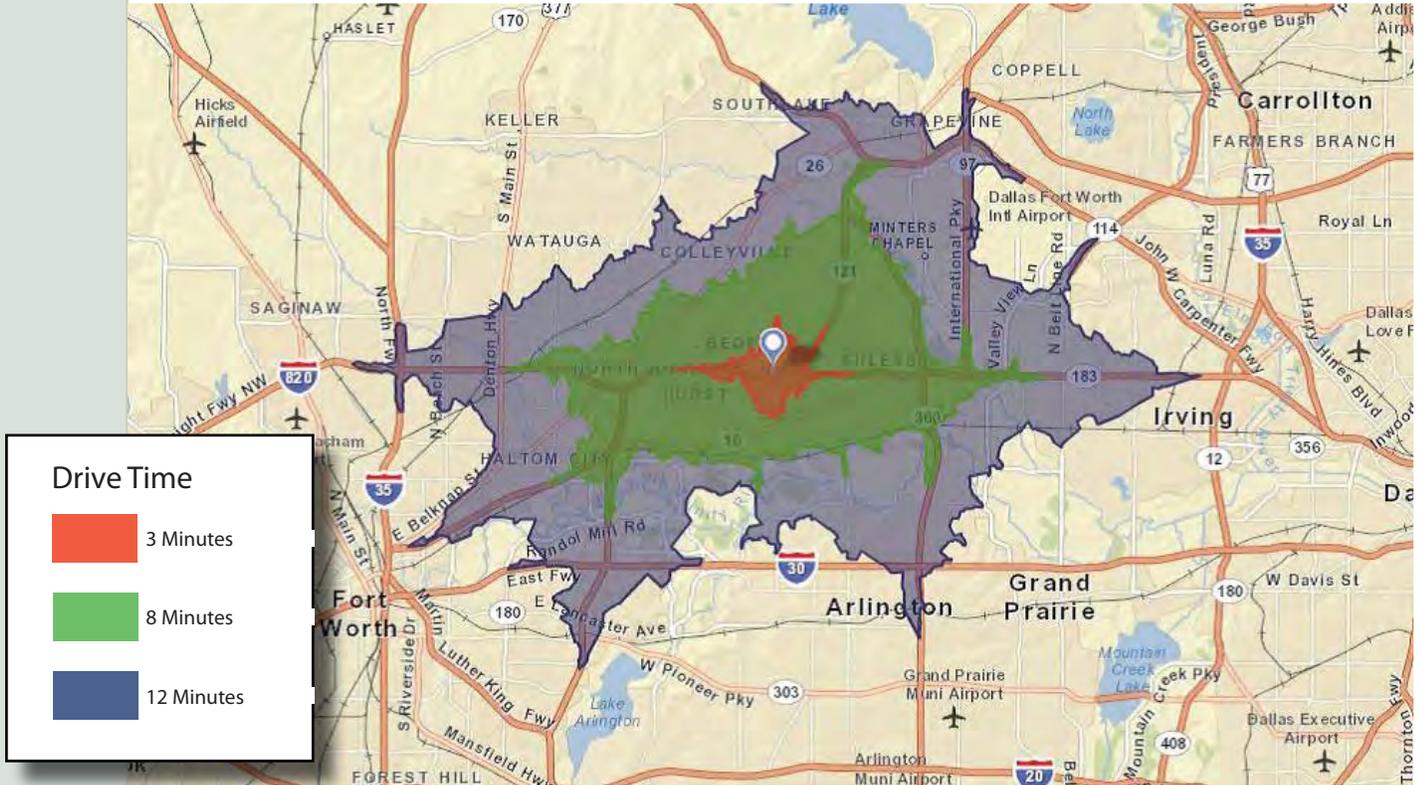
Source: A. Texas Comptroller; B. Bureau of Labor Statistics; C. Census Bureau

*Portions of the data for 2011 and 2012 were not available during the study period

THE TRADE AREA

The retail trade area is a somewhat subjectively defined geography that identifies the area in which residents are most likely to use Bedford as their destination for goods and services, and the area from which downtown Bedford is now or could potentially draw retail customers. The area is defined considering physical barriers, transportation access, competing shopping areas, and residential proximity. The following map shows the Trade Area for Bedford with a 3, 8, and 12 minute drive time.

Comparable Trade Areas



Given Bedford’s goal to develop a thriving commercial district that grows the city’s tax base, it is important to view the city’s economic strengths compared to other area retail centers. The following table presents selected demographic characteristics within an 8 minute drive of Central Bedford and other comparable commercial centers: Southlake Town Square, Keller Town Center, and Fort Worth 7th Street. While Colleyville and Southlake have higher average incomes in their trade area, Bedford has the advantage of being able to attract consumer spending from a much larger population.

| 2010 Summary | Bedford | Colleyville | Southlake | Fort Worth |
|--------------------------|----------|-------------|-----------|------------|
| Population | 146,544 | 73,837 | 40,210 | 131,318 |
| Households | 59,328 | 25,832 | 13,248 | 47,571 |
| Families | 37,184 | 20,688 | 10,613 | 25,984 |
| Average Household Size | 2.45 | 2.85 | 3.02 | 2.57 |
| Owner Occupied HUs | 31,045 | 20,084 | 9,776 | 22,415 |
| Renter Occupied HUs | 28,284 | 5,748 | 3,472 | 25,156 |
| Median Age | 36.7 | 40.8 | 37.8 | 32.7 |
| Median Household Income | \$64,021 | \$96,337 | \$108,143 | \$41,059 |
| Average Household Income | \$77,430 | \$121,256 | \$142,585 | \$55,474 |
| Per Capita Income | \$31,507 | \$42,679 | \$46,951 | \$21,112 |

Table 2: Regional Trade Area Characteristics (8 minute drive time)

RETAIL ANALYSIS

The methods used for the projections in this report use growth patterns in the City of Bedford to determine the consumer demand for retail, restaurants, entertainment and the associated real estate demand for commercial and residential properties.

Key Assumptions for Overall Forecasts

- Base data was derived from a number of sources, including County Business Patterns, The North Central Texas Council of Governments (NCTOG), the Texas Comptroller’s Office, the Bureau of Labor Statistics/Texas Workforce Commission, the Census Bureau, and The City of Bedford.
- The City of Bedford population projections were based on a **5.6% annual growth rate**, which reflects the average compound annual growth rate (CAGR) since 1970 for the City of Bedford and nearby comparison cities of Southlake, Colleyville, Keller and Grapevine. However since 2000, the growth in Bedford has leveled off at 0.4%.
- Commercial development potential was based on population, demographics, income, travel patterns, and supply within the trade area.

Table 6 shows the commercial supply and demand within a 3 mile drive time of Central Bedford. Currently there is potential for \$5,607,617 of additional retail trade and food sales that is being lost to nearby markets. This means the existing population and workforce in Bedford could support an additional 18,500 square feet of retail/commercial space. Table 7 shows the projected demand and supply of retail and food sales over the next 3 to 8 years. Based on current conditions, Bedford’s potential sales loss to surrounding areas will grow to \$34,549,150. In this scenario, Bedford has the potential to develop approximately 80,000 to 90,000 square feet of retail space to meet future demand.

| | Current Demand | Current Supply | Surplus / Leakage |
|-------------------------------------|----------------|----------------|---------------------|
| Total Retail Trade | \$146,328,262 | \$135,862,118 | \$10,466,144 |
| Total Food & Drink | \$26,303,072 | \$31,161,599 | \$4,858,527 |
| Total Retail Trade and Food & Drink | \$172,631,334 | \$167,023,717 | \$5,607,617 |

Table 3: Current Commercial Development Potential (2012)

| | 2015 | | 2020 | |
|-------------------------------|------------------|---------------------|------------------|---------------------|
| | Predicted Demand | Surplus / Leakage | Predicted Demand | Surplus / Leakage |
| Total Retail Trade | \$158,119,138 | \$22,257,020 | \$170,860,102 | \$34,997,984 |
| Total Food & Drink | \$28,422,528 | \$2,739,071 | \$30,712,765 | \$448,834 |
| Total Retail and Food & Drink | \$186,541,665 | \$19,517,948 | \$201,572,867 | \$34,549,150 |

Table 4: Projected Retail Leakage (2015 & 2020)

Key: **Green type** shows leakage, or potential Bedford residents’ dollars leaving Bedford.

Red type shows surplus, or money coming into Bedford from residents outside the city.

A few observations indicate why Bedford is falling short in meeting its current retail demand:

- The city has a high-level residential economy, but few commercial areas to capture existing retail demand and future growth.
- Fragmented retail development limits potential total sales.
- Access and visibility to most of the study area is limited.
- Much of Bedford’s retail is in aging strip malls that are not attractive when compared to modern mixed-use areas.
- Additional centrally-located entertainment, retail and restaurant uses could capitalize on the existing regional workforce.

RESIDENTIAL CHARACTERISTICS

Real estate demand is directly related to the local economy. Job creation and increased wealth, which are attributed to positive economic conditions, create the need and ability to acquire commercial and residential property. The figures below show building permit issues for residential construction, and the mixture of housing types for Bedford and comparison cities. Since 2009, there has been an increase in building permits. While most surrounding communities are comprised of a significant majority of single family homes, Bedford has a more even mix, with a larger percentage of multi-family units than the county as a whole.

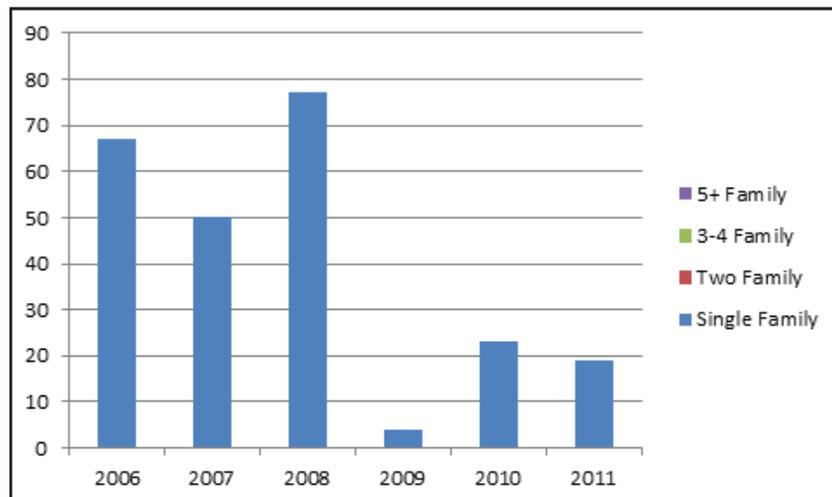


Figure 1: Building Permits in the City of Bedford

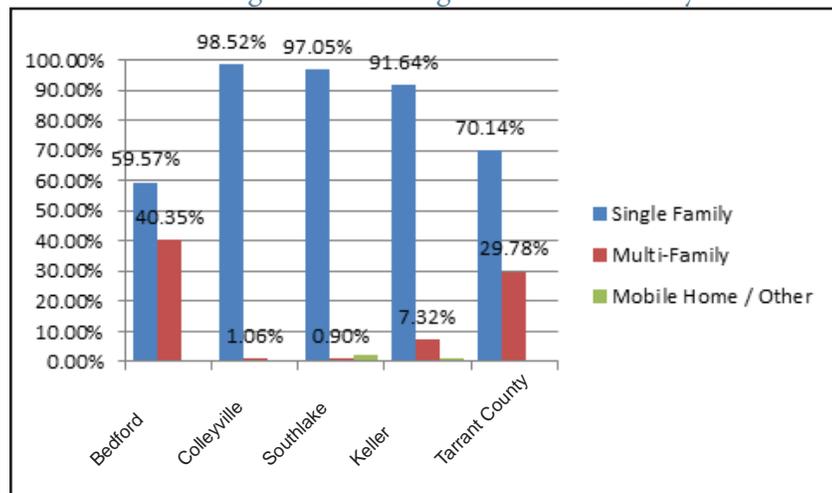


Figure 2: Housing Mixture

Figure 3 shows the age of housing between Bedford and comparison cities. Currently, the housing stock in Bedford consists of a larger portion of homes built prior to 1990 compared to the remainder of the county. Over 40% of homes were built between 1980 and 1989. Figure 4 shows the value of owner occupied units across Bedford and comparison cities. Approximately 90% of all housing in Bedford is valued at \$100,000 or more.

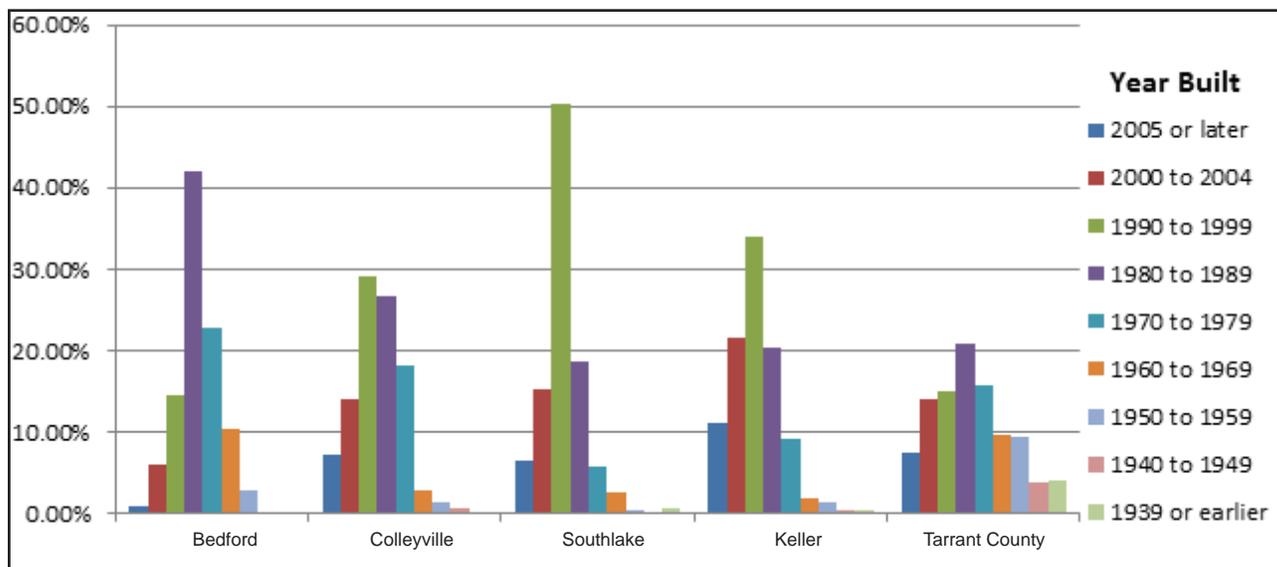


Figure 3: Age of Housing by City

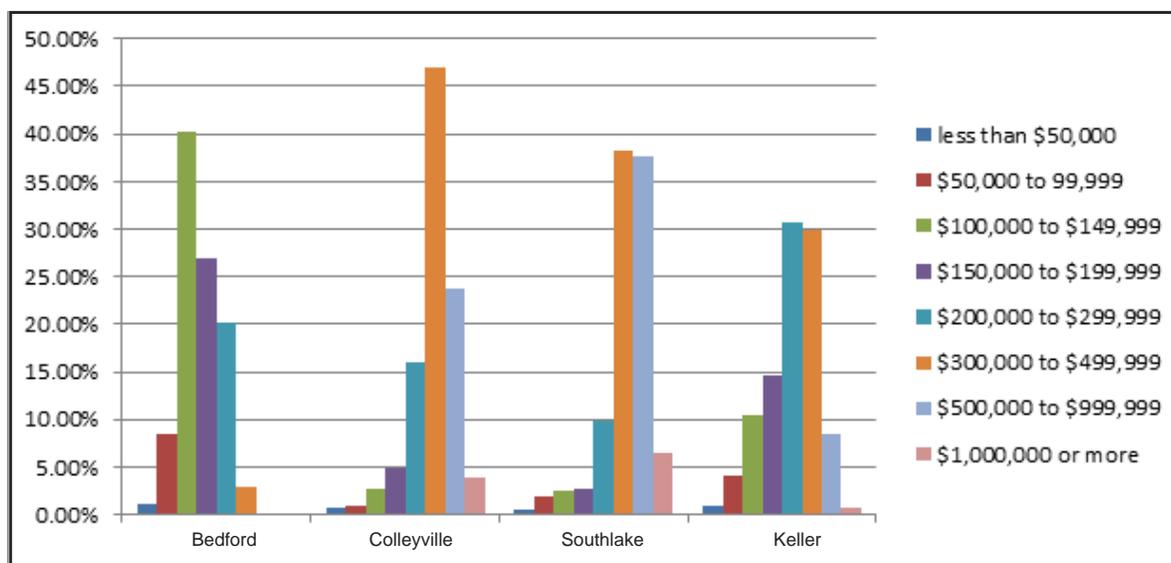


Figure 4: Value of Housing by City

RESIDENTIAL ANALYSIS

While there is currently an excess supply of housing within the City of Bedford as a whole, Central Bedford is predicted to have a shortage of 713 units by 2015 and a shortage of 1,326 units by 2020.

| | Year | Predicted Population | Predicted Housing Demand (Units) | Current Housing Supply (Units) | Market Absorption (Units) |
|---------------------------------------|------|----------------------|----------------------------------|--------------------------------|---------------------------|
| City of Bedford | 2015 | 50,776 | 20,896 | 22,301 | -1,405 |
| | 2020 | 54,868 | 22,579 | 22,301 | 278 |
| Central Bedford (3 minute drive time) | 2015 | 15,235 | 7,618 | 6,905 | 713 |
| | 2020 | 16,463 | 8,231 | 6,905 | 1,326 |

Table 5: Residential Analysis

RESIDENTIAL ECONOMIC IMPACT COMPARISON

The city of Bedford has a number of multi-family housing developments in the immediate area. Many of these units were constructed in the early 1980s and 1990s and generally are leasing in the \$.60/sf - \$.70/sf range, comparative to \$.90 – \$1.20 for new class A high density residential. The City of Bedford is well positioned in the region, but has lower per capita income than its peer communities and does not have the level of affluence that can attract the higher spectrum of retail/commercial operators. In order to offset the lower income, one solution would be to integrate higher density residential into the project. For evaluation, a comparison was made between a development of 25 acres for residential use at 5 units per acre versus housing at 25 units per acre. The higher density alternative would provide over \$29,000,000 in additional purchasing power and generate over \$228,000 additional sales tax to the City compared to the lower density scenario. It is estimated that the higher density residential scenario would create almost \$12 million more in taxable spending over the suburban single-family development type. The full financial analysis is shown on the following page, along with the buying power of other residential types.



Existing Bedford Residential Type
5 units/acre

5 Units/Acre vs. 25 Units/Acre

| Economic Impact Comparison | High | Low |
|--|--------------|--------------|
| 25 acres | 25 U/ac | 5 U/ac |
| Number of households | 650 | 125 |
| Estimated buying power / household | \$61,248 | \$80,828 |
| Total buying power (all goods and services) | \$39,811,200 | \$10,103,500 |
| Sample of expenditures per household subject to sales tax | | |
| Food away from home and alcohol | \$5,000 | \$6,598 |
| Household Furniture and Appliances | \$3,100 | \$4,091 |
| Personal care and smoking | \$1,800 | \$2,375 |
| Pet expense | \$612 | \$808 |
| Sports and entertainment | \$3,000 | \$3,500 |
| Transportation and auto | \$6,500 | \$8,578 |
| Apparel | \$4,500 | \$5,939 |
| Total | \$24,512 | \$31,889 |
| Buying power comparison by taxable spending category | | |
| Sample of expenditures per household subject to sales tax | | |
| Food away from home and alcohol | \$3,250,000 | \$824,802 |
| Household Furniture and Appliances | \$2,015,000 | \$511,378 |
| Personal care and smoking | \$1,170,000 | \$296,929 |
| Pet expense | \$397,800 | \$100,956 |
| Sports and entertainment | \$1,950,000 | \$437,500 |
| Transportation and auto | \$4,225,000 | \$1,072,243 |
| Apparel | \$2,925,000 | \$742,322 |
| Total | \$15,932,800 | \$3,986,130 |
| Potential annual sales tax generation | | |
| Food away from home and alcohol | \$65,000 | \$16,496 |
| Household Furniture and Appliances | \$40,300 | \$10,228 |
| Personal care and smoking | \$23,400 | \$5,939 |
| Pet expense | \$7,956 | \$2,019 |
| Sports and entertainment | \$39,000 | \$8,750 |
| Transportation and auto | \$84,500 | \$21,445 |
| Apparel | \$58,500 | \$14,846 |
| Total | \$318,656 | \$79,723 |

Other Residential Types and Buying Power

| # of Units | Units/Acre | Total Buying Power | Potential Annual Sales Tax Generation |
|------------|------------|--------------------|---------------------------------------|
| 125 | 5 | \$10,103,500 | \$74,447 |
| 250 | 10 | \$15,312,000 | \$110,777 |
| 375 | 15 | \$22,968,000 | \$166,165 |
| 500 | 20 | \$30,624,000 | \$221,553 |
| 800 | 32 | \$48,998,400 | \$354,485 |
| 1050 | 42 | \$64,310,400 | \$465,262 |
| 1275 | 51 | \$78,091,200 | \$564,960 |

COMMERCIAL USE TYPES

Retail

There is approximately 80,000 to 90,000 square feet of potential retail demand in the Central Bedford study area. There is even greater additional demand along the Highway 183 corridor, which has a much larger regional customer base. The following describes two commercial opportunity areas developed in this analysis. One opportunity site for new development is a four acre parcel fronting SH 183 on the northeast corner of the Central Drive intersection. This area would support approximately 27,000 square feet of restaurant/retail use. This commercial property has regional appeal, strong access and a high level of visibility. The new development is projected to add over \$40,000 in additional property tax revenue.

The area of the northwest corner of 183 and Central Drive contains 7 acres of developable land. This area would support approximately 35,000 square feet of commercial/retail uses.*

| Commercial Retail Opportunity #1 (Restaurant 183) | |
|---|--------------|
| Size (acres) | 4 |
| Restaurant (sq ft) | 27,000 |
| Est Sales | \$400 |
| Gross Sales | \$10,800,000 |
| City Capture | 2% |
| Annual Total Sales Tax | \$216,000 |
| Tax Rate | \$0.504329 |
| Property Tax | \$40,851 |

| Commercial Retail Opportunity #2* | |
|-----------------------------------|--------------|
| Size (acres) | 7 |
| Off Frontage (sq ft) | 20,000 |
| Frontage (sq ft) | 15,000 |
| Est Sales | \$300 |
| Gross Sales | \$10,500,000 |
| City Capture | 2% |
| Annual Total Sales Tax | \$210,000 |
| Tax Rate | \$0.504329 |
| Property Tax | \$17,727 |



* since the inception of the Central Bedford Vision document, Opportunity Site #2 has already been realized and is being redeveloped.

The two opportunity sites combine for 62,000 total square feet of potential new retail use, and new residential development in the central area would increase the demand for additional retail space. For example, a mixed-use development with 650 units, at 25 units/acre, could support 35,000 square feet of the new commercial use.

| Commercial Retail Property Tax Estimates | |
|--|-------------|
| Total Square Feet | 62,000 |
| Est Taxable Value per Square Ft | \$150 |
| Taxable Property Value | \$9,300,000 |

Mixed Office/Commercial

There are a substantial amount of medical services in the immediate area. Additional development for medical use could provide additional workforce demand and generate additional visitor economy. Sales potential (SPI) is one measurement of the propensity/demand for additional retail. A baseline of 100 represents the national average. Example SPI's for medical include: Physician Service (110), Dental (104), Eyecare (109), Hospital Room Services (115), and Medical Equipment (120).

Measuring insurance propensity is another barometer on the strength of medical. The SPI for Blue Cross/Blue Shield is (106), Commercial Insurance (114), HMO (112) and Medicare is (92).

Based upon preliminary analysis, there appears to be demand for additional medical services. Further analysis can be done to determine the amount of specific demand by specialty. For an example alternative scenario, a 10 acre site in the Central Bedford area could support up to 440,000 square feet of additional medical-related development.

| Mixed Office/Commercial | |
|---------------------------|---------------|
| Size (acres) | 10 |
| Square feet | 440,000 |
| Est Value per Square Foot | \$400.00 |
| Taxable Property Value | \$176,000,000 |
| Tax Rate | \$0.504329 |
| Property Tax | \$887,619 |

POTENTIAL CONSTRAINTS

- Future development of new residential is likely under 200 units per year
- It is difficult to develop the spending capacity and density of customers necessary to support national retail at this level of development
- Successful recruitment is a 18-36 month process
- Uncertainty of SH 183 construction must be worked around
- Bedford's relative income is less than surrounding communities
- Future merchandising towards more of the same is risky

OPPORTUNITIES

- Large residential base available for capture
- Competitive regional location
- Substantial inventory of assets controlled by the City