

**AZLE MUNICIPAL DEVELOPMENT DISTRICT
REGULAR MEETING**

**CITY COUNCIL CHAMBERS
613 S.E. PARKWAY
AZLE, TEXAS 76020**

**TUESDAY
August 9, 2016**

AGENDA

**President Ray Ivey
Vice President Kevin Ingle
Secretary Joe McCormick**

**Director Jack Stevens
Director Justin Berg
Council Member Paul Crabtree
Council Member David McClure**

**REGULAR SESSION
CALL TO ORDER**

6:30 p.m.

1. Consider appointing a Director to administer this meeting (President and Vice-President are scheduled to be absent).

PRESENTATION

2. Presentation of the MDD's Quarterly Investment Report for Quarter ended June 30, 2016
Finance Director Renita Bishop
3. Monthly Report
Economic Development Director Karen Dickson

ACTION ITEMS

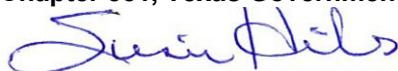
4. Consider approving the Minutes of the July 12, 2016 Azle MDD regular meeting
Secretary Joe McCormick
5. Consider approving the Economic Development Action Plan
Economic Development Director Karen Dickson

DISCUSSION ITEMS

6. Discussion regarding Azle Municipal Development District plans/procedures/policies.
President Ray Ivey

ADJOURNMENT

I, the undersigned authority, do hereby certify the above Agenda was posted at City Hall on August 5, 2016 at the City's official bulletin board and is readily accessible to the public at all times in accordance with V.T.C.A. Chapter 551, Texas Government Code.



Susie Hiles, Assistant to the City Manager

Date Agenda Removed from Posting

This facility is wheelchair accessible and handicapped parking spaces are available. Auxiliary aids and services are available to a person when necessary to afford an equal opportunity to participate in city functions and activities. Auxiliary aids and services or accommodations should be requested forty-eight hours prior to the scheduled starting time by calling the City Secretary's Office at 817-444-7101.

Complete MDD Agenda packet and background information are available for review at the City Secretary's Office and on our website www.cityofazle.org.

Municipal Development District Communicator

Item # 2

Submitted By: Renita Bishop – Finance Director **Date:** August 4, 2016

Subject: Presentation of the Quarterly Investment Report for month ended June 30, 2016

Action Requested: Presentation, no action required.

Purpose (Outline – Who, What, Where, Why & How).

Finance.

Checklist of Attachments

<input type="checkbox"/>	Contract	<input type="checkbox"/>	Agreement	<input type="checkbox"/>	Ordinance	<input type="checkbox"/>	Resolution
<input type="checkbox"/>	Policy	<input type="checkbox"/>	Applications	<input type="checkbox"/>	Legal Opinion	<input type="checkbox"/>	Minute Order
<input type="checkbox"/>	Letter/ Memo / Report From	<input type="checkbox"/>	P&Z Minutes	<input type="checkbox"/>	Board Minutes	<input type="checkbox"/>	Other Minutes
<input type="checkbox"/>	Applicant	<input type="checkbox"/>	Checklist	<input type="checkbox"/>	Federal Law	<input type="checkbox"/>	Plans / Drawings
<input checked="" type="checkbox"/>	Staff	<input type="checkbox"/>	State Law	<input type="checkbox"/>	Bid Tabulations	<input type="checkbox"/>	Maps
<input type="checkbox"/>	Other	<input type="checkbox"/>	Attachments	<input type="checkbox"/>	Notices	<input type="checkbox"/>	Charter

City of Azle
Municipal Development District
QUARTERLY INVESTMENT REPORT
For the Quarter Ended
June 30, 2016

Prepared by
Valley View Consulting, L.L.C.

The investment portfolio of the City of Azle Municipal Development District is in compliance with the Public Funds Investment Act and the Investment Policy and Strategies.



Investment Officer



Investment Officer

Disclaimer: These reports were compiled using information provided by the City of Azle. No procedures were performed to test the accuracy or completeness of this information. The market values included in these reports were obtained by Valley View Consulting, L.L.C. from sources believed to be accurate and represent proprietary valuation. Due to market fluctuations these levels are not necessarily reflective of current liquidation values. Yield calculations are not determined using standard performance formulas, are not representative of total return yields and do not account for investment adviser fees.

Summary

Quarter End Results by Investment Category:

Asset Type	Ave. Yield	June 30, 2016		March 31, 2016	
		Book Value	Market Value	Book Value	Market Value
Bank/Pool/MMMFs	0.42%	\$ 733,692	\$ 733,692	\$ 639,822	\$ 639,822
CDs/Securities/Term	1.00%	247,500	247,500	247,500	247,500
Totals		\$ 981,192	\$ 981,192	\$ 887,322	\$ 887,322

Current Quarter Portfolio Performance:

Average Quarterly Yield	0.57%
Rolling Three Mo. Treas. Yield	0.26%
Rolling Six Mo. Treas. Yield	0.42%

Fiscal Year-to-Date Portfolio Performance:

Average Quarter End Yield	0.53%
Rolling Three Mo. Treas. Yield	0.23%
Rolling Six Mo. Treas. Yield	0.35%
Average Quarterend TexPool Yield	0.29%

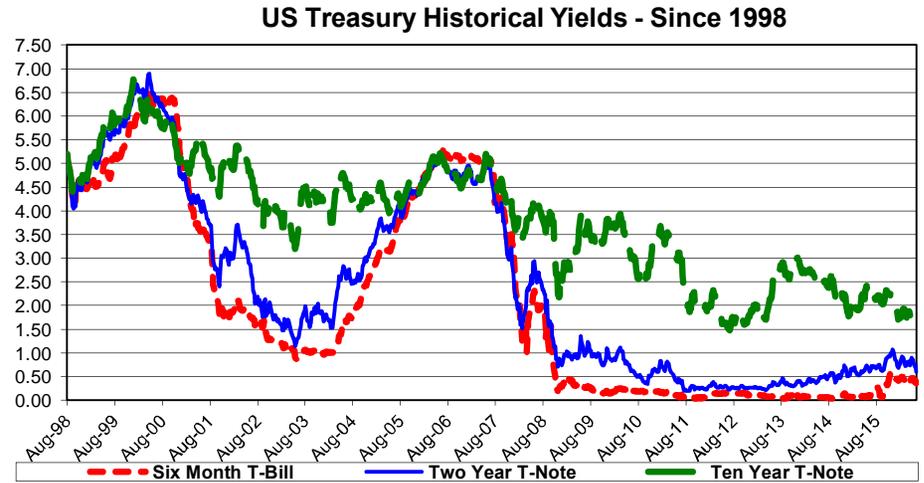
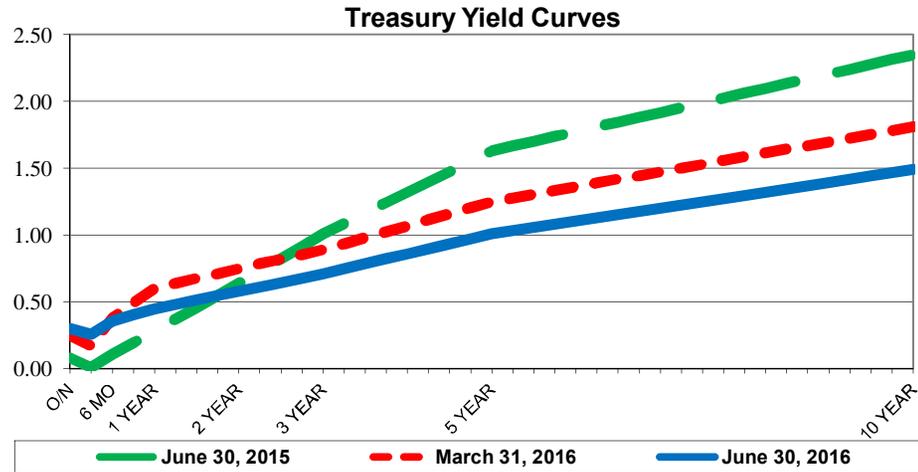
Quarterly Interest Earnings	\$ 718 (Unaudited)
Fiscal YTD Interest Earnings	\$ 1,900 (Unaudited)

Note: Average yields calculated using quarter end report average yield and adjusted book value, but do not include adviser fees and realized and unrealized gains or losses.

Economic Overview

6/30/2016

The Federal Open Market Committee (FOMC) maintained the Fed Funds target range of 0.25% - 0.50% (actual Fed Funds trading +/-35 to 40 bps). The June FOMC meeting expressed concerns over reduced economic expectation. First Quarter US GDP was revised up to +1.1% (final revision). The June Non-Farm Payroll surged 287k new jobs, although other unemployment data remained modest. The British "Brexit" vote to leave the European Union Global jolted the markets. The US Stock markets plunged, then recovered. Treasury yields dove on the flight to quality. Taxable municipal bonds or CDs offer the best interest earnings opportunity, if available.



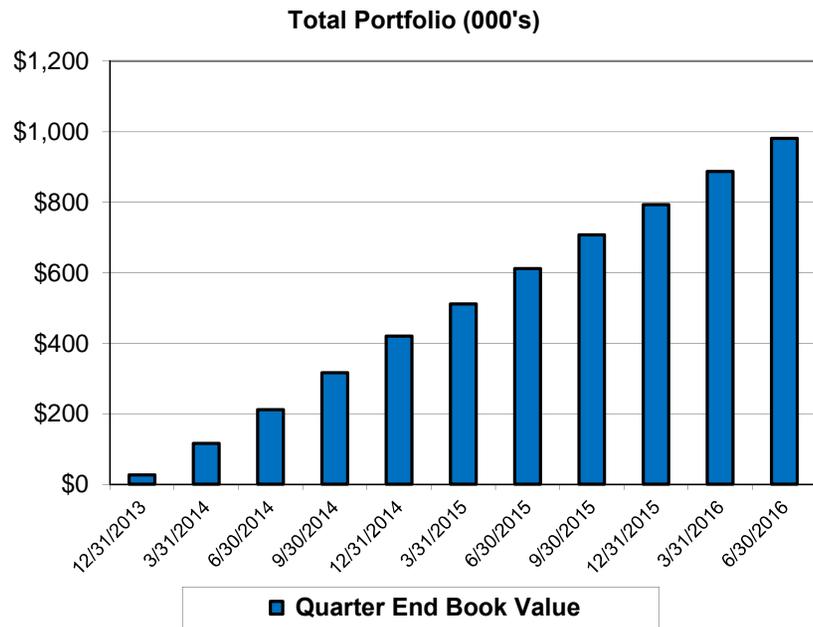
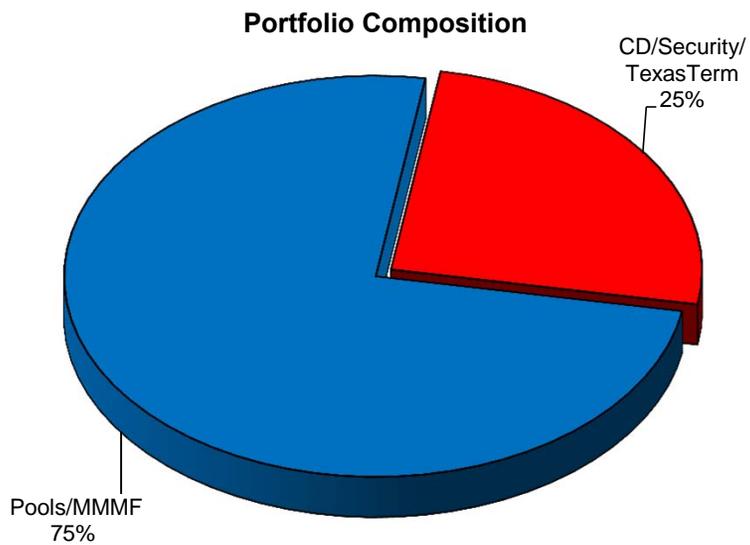
Investment Holdings
June 30, 2016

Description	Rating	Coupon/ Discount	Maturity Date	Settlement Date	Original Face\ Par Value	Book Value	Market Price	Market Value	Life (Days)	Yield
TexPool	AAAm	0.36%	07/01/16	06/30/16	\$ 506,953	\$ 506,953	1.00	\$ 506,953	1	0.36%
Herring Bank (3)		0.55%	07/01/16	06/30/16	226,739	226,739	1.00	226,739	1	0.55%
Origin Bank CD		1.00%	08/07/16	08/07/15	125,000	125,000	1.00	125,000	38	1.00%
Origin Bank CD		1.00%	2/12/2017	12/12/16	122,500	122,500	1.00	122,500	227	1.00%
					\$ 981,192	\$ 981,192		\$ 981,192	34	0.57%
									(1)	(2)

(1) **Weighted average life** - Pools, Money Market Funds, and Bank Deposits are assumed to have a one day maturity.

(2) **Weighted average yield to maturity** - The weighted average yield to maturity is based on Book Value, adviser fees and realized and unrealized gains/losses are not considered. The pool and mutual fund yields are the average for the last month of the quarter.

(3) **Yield Estimated.**



Book Value Comparison

Description	Coupon/ Discount	Maturity Date	March 31, 2016				June 30, 2016	
			Original Face\ Par Value	Book Value	Purchases at Cost	Sales\ Maturities	Original Face\ Par Value	Book Value
TexPool	0.36%	07/01/16	\$ 413,394	\$ 413,394	\$ 93,559	\$ -	\$ 506,953	\$ 506,953
Herring Bank (1)	0.55%	07/01/16	226,428	226,428	311		226,739	226,739
Origin Bank CD	1.00%	08/07/16	125,000	125,000			125,000	125,000
Origin Bank CD	1.00%	02/12/17	122,500	122,500			122,500	122,500
TOTAL			\$ 887,322	\$ 887,322	\$ 93,870	\$ -	\$ 981,192	\$ 981,192

Market Value Comparison

Description	Coupon/ Discount	March 31, 2016				June 30, 2016		
		Original Face\ Par Value	Market Price	Market Value	Qtr to Qtr Change	Original Face\ Par Value	Market Price	Market Value
TexPool	0.36%	\$ 413,394	1.00	\$ 413,394	\$ 93,559	\$ 506,953	1.00	\$ 506,953
Herring Bank (1)	0.55%	226,428	1.00	226,428	311	226,739	1.00	226,739
Origin Bank CD	1.00%	125,000	1.00	125,000		125,000	1.00	125,000
Origin Bank CD	1.00%	122,500	1.00	122,500		122,500	1.00	122,500
TOTAL		\$ 887,322		\$ 887,322	\$ 93,870	\$ 981,192		\$ 981,192

(1) Yield Estimated.

Municipal Development District Communication

Item # 3

Submitted By: Karen Dickson – Economic Dev Director	Date: August 5, 2016
Subject: EDD Monthly Report	

Action Requested: Present EDD Monthly Report

Purpose (Outline – Who, What, Where, Why & How).

Checklist of Attachments			
<input type="checkbox"/> Contract	<input type="checkbox"/> Agreement	<input type="checkbox"/> Ordinance	<input type="checkbox"/> Resolution
<input type="checkbox"/> Policy	<input type="checkbox"/> Applications	<input type="checkbox"/> Legal Opinion	<input type="checkbox"/> Minute Order
<input type="checkbox"/> Letter/ Memo From	<input type="checkbox"/> P&Z Minutes	<input type="checkbox"/> Board Minutes	<input type="checkbox"/> Other Minutes
<input type="checkbox"/> Applicant	<input type="checkbox"/> Checklist	<input type="checkbox"/> Federal Law	<input type="checkbox"/> Plans / Drawings
<input type="checkbox"/> Staff	<input type="checkbox"/> State Law	<input type="checkbox"/> Bid Tabulations	<input type="checkbox"/> Maps
<input type="checkbox"/> Other	<input type="checkbox"/> Attachments	<input type="checkbox"/> Notices	<input type="checkbox"/> Charter

Municipal Development District Communication

Item # 4

Submitted By: Susie Hiles, Assistant to the City Manager	Date: August 5, 2016
Subject: Azle MDD Board Minutes.	

Action Requested: Consider approving the Minutes of the July 12, 2016 Azle MDD regular meeting

Purpose (Outline – Who, What, Where, Why & How). Procedural.
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Checklist of Attachments				
<input type="checkbox"/> Contract	<input type="checkbox"/> Agreement	<input type="checkbox"/> Ordinance	<input type="checkbox"/> Resolution	
<input type="checkbox"/> Policy	<input type="checkbox"/> Applications	<input type="checkbox"/> Legal Opinion	<input type="checkbox"/> Minute Order	
<input type="checkbox"/> Letter/ Memo From	<input type="checkbox"/> P&Z Minutes	<input checked="" type="checkbox"/> Board Minutes	<input type="checkbox"/> Other Minutes	
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<input type="checkbox"/> Staff	<input type="checkbox"/> State Law	<input type="checkbox"/> Bid Tabulations	<input type="checkbox"/> Maps	
<input type="checkbox"/> Other	<input type="checkbox"/> Attachments	<input type="checkbox"/> Notices	<input type="checkbox"/> Charter	

**MINUTES
REGULAR MEETING
AZLE MUNICIPAL DEVELOPMENT DISTRICT
July 12, 2016**

DRAFT

STATE OF TEXAS §
COUNTY OF TARRANT §
CITY OF AZLE §

The Azle Municipal Development District of the City of Azle, Texas convened in Regular Session at 6:30 p.m. in the Council Chambers of City Hall, 613 Southeast Parkway, Azle, Texas, on the 12th day of July 2016 with the following members present:

Ray Ivey	President - Place 4
Kevin Ingle	Vice President - Place 6
Councilman Paul Crabtree	Director – Place 1
Councilman David McClure	Director - Place 2
Jack Stevens	Director - Place 5
Tom Muir	Executive Director/City Manager

Constituting a quorum. Secretary Joe McCormick and Director Justin Berg were excused from tonight’s meeting. Staff present was:

Karen Dickson	Economic Development Director
Lawrence Bryant	Assistant City Manager
Susie Hiles	Assistant to City Manager- Scribe

The following items were considered in accordance with the official agenda posted on the 8th day of July 2016.

REGULAR SESSION: 6:30 p.m.
CALL TO ORDER

President Ray Ivey called the session to order at 6:30 p.m.

PRESENTATION

1. Presentation and discussion regarding Hotel Feasibility Study

EDD Karen Dickson introduced David Parker, DP Consulting, who performed the study. Mr. Parker reviewed the study with the Board with the recommendation of building a 65 room Best Western. He noted Best Western Hotels are usually the first to come because it is a membership based hotel business vs a franchise which translates into a lower cost of doing business. Mr Parker advised the report is written for developers to provide data to help them make their decision to build a hotel in Azle. Discussion was had regarding possible sites for a hotel, options for a building with more rooms, options for meeting space, occupancy, rates, incentives. A final draft will be forwarded to the Board and placed on the website.

2. Monthly Report on Economic Development

EDD Dickson reported:

- had a photographer take photos in the City to use for the new economic development website. A mock-up is ready for review. Launch date is scheduled for August 10.
- Façade Grant application has been posted to the city website, has been distributed to the Chamber and various service groups to get the word out, and has been given to the leasing agent of the old Kmart bldg to forward to the owner with encouragement to participate in this program. No applications have been received yet, but a lot of calls of interest.
- has been making business retention visits
- has been meeting with Dallas site selectors and have several appointments next week
- visited the Governor’s office of Economic Development and Tourism and made a presentation on Azle
- reviewing the Tax Abatement Policy as it will be up for renewal in 2017
- development news: City Council approved the revised multi-family planned development, a 224 apartment complex across from Azle High School; July 21, the assisted living/memory care facility located on SE Pkwy just before Wells Burnett Bridge will be presented to P&Z for plat approval; July 31, the 29 lot, single family development off Kimbrough will go to P& Z for review.

**MINUTES
REGULAR MEETING
AZLE MUNICIPAL DEVELOPMENT DISTRICT
July 12, 2016**

DRAFT

ACTION ITEMS

3. Consider approving the Minutes of the June 14, 2016 Azle MDD regular meeting.

Director Jack Stevens moved to approve the Minutes as discussed. Director Crabtree seconded the motion. The motion was unanimously approved.

DISCUSSION ITEMS

4. Consider any action on providing for amendments to the FY 2015-2016 MDD Budget

Director Tom Muir presented the proposed amendments to the Board with adjusted revenue projected at \$20,700 more than the original budget - projected increase in actual tax collections and interest earnings. Total expenditures increased \$17,169 over the original budget due to an increase in personnel expenses associated with recruitment of new economic development director and contractual services to cover costs for professional photography, aerial mapping, and hotel feasibility study. Revenue still exceeds expenditures by \$3531. Staff will present the Board approved amended budget to Azle City Council for their consideration at the July 19 meeting.

Director Stevens moved to approve the amendments to the FY 2015/2016 MDD Budget as presented. Vice President Ingle seconded the motion. The motion was unanimously approved.

Councilmember David McClure joined the meeting at 7:45 pm.

5. Consider any action on the proposed FY 2016 - 2017 MDD Budget

Director Tom Muir presented the proposed FY 2016 – 2017 budget to the Board showing projected revenues from tax collections and interest earnings of \$442,500 and expenditures of \$191,575. Increases in the proposed budget are attributed to salaries, travel and training and capital expense of \$25,000 for a sidewalk in Shady Grove Park. Board discussed the proposed budget and decided to remove the sidewalk item noting they did not feel this had a direct connection to economic development.

Vice President Ingle moved to approve the proposed FY 2016/2017 MDD Budget as presented with the removal of the sidewalk expenditure. Director Stevens seconded the motion. The motion was unanimously approved.

As per the MDD Bylaws, Staff will present the Board approved budget to the Azle City Council before August 1.

6. Discussion regarding Azle Municipal Development District plans/procedures/policies

No discussion on this item

ADJOURNMENT

President Ray Ivey adjourned the meeting at 8:20 p.m.

PRESENTED AND APPROVED this the 9th day of August, 2016.

APPROVED:

Ray Ivey, President

ATTEST:

Joe McCormick, Secretary

Municipal Development District Communication

Item # 5

Submitted By: Karen Dickson – Economic Dev Director	Date: August 4, 2016
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Subject:	Approval of Economic Development Action Plan
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Action Requested:	Consider approving the Economic Development Action Plan
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Purpose (Outline – Who, What, Where, Why & How).	<p>The MDD Board and the Azle Chamber of Commerce Economic Development Council met in a joint meeting in May to set goals and develop an action plan to achieve these goals that will assist the City in achieving long-term economic development potential. The MDD Board reviewed the draft plan at their June meeting and made several recommended changes. Those changes have been incorporated into this final draft and presented to the Board for approval.</p>
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Checklist of Attachments			
<input type="checkbox"/> Contract	<input type="checkbox"/> Agreement	<input type="checkbox"/> Ordinance	<input type="checkbox"/> Resolution
<input checked="" type="checkbox"/> Policy / Plan	<input type="checkbox"/> Applications	<input type="checkbox"/> Legal Opinion	<input type="checkbox"/> Minute Order
<input type="checkbox"/> Letter/ Memo From Applicant	<input type="checkbox"/> P&Z Minutes	<input type="checkbox"/> Board Minutes	<input type="checkbox"/> Other Minutes
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<input type="checkbox"/> Other	<input type="checkbox"/> State Law	<input type="checkbox"/> Bid Tabulations	<input type="checkbox"/> Maps
	<input type="checkbox"/> Attachments	<input type="checkbox"/> Notices	<input type="checkbox"/> Charter



Economic Development Action Plan

~ FINAL DRAFT ~

Azle. Absolutely.

Developed by:

Tom Long, CEcD – San Antonio Economic Development Foundation

Karen Dickson, CEcD – City of Azle

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EXECUTIVE SUMMARY

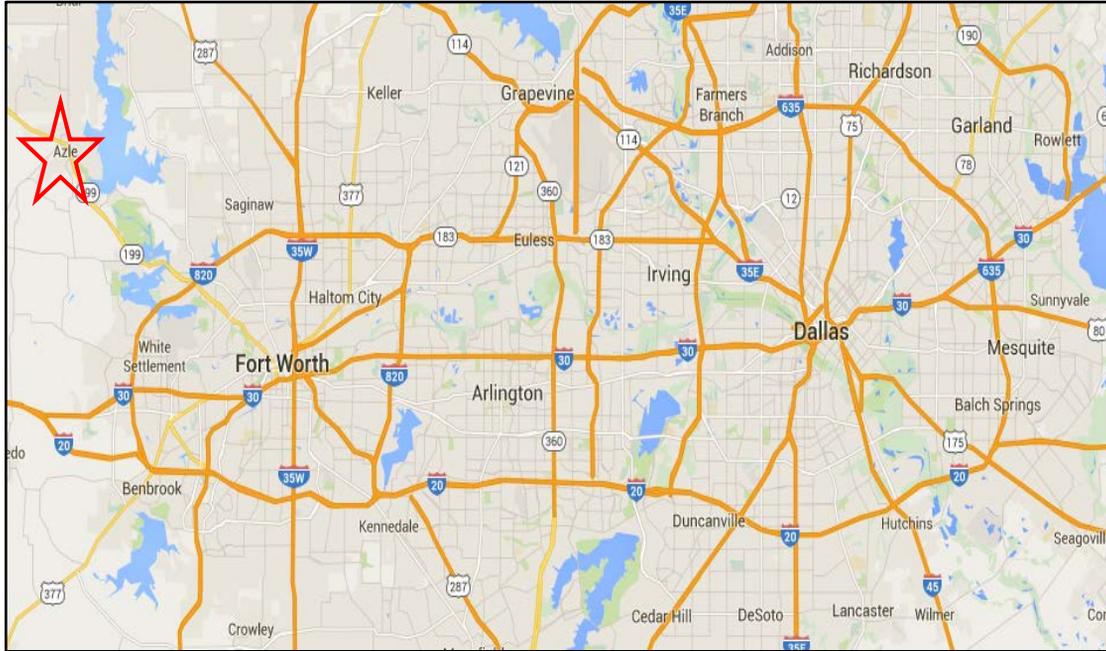
No community stands still. It either moves forward or stagnates and dies. The City of Azle is no exception. If the City is to succeed in reaching its full potential – in optimizing quality of life for its residents and financial health for its businesses – it must build upon the strategic planning done in the past and put “actions” to those planning ideas. In doing so, Azle will be ready to target industries and develop the complementary programs critical to achieving the City’s long-term economic development potential.

Like suburban communities throughout Texas, Azle is challenged because many of its economic development assets are the same as those offered in neighboring communities. As a result, Azle will need to create a competitive advantage and focus on those action items that will enhance the City’s ability to market those advantages in the most cost effective manner.

For Azle, creating a competitive advantage translates into providing business with a compelling rationale for investment. The first step was taken in early May at the MDD / Chamber Joint Meeting. From that meeting, actionable items were prioritized starting with identifying the properties / buildings with the greatest lease / sale potential and gathering the foundational data that all prospects will need to make a rational business decision to locate or expand in Azle.

Once the foundation is firmly in place, the City can begin the process of targeting businesses, industries and developers. The targeting of industries should be fluid. It will change over time, as the community attracts new businesses and residents that will eventually affect the labor force and economic profile. Time will change priorities, but regardless of priorities one need will remain constant: the need to maintain funding to support a dynamic economic development department and process for the City for Azle.

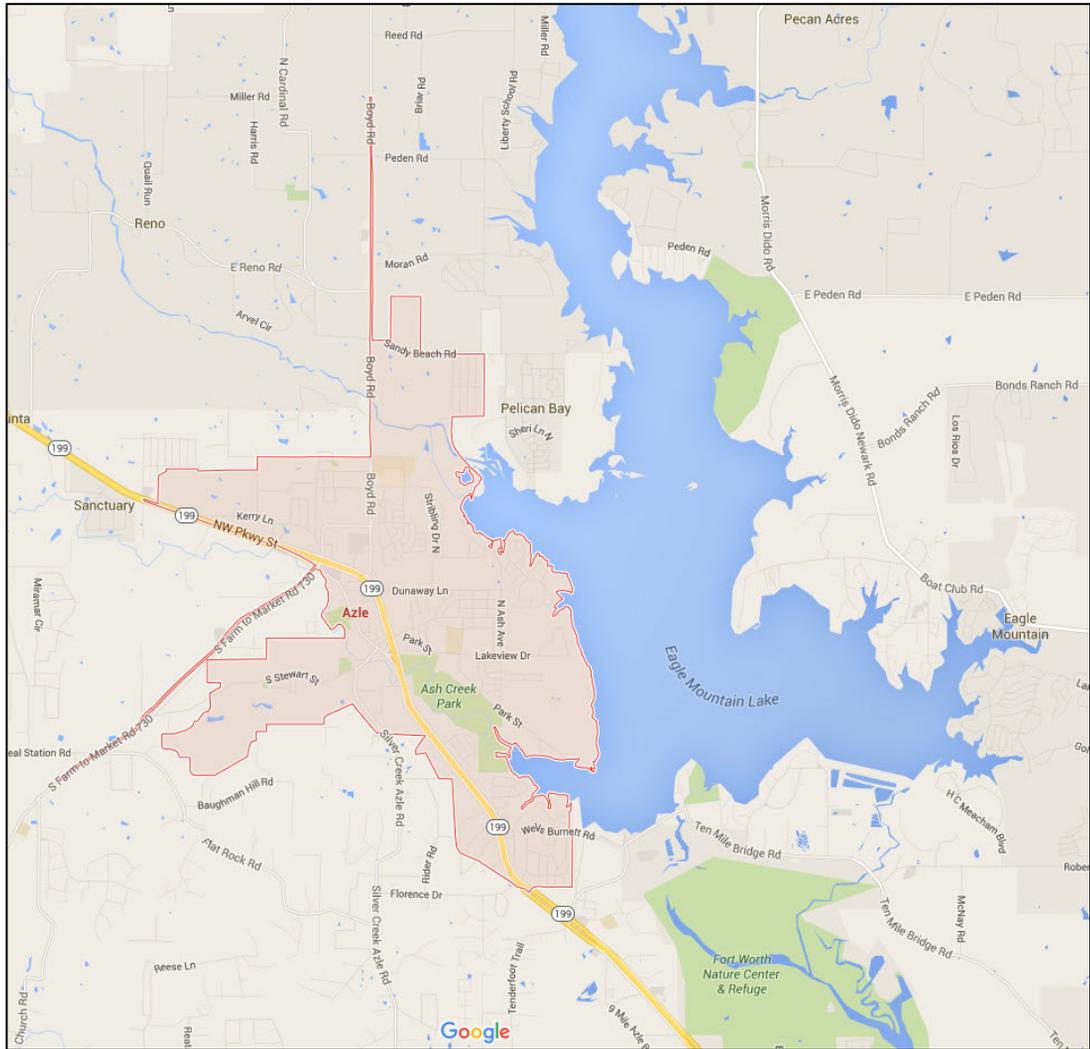
With a vision in place, funding secure, actions prioritized and systems established, Azle will succeed in realizing its full potential.



Azle is a Home Rule City of approximately 11,500 located on northwestern edge of the Dallas – Ft. Worth Metroplex in north Texas. The fact that it is a suburban community with a rural quality of life allows Azle to be able to claim as an asset, its proximity to those cities and the services and conveniences they offer, yet be disassociated from the negative aspects of those cities.

However, that proximity to urban centers creates challenges as well for Azle, as the Metroplex region presents numerous competitive site options for investment from an economic development standpoint. In fact, investors have, in the past, made the competitive comparisons and elected to invest elsewhere. To assume that the only reason for lack of investment is that prospective investors have been unaware of Azle as an option is naïve.

KEY DISTANCES	
HIGHWAY 199	ADJACENT
FORT WORTH	16 MI
DALLAS	49 MI
AIRPORT: DALLAS – FT. WORTH INTERNATIONAL (DFW)	36 MI
AIRPORT: DALAS LOVE FIELD (DAL)	46 MI
LOOP 820	10 MI
INTERSTATE 20	19 MI
INTERSTATE 35W	17 MI



While Azle would probably not be found on anyone’s list at the start of a site search, any company or consultant looking seriously at the Ft. Worth metropolitan area or the Greater Dallas – Ft. Worth Metroplex would in all likelihood have at least looked at Azle’s statistics. To date, while efforts have been placed on planning, Azle has been regionally non-competitive based on its lack of a pro-active recruitment strategy and its absence of financial incentives. However, that is not to say that the City of Azle is without its merits or assets.

To the outside world, Azle is an unknown commodity. It needs to be more pro-active in getting the message out about the opportunities that await companies in comparison to other localities in the region.

ACTION PLAN

Since the late 1990's Azle has undertaken several strategic and community planning research initiatives. With the employment in March 2016 of a full-time economic development professional, the decision was made to bring in an outside perspective to help the City of Azle, the Azle Municipal Development District (MDD) Board and the Economic Development Committee of the Azle Chamber to assist in the formulation of an economic development action plan for the City and the MDD.

Unlike traditional strategic plans, which include strategies directed at broad categories, the work in Azle is focused on developing a vision, mission and actions centered on a number of specific initiatives over a period of time. This approach was undertaken in recognition of the fact that many strategic planning documents remain just that – documents. The City of Azle Economic Development Action Plan is designed to be THE plan of action for the City and the MDD to move the community forward as a TEAM.

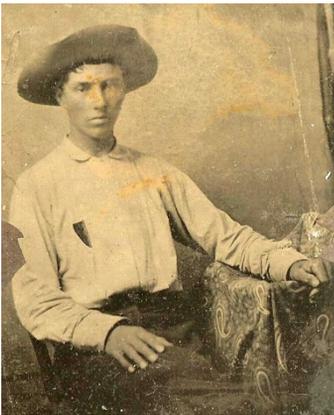
The plan serves as a roadmap for Azle, guiding the application of public resources to stimulate private sector investment in the community. In doing so, community leaders can make informed decisions about how resources are allocated. Since public sector resources are limited, priority must be given to the types of projects that will spur economic activity resulting in long-term economic vitality for Azle. This plan helps the local leadership identify the top opportunities for Azle by evaluating each in terms of feasibility, desirability, and economic impact.

To know where one wants to go, one has to understand and build upon the history and heritage of the past.

HISTORY AND HERITAGE

From the City of Azle’s website, one learns that the community has a rich and diverse history. The area in and near Azle was initially settled by a group of pioneers from Tennessee, Arkansas, Missouri, and Kentucky in the 1840’s. Originally known as Elizabeth Town, the community’s name was changed to Mooresville after the owner of the only store in town. There was at that time no post office and there were only 664 settlers in all of Tarrant County.

As time went on, more settlers came and more homes were built. In 1891, a man by the name of O’Bar came to the area and was instrumental in getting the first post office established in the community and the settlement’s name was changed to O’Bar.



Dr. James Azle Steward, one of the few doctors in the area, owned much of the land where Azle now stands. Dr. Steward was a great benefactor of the community. He donated land for a variety of purposes that served the local settlers, including land for businesses, schools, and churches. Dr. Steward deeded enough land for a town site and the name was changed from O’Bar to Azle.

While nearby Fort Worth grew rapidly in population and commerce, becoming the largest stagecoach terminal in the southwest between 1856 and 1880, Azle’s population remained virtually static. For many years Azle continued as a sleepy village, its population growing very slowly. Growth has occurred in rapid spurts in some years but has typically been slow and steady over time.

Azle became an incorporated city in April of 1957 as a general law community. In 1969, the population of the City reached 5,000 and was then eligible to become a home rule city. At that time, the Council-Manager form of government was adopted. The current City Charter was adopted in 1971 and has been amended over the years to meet the changing needs of the City.

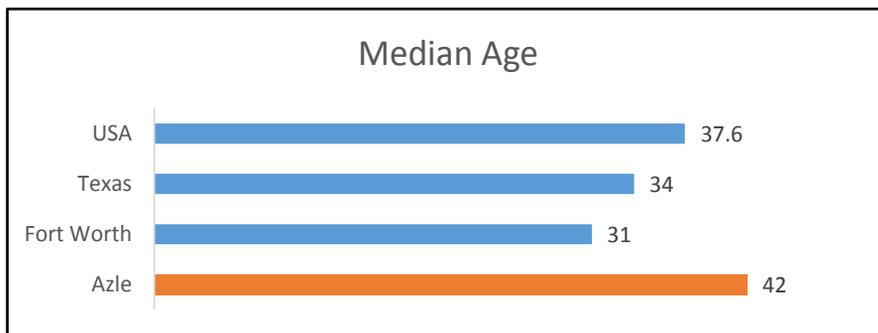
DEMOGRAPHICS & CURRENT ECONOMIC CONDITIONS

Today, Azle is a suburban community with a rural quality of life, northwest of Fort Worth. The community is a center of small business and industry, with modern homes in subdivisions, homes on large acreage, lake-front homes, and apartments owned and occupied by urban and industrial workers. Azle’s population is growing and its new economic development actions must focus on how to take the best of the past and identify new opportunities to provide jobs for existing and incoming residents at a variety of skill levels.

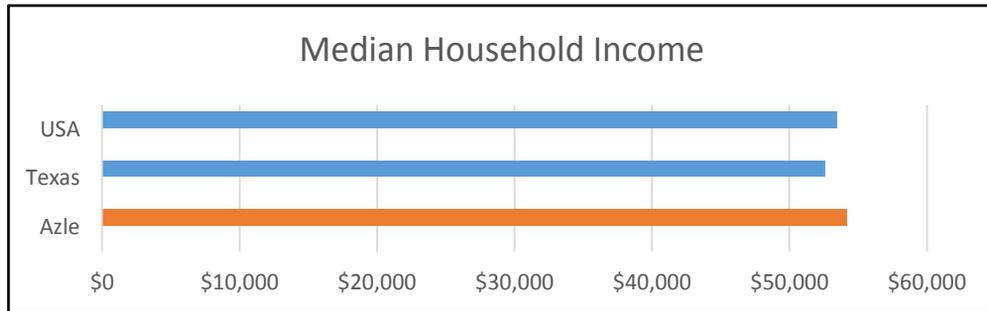
The July 2015 estimated population for the City of Azle was 11,693; a 7.3% increase in population growth since 2010. Without any pro-active economic development efforts, this slow, organic growth trend is predicted to continue, with the estimated population over the next five years to grow to only 13,500 (+1.18%).

Population density in Azle is 1,200 persons per square mile.

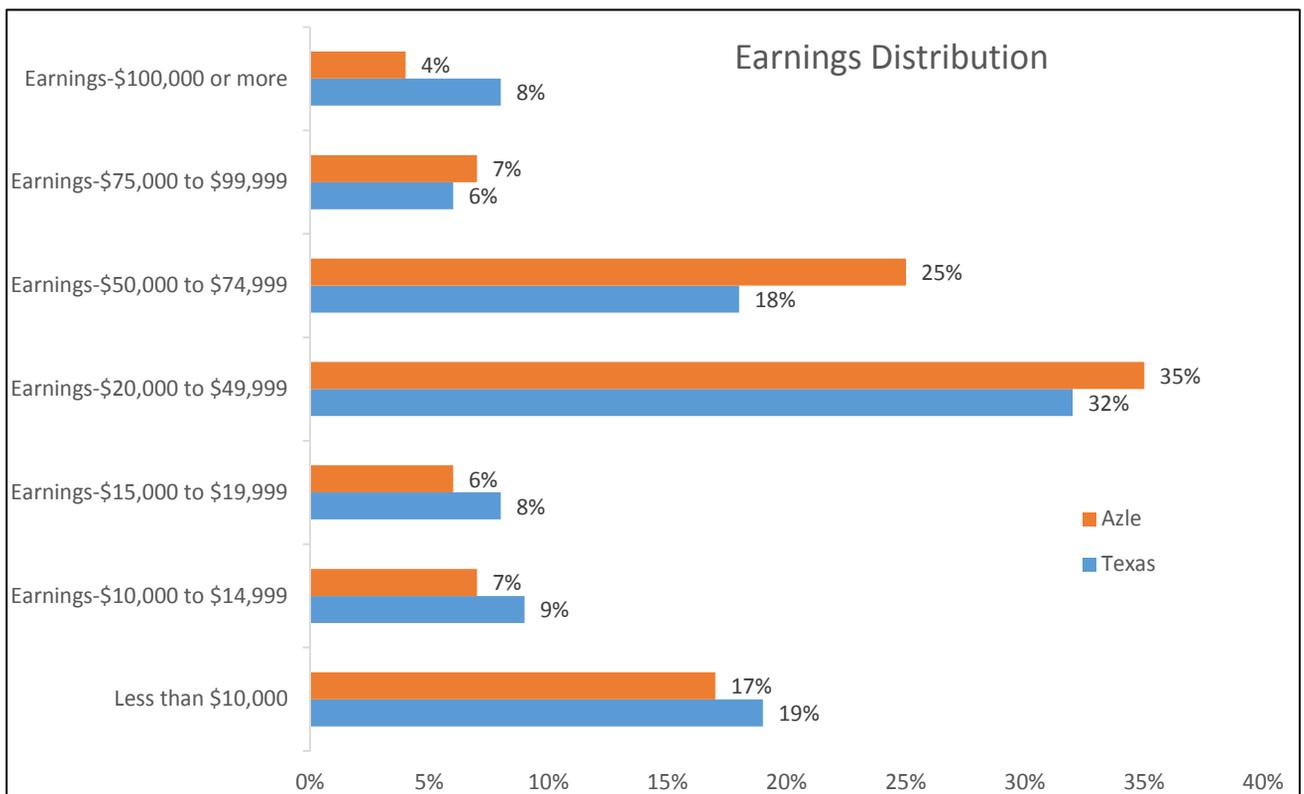
The median age in the City is 42 years. This is older than both the median age in Texas of 34 years and the median age in Fort Worth of 31 years.



Azle’s median household income is approximately \$54,171; less than most other places in the immediate area. However, comparing Azle’s median income to the United States average of \$53,482, Azle is about the same and is about 3% larger than the Texas average median household income of \$52,576.



The earnings distribution in Azle indicates that the majority of the population make between \$20,000 and \$49,999 per year (35%). Over 36% of the population make in excess of \$50,000 per year.



Only 18% of the population live and work in Azle. The average commute time for Azle residents to work is 34 minutes.

With this as the current economic & demographic foundation, the City of Azle has embarked upon a journey to systematically move the community forward in a unified manner.

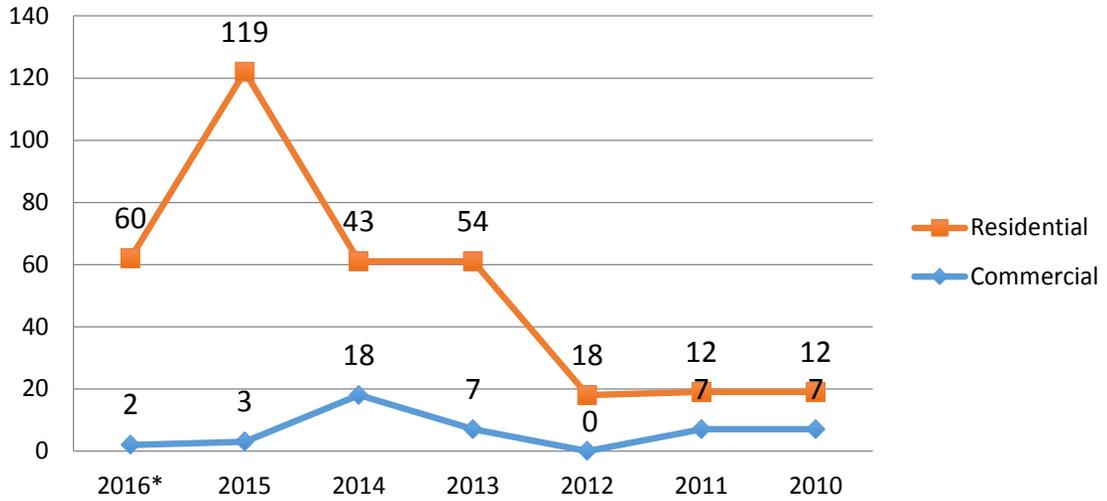
To accomplish this mission, the Azle Economic Development Department must embrace a dual approach of nurturing existing business while building a foundation from which it can pursue new investment from targeted industrial / retail sectors.

This requires that a strong foundation be laid of information and resources available to the development community at large to “get the word out” about all that Azle has to offer companies, peoples and institutions.

Source: Towncharts.com with original data sources from the US Census Bureau, American Community Survey (US Census), US Geological Service, Bureau of Labor Statistics.

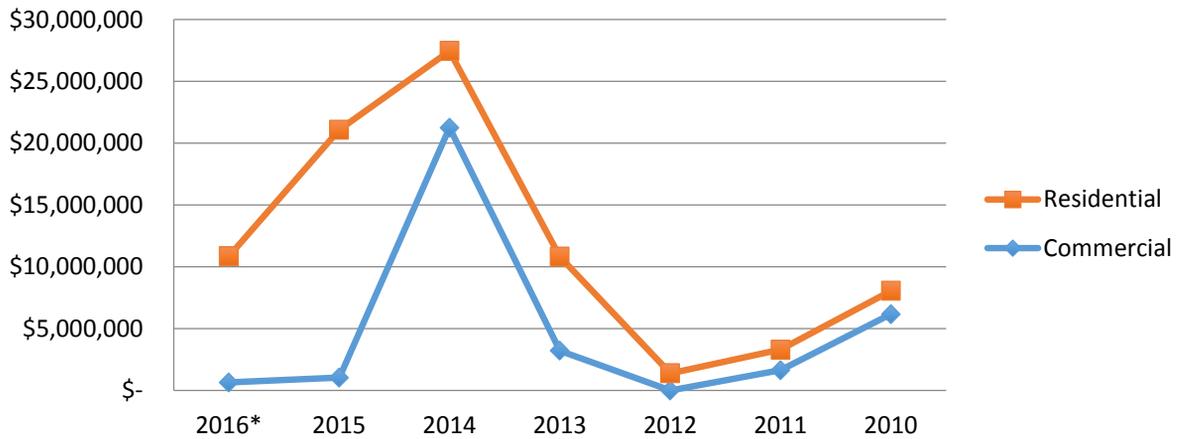
Number of Building Permits Issued

* as of April 2016



Valuation of Building Permits

* as of April 2016



Source: City of Azle – Development Services

COMMUNITY VISION

A community vision is the foundation....steadfast...unchanging. A vision expresses “who” Azle is as a community – its essence...its uniqueness...its reason to be. A community vision statement describes the desired long-term expectation of the jurisdiction upon implementation of their mission and goals.

Several words, expressions, feelings, sentiments were suggested by the community to communicate the essence of Azle. Those words included:

- Mixture of Rural
- Convenient
- Family
- Community
- Business Choices
- Family Oriented Entertainment
- Visibility of Police Officers
- Place you don’t want to leave
- Mix of Destination
- Workforce
- “Gateway to Eagle Mountain Lake”
- “Village”
- Destination
- Accessibility
- Reason to exit

What Makes Azle Unique

- Caring
- Service
- Connection
- Community
- People

Given these sentiments, the Vision Statement for Azle, Texas is proposed to be:

**Connecting Business and Community Toward A More
Prosperous Future**

MISSION STATEMENTS

A Mission Statement is the overall guiding direction for an entity. It is generally the mission statement that is the broadest policy statement of an organization. Following discussion, the consensus was that any mission statement for Azle must be focused on the community's ability to attract, train and retain quality employees and employers to be a part of the Azle community.

The City of Azle's Mission Statement is: *In Partnership with the Community, We are committed to Providing Quality Services through Thoughtful Planning, Fiscal Responsibility and Accessible, Responsive Leadership resulting in a Continuously Improving Quality of Life.*

With that in mind, the ***Mission Statement for the Economic Development Department*** is proposed to be:

The Azle Department of Economic Development works to influence business location decisions by providing information and resources designed to assist in the analysis of establishing, expanding or relocating a facility in Azle.

With this Mission Statement in mind, the ***Overarching Goal of the Azle Department of Economic Development*** will be:

Working collaboratively with the community, the Economic Development Department will serve to pro-actively attract, retain and expand commercial business and industry in Azle to expand and diversify the City's tax base and provide jobs for its citizens.

PRIORITIES

In 2014, the Azle Municipal Development District met to prioritize their development opportunities. In 2016, the MDD Board and Chamber Economic Development Committee met jointly to confirm and move beyond priorities to develop actionable items to move Azle towards its vision.

Original priorities were discussed...

1. New development of vacant properties
2. Redevelopment of existing properties
3. Identify types of businesses desired for recruitment to the city
4. Identify properties for development
5. Perception of Azle
6. Encourage cooperation of existing land owners
7. Improve livability / Quality of Life (Place)
8. Improve Infrastructure
9. Increase and further diversify city’s Tax Base
10. Create marketing campaign towards targeted businesses
11. Increase employment opportunities
12. Reduce tax burden on residents
13. Improve / expand existing businesses
14. Analyze gaps – retail leakage / under-represented business types
15. Identify competitive advantages of Azle
16. Training – Board Development
17. Coordinate Efforts with Regional / State Allies
18. Investigate Grant Opportunities
19. Annexation
20. Strong internet presence
21. Community Involvement
22. Funding
23. Install sidewalks

...and a “Top 10” Confirmed

1. **New development of vacant properties**
2. **Redevelopment of existing properties**
3. **Identify types of businesses desired for recruitment to the city**
4. **Identify properties for development**
5. **Perception of Azle**
6. **Encourage cooperation of existing land owners**
7. **Improve livability / Quality of life (place)**
8. **Improve Infrastructure**
9. **Increase and further diversify city’s tax base**
10. **Create marketing campaign towards targeted businesses**

OBJECTIVES

The following summarizes the objectives that have been developed for Azle, representing that which the community has prioritized and seeks to accomplish in the first five years; second five years and beyond ten years.

Years 1 - 5

1. Establish a Business Retention & Expansion Program
2. Identify Properties with the Greatest Development Potential
3. Develop a Target Business List
4. Identify Developers / Brokers / Consultants
5. Marketing Plan (Perception of Azle)

Years 6 - 10

1. Infrastructure
 - a) Water
 - b) Sewer
 - c) Streets
 - d) Sidewalks throughout city including Main Street
 - i. Safe Pathways for walking, biking
 - e) Telecommunications
2. Tourism – Attractions
3. Annexation

Years 10+

1. Quality of Life
2. Increase Commercial / Industrial Tax Base

OBJECTIVES *Continued*

Years 1 - 5

BUSINESS RETENTION AND EXPANSION (BRE) – Objective #1

- Develop a systematic Business Retention & Expansion Program under the leadership of the Azle Economic Development Director and other local economic development allies (Chamber, City, County EDC Program, Community College, Electric Utility, etc.)
- Train the BRE Team in the process, procedures and benefits of a “Continuous” BRE Visitation Program.
- Dedicate resources to this strong and effective BRE program
- Foster relationships with targeted and strategically chosen local businesses
- Consider enhancing tax abatements for existing businesses wanting to expand in Azle
- The BRE program should:
 - Visit a defined number of companies on an annual basis
 - Understand unmet needs in the local economy (e.g. leakages, workforce issues)
 - Identify potential opportunities for growth
 - Detect early warning signs regarding potential business closures

REAL ESTATE / SITE DEVELOPMENT – Objective #2

- Identify new “greenfield” properties with the greatest potential for development – sites with all infrastructure in place, correct zoning, established asking price and willing seller.
- Identify existing sites / buildings with the greatest potential for immediate development.
- Prioritize sites and collect data on each to have available when companies, developers, brokers, the State of Texas requests information for active prospects.
- Develop marketing materials on these sites.

OBJECTIVES *Continued*

BUSINESS ATTRACTION – Objective # 3, 4, 5

- Create an unified message and brand for Azle’s Economic Development Department that focuses on the city’s progressive qualities; starting with a website.
- Create a Marketing Plan for Azle – internal and external to enhance the Perception of Azle among target markets.
- Develop and Nurture Relationships with Local, State, National Economic Development Allies, Consultants, Brokers, Developers, etc.
- Leverage insights from business leaders, company research, BRE visitations, and media in order to strategically pursue targeted firms
- Develop an incentive package for targeted new businesses wanting to come to Azle.
- Create a simple manual of incentives
- Confirm industry targets for the City of Azle, including:
 1. Primary Targets
 - Light manufacturing
 - Assembly
 - Fabrication
 - Welding
 - Customer Service Center (Call Center)
 2. Secondary Targets
 - Hotel
 - Lakeside Corporate Retreat Center
 - Dine-in Restaurants
 3. Tertiary Targets
 - Theater
 - Unique / Upscale Downtown Retail
 - Family Entertainment Venues

OBJECTIVES *Continued*

Years 6 - 10

INFRASTRUCTURE – Objective #1

- Establish Infrastructure Planning Goals for Water, Sewer, Streets and Sidewalks throughout city including Main Street
- Explore and design Safe Pathways for walking, biking throughout the City
- Work with providers to enhance telecommunication infrastructure, service and product offerings in the City

TOURISM – Objective #2

- Enhance Tourism Opportunities and Local Attractions

ANNEXATION – Objective #3

- Establish a 10-year Annexation Plan in Two, Five-Year Phases

Years 10+

QUALITY OF LIFE – Objective #1

- Lakeside Development
- Housing Stock
- Recreational Opportunities

INCREASE COMMERCIAL / INDUSTRIAL TAX BASE – Objective #2

- Industrial Park
- Office Park – Customer Care Centers
- Retail Opportunities

STRATEGIES

Economic development is about targeted, proactive initiatives to attract, retain and cultivate jobs, investment and the ancillary benefits derived from them. Effective service delivery is a continuum of efforts that build upon each other to achieve the desired result.

Silos have no place in the economic development of today. Led by the Economic Development Director, the City of Azle can accomplish the Vision it created in this document. To do so, however, will take a united effort by not only the City and the MDD but the entire community.

The strategies outlined below provide a roadmap and timeline for the completion of this Economic Development Action Plan.

Years 1 – 5

1. Establish a Business Retention & Expansion Program by the end of the 3rd Quarter 2016.
2. Identify five (5) properties / building with the highest development potential and gather information on those by the end of the 4th Quarter 2016
3. Develop a refined target business list based upon feasibility in Year 1 no later than the end of the 1st Quarter 2017.
 - a. Light manufacturing
 - b. Assembly
 - c. Fabrication
 - d. Welding
 - e. Customer Service Center (Call Center)
 - f. Hotel
 - g. Corporate Retreat Center
 - h. Theater
 - i. Dine-in Restaurants
4. Azle ED Director will Identify and Engage in a Dialogue of Introduction to Opportunities in Azle and Relationship Development with Consultants, Developers and Brokers by the end of the 3rd Quarter 2016.

STRATEGIES *Continued*

Years 1 – 5 continued

5. Marketing Plan (Perception of Azle). Azle ED Director will develop and implement an outreach plan to targeted consultants / commercial brokers / retail developers in the greater Dallas-Ft. Worth market and set up a meetings with six (6) representatives by end of the 2nd Quarter 2017.
6. Attend one ICSC event by the end of the 4th Quarter 2016.
7. Compile, Design & Launch an economic development website for Azle by the end of the 1st Quarter 2017.
8. Design and Develop an Aerial Map as a marketing tool for Azle by the end of the 3rd Quarter 2016.
9. Azle ED Director will identify and budget for involvement in professional associations, local & national economic development marketing organizations (like Team Texas, IAMC, ICSC and the Dallas Marketing Team), business associations for Azle Targeted Industries and develop a schedule for marketing trips for FY2016-17 no later than the end of the 3rd Quarter 2016.
10. Work with city staff to identify infrastructure goals for water/waste water extension to most developable properties by the end of the 1st Quarter 2017.
11. Begin to work on five year annexation plan to be completed by the end of the 2nd Quarter 2018.
12. Explore the potential for a new commercial development in Azle anchored by the City of Azle government facility by the end of the 3rd Quarter 2017.
13. Identify and work towards the development of a new Hotel in Azle to open by the end of the 4th Quarter 2020.

STRATEGIES *Continued*

Years 6 – 10

1. Establish Infrastructure Planning Goals for Water, Sewer, Streets and Sidewalks throughout city by the end of the 1st Quarter 2021; including funding options.
2. Design and build Safe Pathways for walking, biking throughout the City by the end of the 4th Quarter 2021
3. Enhance telecommunication infrastructure, service and product offerings in the City by end of the 2nd Quarter 2024
4. Explore opportunity and viability of establishing a Main Street Program for Azle by the end of the 1st Quarter 2024
5. Work with chamber and other community groups to identify and develop tourism opportunities including family entertainment venues, theaters and dine-in restaurants by the end of the 4th Quarter 2021
6. Implement Phase 1 of 10-year annexation plan by the end of the 4th Quarter 2023

Years 10+

1. Implement Phase 2 of annexation plan by the end of the 4th Quarter 2026
2. Explore development opportunities best suited for lake front properties that may become available to the city including possible parks, corporate convention center, eco-tourism opportunities, etc. by the end of the 1st Quarter 2026
3. By the end of the 2nd Quarter 2026, influence the development of one new industrial park, one new commercial retail center and recruit one customer care center into Azle.

**Those who have planned ahead,
land ahead.**

***Communities* that plan ahead,
land ahead.**

Alysia Cook – Opportunity Strategies